

Son Inherits Sense of Mission as Director

董事精神的父子傳承

It is not unusual to find members of the same family joining The Hong Kong Institute of Directors (HKIoD). Although their occupation, position and seniority as company directors may differ, they all share the passion of striving towards director professionalism while sharing and passing on good values and high standards. We can learn from their stories. Below is our interview with one such family.

學會的會員不少來自同一家庭，雖然他們所處的行業、崗位、董事年資並不一定相同，都各自為董事專業而努力，彼此分享，傳承良好的價值，他們的故事值得我們借鏡。

Interviewees 受訪對象

Mr Samuel Yung SBS, MH, JP, FHKIoD – AIA International Limited’s Executive District Director; Fellow and Former Council Member of HKIoD, National Committee Member of Chinese People’s Political Consultative Conference (CPPCC)

容永祺先生 - 友邦保險(國際)有限公司區域執行總監
香港董事學會資深會員及前理事
全國政協委員

Mr Solomon Yung LL.B (Hons), AHKIoD – AIA International Limited’s Associate Director of Wealth Management and Protection; Authorised Representative of AIA; Associate of HKIoD

容思瀚先生 - 友邦保險(國際)有限公司財富管理及保障部門副總監
香港董事學會連繫會員



▲ Mr Samuel Yung (right) and son Mr Solomon Yung take a break in the office for the interview.
▲ 容永祺(右)先生和容思瀚先生。

Can you share with us your respective reason(s) for joining HKIoD?

Mr Samuel Yung: Years ago, I met your Dr Carlye Tsui (HKIoD’s chief executive officer) through the Outstanding Young Persons’ Association and accepted her invitation to become an HKIoD member. I very much agree with the values that HKIoD promulgates, especially on the topics of ethics to be expected of a director, continuing professional training and strengthening of corporate governance.

Right around that time, I had just begun to serve as an independent non-executive officer (INED) of a listed company as well as the chairman of its audit committee. To do some due diligence and to find out more about related regulations, I attended a short course and seminar organised by HKIoD, which helped me hugely to perform my duties. In 2003, I had the honour to be named a council member of HKIoD and served in that capacity until earlier this year. Over the years, I enjoyed participating in the Institute’s many activities, big and small, notably, the Directors Of The Year Awards, the Directors’ Conference and speaker luncheon meetings. I learned much from these events; but most of all, I made a lot of friends.

Mr Solomon Yung: Dad’s recommendation was, of course, a major reason why I joined HKIoD. He wanted me to gain more knowledge and know-how via the Institute to build a sound foundation. I am still at the start of my career. I must get a better handle on pointers of being a director to prepare for increasing responsibility in management. That is why I regularly attend HKIoD events such as luncheons to get updated on corporate governance trends. I also would like to be given a chance to help out HKIoD and to learn from seniors in the process.

As directors, what do you see as the most important common values?

Mr Samuel Yung: As a director, one must put integrity above all else,

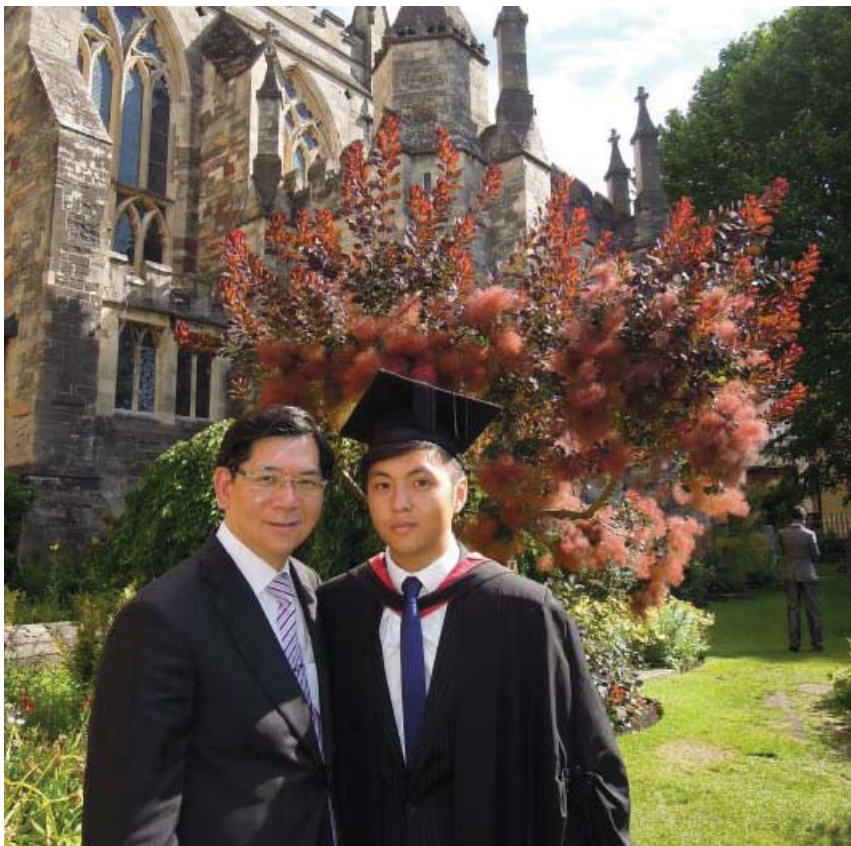
irrespective of the type of organisation he or she represents. For instance, an INED must protect the interests of the minority shareholders. A director must handle financial accounts with high transparency and deal scrupulously with declarations regarding connected transactions. A director also must deal fair and square and avoid conflicts of interest. No matter what sector your company is in, you must serve with integrity as a director.

Mr Solomon Yung: I surely agree that integrity is most important, not just for a director but for an individual. As for younger directors, they lack experience on the board and must first build confidence by enriching themselves with knowledge on corporate governance. Personally, I need to work harder in this respect.

As a father, how do you feel about your son joining the insurance industry?

Mr Samuel Yung: I am pleased. I never really tried to influence my children's choice of a career. I believed that my responsibility was to give them a comfortable environment to grow up in. As long as they are happy, I'm fine. Solomon had always wanted to be a barrister. But shortly after completing his brief internship at the High Court and barrister firm, he came to his mom and I to discuss his career choice, telling us that he would prefer to work with people. Since with law, he had to spend a lot of time on reading and studying documents, he said it might not be suitable for him. Perhaps his choice of insurance as a career path was partly due to my having encouraged him since childhood to participate in church activities and social service, which shaped his caring personality. Before I retire, I plan to pass on to him as much of my experience and know-how as possible and to hand over the baton gradually.

You are the father as well as the supervisor. Solomon, do you see Mr Yung senior's image as being different at the office versus the home?



▲ Proud father (left) attends the university graduation of his son Solomon.
▲ Samuel出席Solomon的大學畢業禮。


Mr Solomon Yung: Dad gave me a good environment to learn and to grow up in. While he has been most caring, I sometimes felt that he was a bit nagging. Since joining AIA, I began to see that Dad is actually very thoughtful. He is most serious about work, meticulous with details and highly observant. The way he deals with others strikes a delicate balance between work and family. All this is worth my while to emanate.

Samuel, how do you allocate time, given that your work is demanding?

Mr Samuel Yung: I believe that one must share one's success with the family. I don't bring work home so that I have adequate family time. On weekdays I am totally committed to my job. My weekends are for the family and the church. It isn't easy though to set aside time like this hence my daily schedule is extremely

tight. In addition, the entire family goes on a long-distance trip once a year. Recently, we were in England, Germany, Italy, Korea, Jordan and Canada.

Mr Yung (Senior), you'd had some remarkable achievements early in your career. What is your philosophy to success? What is your philosophy to success?

Mr Samuel Yung: I define "success" as being able to improve from day to day and to do it continually. The life of a successful person is balanced. I think it is key to have a sound economic foundation, to know how to share one's achievements with one's loved ones, and to be in constant pursuit of personal development. Above all, a successful person must give back to society what he or she can derive from it. Spiritual grooming is also a must; in my case, it's my faith in Christ. 

兩位是因為什麼原因加入香港董事學會？

容永祺先生：多年前我透過傑出青年協會認識到學會的行政總裁徐尉玲博士，在她的邀請下加入成為會員。我非常認同學會宣揚的價值，特別是董事應有的操守、持續專業進修和強化企業管治。

加入學會初期，我剛開始出任上市公司的獨立非執行董事，更兼任審計委員會主席，為了盡職和認識相關的法規，我參加了由學會舉辦的短期課程和講座，這對我在董事會的工作有很大的幫助。在2003年我很榮幸獲邀出任為學會的理事，直至2015年卸任。多年來我很高興參與學會不同大小事務，如「傑出董事獎」、「董事論壇」和午餐演講會等，這些經驗使我獲益良多，也贏得不少友誼。

容思瀚先生：父親的引薦當然是主要原因，他更希望我能透過學會學習更多知識，打好基礎。我的事業還在起步階段。為未來晉身管理層作好準備，我需要掌握更多董事須知，為此我參加了學會舉辦的活動如午餐演講會等，認識企業管治的最新趨勢，有機會我也希望為學會作出更多貢獻，向前輩們多多學習。

身為董事，兩位認為哪些共同價值是最為重要？

容永祺先生：董事必須將誠信放在第一位，在任何類型的機構也一樣。就以非執董為例，必須維護小股東和投資者的利益。董事要高舉透明度，處理帳目、關聯交易和利益申報時要非常小心謹慎；董事處事也要公平公正及防止利益衝突。不論出任哪一種機構的董事，都要以誠信為出發點。

容思瀚先生：當然同意誠信的重要性，不單止董事如此，做人亦應如此。年輕的董事在董事會內缺乏經驗，要先學習多些企業管治知識，建立自信，充實自己，在這方面我還要多加努力呢。

兒子投身保險專業，父親有什麼看法？

容永祺先生：我感到很欣慰。首先我從來沒有左右子女對事業的選擇，我的責任就是提供一個愉快的環境讓他們成長，只要他們快樂就可以。兒子從小的志願是成為大律師，當他完成在高等法院及大律師行的短期實習後，他主動找我和太太傾談，



▲ Eight-year-old Solomon and his younger sister enjoy some horseplay with their father Samuel at home.
▲ 八歲時的Solomon與妹妹，父親在家中合照。



▼ Samuel brings young Solomon to primary school.
▼ 小時候父親帶Solomon上小學。

表示他較喜歡從事面對人的工作，而法律專業則必須花較多時間在閱讀法律文件之上，未必適合他。也許從小我就帶他熱心參加教會及其他社會服務機構的活動，塑造他關心別人的性格，促使他走上保險業的路途。在我退休前，我可以傳授他經驗和知識，逐步引領他接手我的事業。

既是父親也是上司，Solomon認為父親在公司的形象和在家中有什麼不同？

容思瀚先生：父親給予我一個良好的環境學習和成長，對我無微不至，只是有時候我也會怪父親太嘮叨。但自從加入公司後，我發現父親很細心，對工作十分認真，注重細節，亦有很強的觀察力，他待人接物的方式，在工作和家庭生活之間取得平衡，都很值得我去學習。

Samuel的工作很忙碌，你是如何分配時間的？

容永祺先生：我認為工作上的成功必須與家人分享，為了給家人充足的相處時間，我會將工作和家庭生活分開。星期一至五專心工作，星期六、日我將時間獻給家人和教會，要做到這一點並不容易，因此我平日的工作日程排得非常緊密。此外，我們一家四口每年都會去一次長途旅行，近年我們去過英國、德國、意大利、韓國、約旦、加拿大等地。

在很年輕的時候，Samuel在保險行業已擁有驕人的成就，你的成功哲學是什麼？

我認為成功的定義，在於今天要比昨天進步，明天比今天進步，並持之以恆。成功的人有著平衡的生活，我認為要有穩健的經濟基礎，成果懂得與家人分享，不斷追求個人的成長，取得成就要回饋社會。此外，也要有靈性的培養，對我來說就是基督教信仰。