

Lifelong Learning for Directors

終身學習 董事也當孜孜不倦

No matter which type of organization they serve, all directors, when they first assume their posts, should have a firm measure of competence to perform. Over time, they should strive to remain up-to-date with best corporate governance practices.

Directors must not allow their knowledge and skills to become obsolete. They have a responsibility to continually enhance their knowledge and expertise as directors. Although one may have what it takes to match present good practice, it is wrong to thereby assume and regard oneself as adequately equipped for the future. No matter how experienced one is, one can never ignore the dynamic changes within or outside one's organization. "We believe lifelong learning should be a core value in our membership," says Dr Kelvin Wong, Chairman of Council, The Hong Kong Institute of Directors (HKIoD).

The pioneer ups its requirements Continuing Professional Development, or CPD in short, is the practice whereby

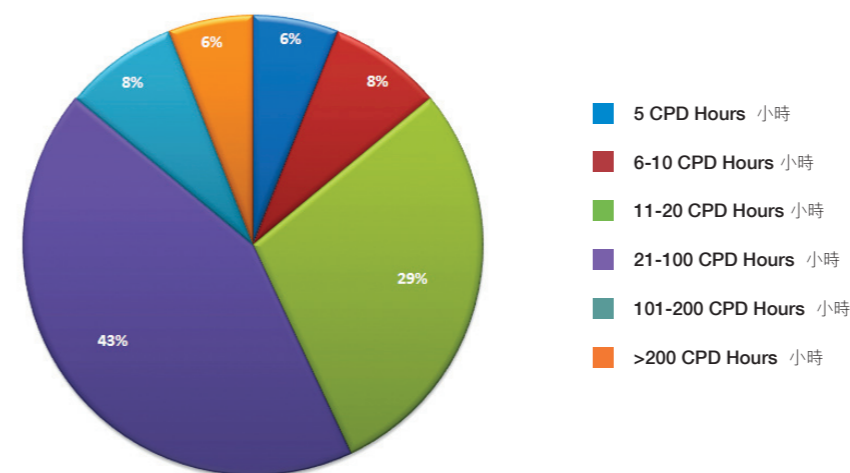
a professional undertakes to acquire up-to-date knowledge and skills related to the profession, often in compliance with requirement imposed by a professional institute on its members. For HKIoD, CPD calls for the systematic maintenance, improvement and broadening of knowledge, experience and skills, and the development of personal qualities helpful in the execution of the professional duties of a director.

When HKIoD introduced the Membership Accreditation Scheme in 2005, it was the first professional body of its kind around the world to implement any sort of mandatory CPD as a basic requirement for its membership. The CPD

requirement has its aim "to foster a life-long learning mentality, to nurture a sense of self-motivated development among our members," explains Dr Carlye Tsui, Chief Executive Officer, HKIoD.

To this date, most other institutes and associations of directors do not require CPD as a basic requirement for membership, although some would require undertaking of specific learning programmes in order to achieve and maintain certain recognized professional titles or designation. Examples include the Chartered Director status recognized by the Institute of Directors in the U.K., the ICD.D certification by the Institute of Corporate Directors in Canada, and

2005-2009 Average Distribution of CPD hours declared by members (according to mid-year validation by sampled members)
2005-2009 會員申報持續專業進修時數平均分佈 (根據年中要求抽樣核實結果)



the Certificate of Director Education programme of the National Association for Corporate Directors in the U.S. These institutes have in essence created an "elite" approach for those members who opt for accreditation. For them, the basis of accreditation is typically founded on passing stringent initial examinations. This would have the effect of bringing those seeking the designation to some benchmark adopted by the respective accreditation schemes. But it is only from the point when a member reaches accredited status that CPD requirements attach. Under this scheme, the pursuit of continuing development very much depends on the individuals' wish, and comes about merely as being incidental to wanting to obtain an elite status.

HKIoD believes that every one of its members should have a learning spirit in mind. Members of course originate from a variety of backgrounds and different tenures of experience. But rather than trying to get everyone or only some to a common benchmark, HKIoD asks all members to take on the pursuit of CPD from the start. HKIoD was a true pioneer in that sense.

And the pioneer would now go the next

mile. Starting this year, the Institute is expecting all of its members to complete at least 10 (up from five) hours of CPD per year as a pre-requisite to renew their membership. Those members who meet our recommended best practice for having acquired 20 hours (up from 10) of CPD will receive special recognition.

The decision can find support in the continuing learning spirit among members. Based on data collected from members reporting CPD activities completed during the year, for the years 2005 through 2009, all members declared that they have completed the minimum CPD requirement (5 hours), with 40% declaring additional time over and above the minimum.

Opportunities for learning abound Contrary to some members' thinking, CPD credits are not that hard to collect.

Members should find plenty of opportunities for learning. The possibilities include formal training courses and non-instructional ones. HKIoD's own course offerings, Speaker Luncheons or Professional Talks can all count towards CPD, as do events organized or hosted by other professional bodies. Learning

opportunities can also arise in situations such as e-learning or authoring a paper or article related to directorship development.

"The list of CPD activities is non-exhaustive, the idea is to encourage our members to participate in endeavors that can lead to a learning outcome," says Dr Tsui. "We do not just want to train someone to be director. We want them to develop. While training is either classroom-based or oriented towards specific tasks, development focuses on the person and calls for the individual's conscious efforts from self-understanding to learning new approaches and developing new attitudes."

Training courses, therefore, are only part of CPD, but CPD spans a much wider spectrum of activities that generate learning outcome. HKIoD allows a broad range of learning activities to qualify as accredited activities. "The emphasis should be on substance rather than form, that continuing professional development may be attained not only from classroom activities but also in a variety of other ways, some incurring tuition costs and some incurring service given, and some involving interactions with others and some involving self-study. HKIoD members can always find something that suits them," Dr Tsui adds.

But what kinds of activities have been most popular among members, one might ask? Mr Randy Hung, Council Member and Chairman of Training Committee may have the answer. "With many of our members sitting on the boards of companies and organizations that are household names, experience-sharing sessions featuring these members have been the go to events for many of our members," he says. "Our members have also found Speaker Luncheon Meetings featuring current issues and policies, and Professional Talks honing on subjects with much relevance to director practices useful in stimulating new thoughts or supporting what they do."

Views from the market Earlier in the year the Stock Exchange

CPD eligible activities

CPD Activities, a non-exhaustive list of opportunities producing learning outcome:-

- ▶ Attending HKIoD training courses
- ▶ Attending HKIoD speaker forums
- ▶ Attending training courses of other bodies with relevance to director development.
- ▶ Attending speaker forums of other bodies with relevance to director development.
- ▶ Delivery of talks in HKIoD forums or facilitating HKIoD training courses.
- ▶ Delivery of talks or facilitating training courses organized by other bodies with relevance to director development.
- ▶ Organizing HKIoD talks or events.
- ▶ Organizing talks or events of other bodies with relevance to director development.
- ▶ Director work based: in-house training
- ▶ Director work based: leading a new technique or discipline
- ▶ Director work based: making a presentation after research
- ▶ Director work based: coaching or mentoring regarding director practices
- ▶ Service: HKIoD committee work
- ▶ Service: board work or committee work regarding director practices in public duties and community services with skills applied in areas beyond one's principal engagement in profession/industry.
- ▶ Knowledge relevant to director development, from relevant books, general/business journals, general/business press, documentaries, videos, audio materials, distance-learning, e-learning.
- ▶ Authoring a paper or article with relevance to director development.

of Hong Kong rolled out its public consultation on the review of the Corporate Governance Code, in which the Exchange is proposing a Corporate Governance Code provision to heighten the expectation on directors of companies listing in Hong Kong to participate in continuous professional development of a certain minimum number of hours. This is in addition to the already existing Code provision on requiring proper induction when a director first joins a board. There is evidence of an ever stronger appreciation that company directors must have and must continue to improve on their skills, knowledge and qualities required to meet the corporate governance demands of today.

Indeed, Mr Mark Dickens, Head of Listing at the Hong Kong Stock Exchange, stressed that directors should ensure they are fully aware of their duties under the law and the listing rules and take an active interest in the issuer's affairs and obtain a general understanding of its business. To tackle those task, "it is important for directors to continue updating and refreshing the skills and knowledge by participating in training so that they are in a position to provide informed and

relevant contribution to the companies they serve," he says.

"We fully support HKIoD's initiative to raise its CPD requirement for their members. Training that covers corporate governance practices, management skills, accounting and disclosure obligations, and other legal and regulatory changes would undoubtedly elevate the standard and knowledge of directors," Mr Dickens continues.

And according to Mr Dickens, "a market that is recognized as having good corporate governance is likely to attract international investments."

Self-discipline to demonstrate professionalism

At one time or another, the Exchange has given reprimand and required directors of listed companies found to have acted in breach of the listing rules to undergo corporate governance training, and the Institute has been one of the designated few to provide the remedial training to get those directors back on track.

By all standards, many of those in remedial classes have great

accomplishments of some sort before they become public company directors. Many of them were upstanding individuals wanting to bring their companies to the next level. The often mistaken belief, however, is that if you are a successful businessman who has founded the company, or a proven professional with proven track record before being invited to join a board, that already makes you a good director. "Not quite," says Dr Wong, adding: "Being a public company director calls for a rather different set of skills than entrepreneurship or professional practice in the ordinary sense."

"Rather than reflecting on what went wrong and acquiring the skills and knowledge they should have in the first place, we want directors to be ready from the beginning, through initial training, and we want them to keep up, through CPD," Dr Wong continues.

Mr A F M Conway, Council Member and Chairman of Accreditation Committee, offers another perspective: "It is very important that directors have formal training about their role. Particularly for Independent Non-Executive Directors (INEDs), it is of utmost importance in order for them to fulfill their advisory and monitoring functions fully, to contribute meaningfully, rather than just turning up at board and committee meetings to merely endorse the Executive Directors' proposals."

"It is just as important to continue the learning", Mr Conway continues. "Today, everyone has to keep up to date, no matter what field of work one is in. Company directors are no exception. No matter how experienced a director is, he has to be familiar with current trends, latest legislative and regulatory changes as well as best practices in company direction."

But while professionals of various fields are required to attain certain educational qualifications to begin practice and are obliged to meet certain continuing learning requirements to keep their practicing license active, unlike CPAs, doctors, lawyers and engineers, in Hong Kong (and most many other places)

directors do not have such formal requirements. That notwithstanding, “directors who are serious about meeting their responsibilities will have as much a professional attitude to learn and to develop,” says Mr Hung.

“The key word is ‘professional,’” says Dr Wong. “Although there being no formal requirements – not yet at the least – of licensing directors, it is certainly apt for directors to apply self-discipline without being regulated to demonstrate professionalism. Directors are leaders of their organizations and captains of their industries. They should adopt a professional approach in their practices. That includes the self-discipline to acquire core competency to perform and to pursue continuing learning.”

Robust directorship needed ahead

With the business environment in that much more a state of flux in the wake of the global financial crisis, the need for more robust directorship has been more pressing than ever.

The business and regulatory environment in which directors’ work is getting tougher indeed. The Hong Kong Stock Exchange public consultation rolled out earlier this year contemplate a range of initiatives that are intended to bring about progressive changes to the Code framework which was first introduced in 2005. Mr Dickens of the Hong Kong Stock Exchange pointed out that the “foreseeable, evolutionary” changes to the Code must necessarily require directors to adjust to new practices related to board matters.

Some part of the listing rules will also get heightened to become statutory provisions. For example, the recently gazetted Securities and Futures (Amendment) Bill 2011 will oblige listed issuers to disclose price sensitive information.

And it is not just directors at publicly listed companies who should feel concerned. The Companies Bill, now going through the committee stage at LegCo, will also bring about a firmer expectation on the duty of care for directors or public and

WHAT DO MEMBERS THINK?



Dr Leonard S K Chan
General Manager, Sunlight Paper Agency Limited

陳新國博士
森麗紙業代理有限公司總經理

“I really appreciate the great variety of activities provided by HKIoD. Members can accumulate CPD by joining different kinds of activities other than training courses. For our regular Speaker Luncheons as an example, HKIoD invites distinguished and high-quality speakers. Members are provided with a good networking platform. It is very useful for business development.

I pay a lot attention to HKIoD’s circulars and note that new training courses are introduced from time to time. I fully support the requirement of CPD but feel that 10 hours of professional development for a director are just not enough!”

「我最欣賞本會提供多元化活動，讓會員在培訓課程以外，可以透過其他會員活動來累積CPD。例如定期舉行的午餐演講會，本會經常邀請著名及高質素的嘉賓主講，為會員提供一個高質素的交流及聯誼平台，對公司業務發展非常有助。我經常留意本會通訊，察覺到本會不時都有新課程推出。我絕對支持本會的CPD要求，但作為一個董事，一年10個小時的進修要求實在太少呢。」



Mr Anthony Espina
Managing Director, Goldride Holdings Limited

金旭控股有限公司董事總經理

“I take a certain amount of CPD per year for my pursuit of personal interests, professional development as a CPA and business development. I believe company directors should have a sense of regular self-improvement like other certified professionals. To fulfill duties effectively, it is essential for directors to be regularly equipped with updated industry knowledge and functional knowledge and to understand corporate governance as well as some essential financial knowledge. Therefore HKIoD’s CPD requirement of 10 hours

should not be too difficult for a responsible director to achieve. I think this should be increased in due course.”

「基於個人興趣，會計專業需要及業務拓展需要，我每年都維持一定進修時數。我相信公司董事與其他專業人士一樣，都要有自我增值意識，因為要有效地履行董事責任，就要不時更新行情知識、專業知識，學習企業管治及掌握基本財經知識。對於一個盡責的董事而言，本會每年10個小時的CPD要求實在很容易達到呢，我認為本會要盡快將要求提高。」



Ms Bianca Ma
Managing Director, Metro Broadcast Corporation Ltd

馬健生女士
新城廣播有限公司董事總經理

“As a media corporation we are monitored by the authorities and the public. Therefore we understand the importance of continuing professional development. Our board members and senior management are keen to keep ourselves updated with knowledge of corporate governance and directors’ duties. I have attended a number of HKIoD training courses and found them all worthwhile and useful to my work. Facing the gradual economic integration of Hong Kong with Mainland China, I suggest providing courses to introduce practices and case studies of Mainland China.”

「作為傳媒機構，本公司受官方及市民監察，我們深明持續進修的重要性，董事會成員及高層管理人員都會定期進修企業管治及董事責任知識。我報讀了數個本會的培訓課程，我認為物有所值。面對兩地經濟日漸融合，我建議引入更多國內案例及實務課程。」



Dr Kelvin Wong: “We believe lifelong learning should be a core value in our membership”

黃天祐博士：「我們深信終身學習應當是所有會員的核心價值。」

private entities alike. The government is also mulling some tightening in its supervision over charitable organizations, as evidenced in the recently Law Reform Commission consultation on charities. Directors of all sorts operating in Hong Kong do have to be more alert and more knowledgeable about what they are asked to do. Higher expectations on the competence and qualities of directors should come as no surprise.

We need good capable persons to be company directors; we also need good capable people to direct and run non-profits and public entities. The benefit of proper initial training and continuing professional development for directors will flow not only for big corporations but also small companies, and not only for profit-making ventures but also social enterprises and charitable organizations.

Ultimately, an enlightened group of directors assist in enhancing corporate governance standards and bring impact throughout the economy.

無論效力甚麼機構，每位董事上任時都應該具備充份的能力履行並職責。在任內，則需與時並進，以確保能掌握最合時和有效的企業管治手法。

身為董事不能讓自己的知識和技能過時，同時更有責任不斷提升知識水平及個人專長。儘管擁有當前最佳的企業管治能力，也不應就此假設或以為該等能力足以應付未來所需。即使具備豐富經驗，也不能無視在機構內外或會出現的各種變數。香港董事學會主席黃天祐博士說：「我們深信終身學習應當是所有會員的核心價值。」

先驅再邁進 提高要求

「持續專業進修」(Continuing Professional Development 或 CPD) 是一位專業人士致力取得最新知識及技能的做法，而通常是為了符合與專業組織對其成員的要求。對香港董事學會來說，CPD 是透過有系統的方式協助董事維持、提升及擴闊知識、經驗和技能，以及發展個人素質，讓他們能有效地履行董事的專業職責。

香港董事學會於 2005 年推出會員評鑑制度。當時，它是全球同類專業組織之中率先把持續專業進修納入成為對會員會籍的基本要求。據行政總裁徐玲博士解釋：「CPD 的目的是培養會員終身學習的意識和自發奮進的心態。」

至今，仍有不少董事學會和協會組織未把 CPD 列作會籍的基本要求。它們有部份會要求會員參與特定培訓，以獲取及維持認可的專業資格或名銜。當中例子包括獲英國董事學會 (Institute of Directors) 認可的註冊董事 (Chartered Director) 資格、加拿大企業董事學會 (Institute of Corporate Directors) 的 ICD.D 證書，以及美國全國企業董事協會 (National Association of Corporate Directors) 的董事教育證書課程 (Certificate of Director Education) 等。這些組織實質上是為尋求專業認可的會員提供「精英」訓練。對它們來說，頒授認可資格的基礎是相關人士必須通過嚴格的專業門檻考試，證明符合有關評鑑計劃的要求，而 CPD 則只適用於已獲認可資格的會員。按此安排，是

否追求持續專業發展便視乎個別會員的意願，只會在會員有意獲取特定專業認可的精英行列時才會發生。

香港董事學會相信所有會員都應擁有不斷學習的精神。由於其會員來自不同背景，擁有不同經驗，學會不會要求所有會員或只是部份會員符合同一標準。學會的要求是會員從頭徹尾都應該就尋求持續專業發展作出承諾。在這方面，香港董事學會是同類組織的先驅。

而這先行者並未自滿，正準備再邁進一步。自今年開始，學會要求會員於一年內完成最少 10 小時 (前為 5 小時) CPD 活動，作為續會的先決條件；而那些完成 20 小時 (前為 10 小時) CPD 指定最佳時



Mr Mark Dickens: “it is important for directors to continue updating and refreshing the skills and knowledge by participating in training so that they are in a position to provide informed and relevant contribution to the companies they serve.”

狄勤思先生：「董事必須透過參與培訓，不斷提升及更新技能和知識，以確保他們能夠為所服務的企業提供有見地及適切的意見。」



Dr Carlye Tsui: “We do not just want to train someone to be director. We want them to develop.”

徐尉玲博士：「我們不單是訓練人才，使他們可以勝任董事，我們也希望能成就每位董事的個人發展。」

持續專業發展活動涵蓋範疇

CPD活動，列舉提供學習效能活動例子，惟並非徹底詳盡清單：—

- ▶ 參加香港董事學會主辦的培訓課程。
- ▶ 參加香港董事學會主辦的演講集會。
- ▶ 參加其它組織主辦有關董事發展的培訓課程。
- ▶ 參加其它組織主辦有關董事發展的演講集會。
- ▶ 於香港董事學會主辦的集會或培訓課程中主講。
- ▶ 於其它組織主辦的集會或培訓課程中主講有關董事發展的題目。
- ▶ 參與籌組香港董事學會主辦的演講集會或項目。
- ▶ 參與籌組其它組織主辦有關董事發展的演講集會或項目。
- ▶ 關乎本身董事工作：參加內部培訓。
- ▶ 關乎本身董事工作：領導落實新技術或科目。
- ▶ 關乎本身董事工作：經過研究後發表解說。
- ▶ 關乎本身董事工作：指導或師導有關董事常規。
- ▶ 服務範圍：參與香港董事學會委員會工作。
- ▶ 服務範圍：參與公職上的董事會或有關董事發展的委員會工作，因而運用技能於其專業或行業上的主要工作以外。
- ▶ 從書籍、普通或商業期刊、普通或商業報章、紀錄性刊物或影片、影音材料、遙距學習、電子學習等中獲取有關董事發展的知識。
- ▶ 編寫有關董事發展的文件或文章。

數的會員會獲得特別獎勵。

學會的決定有賴會員的學習精神所支持。從會員申報每年完成 CPD 活動的資料顯示，在 2005 年至 2009 年間，所有會員都完成最低時數 (5 小時) CPD 活動，其餘 40% 則超額完成。

學習機會比比皆是

事實上，要獲取所需 CPD 時數並非如一些會員想像的困難。

會員學習的機會比比皆是，包括正式課堂或不採用傳統講授形式的活動。香港董事學會提供的課程、主題演講午餐會及專業講座等，以及其他專業團體舉辦或主持的

活動都可申報 CPD。此外，如網上學習或就董事職能發展撰寫的論文或文章等也是學習機會。

徐博士說：「CPD 活動範圍廣泛，未能盡列。我們的期望是能鼓勵會員積極參與活動，增進知識和能力。我們不單是訓練人才，使他們可以勝任董事，我們也希望能成就每位董事的個人發展。培訓大多是在課堂內進行或是針對特定課題而進行的，個人發展則是要求個人用心，起而了解自己，繼而掌握新方法和開展出新的態度。」

CPD 活動包括不同學習經驗，培訓課程不過是其中部份。香港董事學會的評鑑方式便包括一系列廣泛的學習活動。徐博士續說：「重點是活動素質，而不是活動形式。持續專業進修不單可在課堂學習中取得，也能透過其他不同途徑達致，有些需付點費用，另一些則透過服務，或講求與人互動、或要求自學等，當中必定有適合個別會員需要的選擇。」

那麼那些活動最受會員歡迎？學會理事及培訓委員會主席孔敬權先生為我們解答。他說：「由於我們的會員不少來自知名企業及機構的董事局，由他們主講的經驗分享會一般最受會員歡迎。會員亦認為以時事及政策為主題的專題演講午餐會及有關董事職能的專業講座，能刺激新思維，或有助他們履行職責。」

市場看法

今年較早時，香港交易所就企業管治守則檢討展開公眾諮詢，建議提高在港上市企業的董事持續專業發展活動的最低時數。這是在目前要求企業給予新加入之董事適當的導引外的另一要求。可見得，市場上對董事是否擁有及能否不斷提高能力、知識及相關個人素質以應對當今企業管治的要求愈加重視。

港交所上市科主管狄勤思先生便強調，董事應確定對所負的法律責任和上市規則有充分了解，並需主動關注及認識企業之事務和業務。要應付這些工作，他說：「董事必須透過參與培訓，不斷提升及更新技能和知識，以確保他們能夠為所服務的企業提供有見地及適切的意見。」

他續說：「我們全力支持香港董事學會提高會員 CPD 要求的做法。有關企業管治方法、管理技能、會計及披露要求，以及法例及監管發展的相關訓練，無疑能提升董事的專業水平及知識。」



Mr Randy Hung: “Directors who are serious about meeting their responsibilities will have as much a professional attitude to learn and to develop.”

孔敬權先生：「假若一位董事重視他的職責，他必定會以同等專業的態度學習及發展其能力。」

他認為：「一個企業管治水平獲認同的市場，往往能吸引國際投資。」

透過自律彰顯專業精神

港交所不時需向違反上市規則的上市公司董事作出譴責，並要求他們接受企業管治培訓。香港董事學會便是少數指定可為那些董事提供培訓的機構。

事實上，那些需接受培訓的人士在出任上市公司董事前都各有成就，大都是為人正直及有意協助相關企業推進業務發展。然而，一般人都持有錯誤的看法，以為只要是曾創建業務的出色商人或是功績彪炳的專業人士，便能成為稱職的董事。黃博士說：「這想法不對。其實，上市公司董事所需的技能與企業家或專業人士採取的做法有別。」

他續說：「我們希望董事能透過基本入門培訓，在履任前作好準備，並於日後透過 CPD 繼續增進知識及技能，而不是出錯後才作反省和補救。」

學會理事及評鑑委員會主席江偉先生從另一角度去說明。「董事履任前接受正式培訓，認識相關職能十分重要，尤其對獨立非執行董事來說，那能讓他們日後充分地發揮顧問及監督的功能，為企業作出實質貢獻，而不是只為支持執董的動議而出席董事局或委員會會議。」

他續說：「持續學習也同樣重要。今天，各行各業的從業員都必須與時並進，公司的董事也不例外。無論一位董事擁有的經驗有多豐富，他必須同時掌握當前局勢、法律和監管方面的最新發展，以及領導企業營運的最佳方法。」

某些專業如註冊會計師、醫生、律師及工程師等，都要求從業員具備相關學術資格才能執業，而要繼續執業則還需符合特定持續進修要求。在香港（及眾多其他地區），出任董事無需符合甚麼正式專業要求。然而，孔先生說：「假若一位董事重視他的職責，他必定會以同等專業的態度學習及發展其能力。」

黃博士說：「關鍵在『專業』二字。現階段而言，仍沒有針對董事資格的正式要求，董事如能自律，無需監管也能顯示專業精神便最好不過。董事是機構的領導人，行業魁首，應當以專業方式行事，包括自發求取職責所需的核心技能及不斷持續學習。」

企業亟需強勢董事帶領向前

全球金融危機造成整體營商環境動蕩，企業今天亟需更健全的董事會協助領導經營。

而董事需面對的營商及監管環境也愈趨嚴峻。在香港交易所今年較早時展開的公眾諮詢當中，建議考慮的一系列做法目的是促進在 2005 年訂立的守則的框架。港交所的狄勤思先生指出，在守則中訂明董事必須作出調節，以配合董事會最新的工作方是「預期之內的演進」。

此外，部份上市規則亦將升格成為法規。例如最近刊憲的證券及期貨條例（修訂）草案 2011 便訂明上市公司必須披露股價敏感資料。

然而，不單上市公司董事需關注有關發

展。正由立法會轄下委員會審議之公司條例草案，亦將提高社會對上市公司及私人機構董事盡心履行職責的期望。另外，最近法律改革委員會就慈善機構進行的諮詢，也顯示政府正在考慮對該等機構加強監督。可見在香港出任董事更須時刻警惕，並需加深了解董事的職責。社會上對董事的能力及素質要求愈趨嚴格並不應該令人感到詫異。

我們需要有能者出任公司董事，也需要有能者帶領和營運非牟利及公共機構。無論企業規模大小，是營商賺取利潤還是社會企業或慈善事業，都會因董事接受過適當入門培訓及極積尋求持續專業發展而受惠。

歸根究底，知識能力俱佳的董事能協助企業提升管治水平，整體經濟亦會隨之而受惠。



Mr A F M Conway: “No matter how experienced a director is, he has to be familiar with current trends, latest legislative and regulatory changes as well as best practices in company direction.”

江偉先生：「無論一位董事擁有的經驗有多豐富，他必須同時掌握當前局勢、法律和監管方面的最新發展，以及領導企業營運的最佳方法。」