

Directors' Symposium 2018

A Major HKIoD Platform for Directors' Sharing

董事研討會2018

香港董事學會重頭項目—與董事對話



The 2018 Directors' Symposium, organised by The Hong Kong Institute of Directors, was held on Thursday 20 September. This annual major event of HKIoD took place for the first time at the HKEX Connect Hall, making use of the venue's excellent facilities including spectacular video walls and ushering attendees to the adjoining HKEX Museum of Finance prior to the commencement of the Symposium. The theme of the evening was "Leadership in Times of Changes", reflecting the need for effective corporate leadership in these tumultuous times. Eight renowned speakers and five hosts delivered insights on the theme sharing with 200 participants.

Auspiciously the Symposium was held on the same day the first Global Director Survey Report conducted by the Global Network of Director Institutes (GNDI) was unveiled, as the survey background and key summary were introduced by

HKIoD CEO Dr Carlye Tsui, who opened the evening and welcomed all to the Symposium.

It was the perfect time and place to discuss topical issues. As Dr Tsui pointed out, "Today, we see many disruptions and hence different big challenges, be it from economic and geopolitical saltation such as a trade war, nature's climate warning, and the upsurge of innovation and technology. Directors' leadership in enterprise and governance is the key driver for companies to face challenges".

Two Pillars in Strengthening Company Competitiveness

At the Symposium, HKIoD Chairman Mr Henry Lai spoke on Director Focus. He highlighted Hong Kong's ranking in competitiveness this year dropping from the first to the second spot vis-à-vis HKIoD's role to facilitate directors in fulfilling their responsibilities. He emphasised the factors of corporate governance and director professionalism,

two necessary pillars that directors must strengthen to increase and maintain their companies' competitive advantage against keen competition in our changing world.

Mr Lai cited that the corporate governance agenda covers conformance and performance. He said in elaboration, "The practice of good corporate governance applies to ALL types of companies. While the ultimate CG responsibility rests with the board, management and staff have a CG role in execution. The board should lead to develop the CG culture in the company." Moreover, he reminded that director professionalism calls for the spirit of integrity and enterprise, visionary leadership, exercising care and skills in strategic steering and the pursuit of continuing professional development to enhance director competence. For learning outcome generated, the Symposium is recognised in CPD hours by professional bodies who are supporting organisations of the event.

China: Deleveraging, Trade War, and Policy Easing

As nowadays companies operate in a global environment, external factors can have a significant impact on companies' performance. The Highlights Talk of the evening described one such external factor – economic. **Dr Tao Wang, Managing Director and Chief China Economist of UBS Investment Bank**, delivered a timely talk covering the extent and impact of Chinese deleveraging, policy easing, and trade war with the US.

After her presentation, Dr Wang had an interactive discussion with host **HKIoD Deputy Chairman Dr David Wong**.

Dr Wang pointed out that China has been tightening several main drivers through regulatory and fiscal measures, for example by tightening local government debt control, which results in weaker infrastructure investment, and by implementing tighter rules on shadow banking, resulting in higher interest rates, decline of shadow credit, weaker bond issuance and higher defaults. The impact however was not overly concerning: according to Dr Wang, property sales had slowed but investment was stronger

than expected, with solid exports and consumption rates.

On the trade war with the US, Dr Wang predicted that there is a risk of a full-on trade war, triggered by potential further escalation on the US's part, such as tariffs on all Chinese exports, followed by Chinese retaliation on US exports. Current uncertainty would likely weaken export orders, production, and investment. In her view, the effect of trade and investment restrictions are likely to damage supply chains, as well as hurt China's technological upgrade, though it may trigger more domestic spending.

Dr Wang indicated that what this might mean for Hong Kong was firstly the potential of rising interest rates in Hong Kong leading to a modest property sector adjustment, due to China's tightened fiscal and monetary policies. Secondly, the US-China trade war would most likely affect Hong Kong's trade, both directly and indirectly, with trade-related services being affected too. She concluded that it may present a potential long-term challenge for Hong Kong, as a prolonged trade war could lead to a more protectionist global environment resulting in a lasting slowdown in global trade growth.

Many Challenges

The evening's first panel discussion titled "Our Changing World" was hosted by **HKIoD Deputy Chairman Ir Edmund Leung**.

Dr Lee George Lam, Chairman of Hong Kong Cyberport Management Company Limited, started off the panel by giving a succinct address on the many challenges that he foresaw Hong Kong, as well as the Greater Bay Region, would encounter, such as climate change, sustainability, stability, global governance, demographics, and technology. However, Dr Lam reminded that these were not only challenges but could also be opportunities.

In light of our turbulent times, directors really need to perform to their very best. Unfortunately, as Dr Lam pointed out, leadership is really in short supply, both in private and public sectors, and thus it is crucial that Hong Kong needs to invest more in education. Aside from local talents, Hong Kong could also attract talent from around the globe. Hong Kong is already a popular destination for talented people, as evidenced by the entry programmes established by the Hong Kong government, such as the



Mr Henry Lai, Chairman of HKIoD
香港董事學會主席賴顯榮律師



Dr Carlye Tsui, Chief Executive Officer of HKIoD
香港董事學會行政總裁徐尉玲博士

most recent Tech Talent Entry Programme.

Dr Lam saw Hong Kong's role as an important and relevant partner in the Greater Bay region, with the responsibility of making sure that the Greater Bay area becomes a "Supereconomy" driven by the private sector instead of state-owned enterprises, as well as leading China into a better intellectual property regime.

Climate Change

Mr David Simmonds, Group General Counsel and Chief Administrative Officer and Company Secretary of CLP Holdings Limited, gave a presentation on the topical issues of climate change, trust in business and hyper-transparency. "People want to work for, buy from and invest in businesses they trust and believe in", Mr Simmonds reminded, warning that "without trust, they will stop buying."

Mr Simmonds pointed out that some people may think climate change is a problem for the next generation. He revealed that as an energy company, CLP is dedicated to continuing their commitment to energy transition to combat climate change, through reducing emission intensity targets, increasing clean energy targets and investing in zero and low emission technologies to decarbonise the portfolio.

Mr Simmonds reminded that in these "a-changin'" times, companies have a responsibility to strive for sustainability for society.

Big Data and Cities

Big Data has become an important concern for directors. **Dr Winnie Tang, Founder and Honorary President of**



Dr Tao Wang (Right) and Dr David Wong
汪濤博士（右）與黃友嘉博士

Smart City Consortium, gave an interesting discussion on the use of open data in transforming city life, with Hong Kong as a case study. She discussed the Hong Kong Smart City Blueprint, which was released on 15 December 2017, emphasising that "Smart City is people-centric".

Dr Tang highlighted that the Hong Kong Smart City Blueprint relies on the use of Open Data, including both public and private data in Application Programming Interfaces (API) which are the set of routines, protocols and tools for building software applications that we use on a daily basis. She pointed to many aspects of society that would be transformed to facilitate smart city services. They include finance, banking and city infrastructure, eg the use of Smart Lampposts to collect real-time city data, the implementation of eID – electronic identity.

However, Open Data is still a very new concept, and is not well regulated in Hong Kong. Dr Tang pointed out that to cultivate innovation in smart city technology, there should be more legislation on Open Data, referencing other jurisdictions such as Singapore, Japan, Dubai,

New York and Australia With Open Data legislation in place. Moreover, Los Angeles has developed common data spatial data infrastructure to share data such as sanitation levels on streets, while the UK has plans to establish a Geospatial Commission to facilitate inter-departmental collaboration on strategies to improve the collection and access of geospatial data. Hong Kong needs to catch up if it wants to continue to be competitive in our changing world, commented Dr Tang.

Platform Economy

The second panel discussion titled "Strategic Dynamics in Company Direction" was hosted by **HKIoD Deputy Chairman and Chairman of the Symposium Dr Christopher To**.

APIs allow for the development of platforms such as Uber, Facebook, Alibaba, and Airbnb. **Mr Blake Larson, Managing Director – International of Lalamove**, pointed out that the commonality among these four platforms is that they are all the biggest provider in their respective fields and yet do not create or own the means of production. This is, essentially, the platform economy.

Mr Larson highlighted three advantages of platforms: they allow for better asset utilisation, faster innovation, and efficient pricing. This is one of the main reasons why platforms have developed so quickly and successfully in a short period of time.

Mr Larson indicated that Hong Kong has its homebrew platform as well – Lalamove, which is the sharing economy for delivery. He highlighted that similar to Uber, Lalamove utilises shared vehicles and drivers to offer “simple, scalable, and cost-effective same day delivery”. It started out as a simple in-house, out-source service in Hong Kong. Then the service utilised a call centre to more efficiently dispatch vehicles. Finally, with the advanced development of mobile internet, the digital platform Lalamove was established, and now, as pointed out by Mr Larson, Lalamove operates in 129 cities with over two million drivers. This highlights that Hong Kong has the potential to innovate a platform with wide-reaching influence.

Healthcare Innovation

Healthcare is another major topic in sustainable development: people need to be healthy in order to enjoy life to the fullest. **Mr Abraham Chan, Executive Director, Chairman, Chief Executive Officer and Founder of PuraPharm Corporation Limited**, brought the idea of modernised Chinese medicine to the table. He examined the local case study of PuraPharm so as to illustrate the effective use of technology to modernise and expand a traditional industry suitable for the modern and future ages.

As introduced by Mr Chan, PuraPharm is a Hong Kong based healthcare company that researches, develops, manufactures and sells modernised

Chinese healthcare products, serving both retail customers and Chinese Medical Practitioners. They extract essential ingredients from traditional Chinese medicinal herbs and turn them into modernised granulated powder or pills for more convenient usage. Aside from producing medicines, PuraPharm also operates a number of modernised Chinese medicine clinics in Hong Kong, to provide one-stop services including medical consultation and dispensary service.

At the heart of the modernised Chinese medicine clinics, as elaborated by Mr Chan, is the concept of an automated management system, which has been patented as Nong’s Chinese Medicine Clinic Management System, involving systemic factors of traceability, inventory control, packaging, ergonomic design with easy design, and efficient spatial design.

Research and development is also a significant factor in PuraPharm’s success. Mr Chan indicated that the company commits substantial efforts, funds and other resources to research and development, having a strong

in-house R&D team as well as collaborations with external research partners around the world. This illustrates that in order to improve and succeed in these modern times, directors need to give more consideration to international collaboration and a dedication to research and development than ever before.

“Everyone wants to save the world”

“It seems like everyone wants to save the world these days, or become the next Elon Musk or Steve Jobs,” quipped **Mr Nicholas Ho, Deputy Managing Director of Ho & Partners Architects**, to appreciative laughter in the audience. Mr Ho discussed the importance of transparency and inclusivity in the decision-making process; it was important for employees, especially junior talented staff, to get to make their own call and feel that they are part of the family, such as through profit-sharing schemes. Not only should the decision-making process be transparent, but also company financials, in order to create a sustainable future for the organisation, as opined by Mr Ho.



(From left to right) Ir Edmund Leung, Dr Lee George Lam, Mr David Simmonds and Dr Winnie Tang
(由左至右) 梁廣灝工程師、林家禮博士、司馬志先生及鄧淑明博士

Further, Mr Ho illustrated the importance of incorporating corporate social responsibility (CSR) into company strategy, as this helps to fulfil young talents' need for a purpose in the world. He pointed out that his company has an initiative to work on more CSR projects even though they are not a listed company and do not have a mandatory requirement. One advantage of the CSR projects is that through the projects, core team members across the generations have a deeper understanding about the work they do, and realise that at the heart of the various projects the common denominator is people – that architecture is meant as “design for people”.

These two parameters, as Mr Ho indicated, help directors transform the company; remind directors that their staff not only work for them but also with them. More and more companies are moving towards building a sustainable platform to attract young talents to have the capability and responsibility to prove themselves, as well as to feel that companies have a place for them. Lastly, Mr Ho reminded that the future requires all of us “to be more resilient, optimistic and flexible”.

Opportunities for Transportation Industry

Another industry predicted to be disrupted by major changes and advancements in society is the transport and mobility industry. **Mr Lincoln Leong, Chief Executive Officer of MTR Corporation Limited**, discussed the ways that his company had adopted several of these societal changes to their advantage.

The first was urbanisation, which was the biggest factor in driving people into cities. According to Mr Leong, mobility providers have to include urbanisation into their

strategy so as to make accurate forecast for the development of future and current capacity. Secondly, technological changes are a key opportunity. Mr Leong illustrated how MTR leveraged technological changes, enhancing effectiveness and efficiency of operational areas, by incorporating AI into their smart card readers and sensors. Moreover, as he pointed out, MTR uses technology to provide more information to customers. In fact, the company is a big supporter of open information, and has been working with the Hong Kong government on how to put more data on open platforms and encouraging other transport companies to do so.

Thirdly, in order to combat societal changes that impact business, Mr Leong described a “building and connecting communities” strategy that MTR uses, by incorporating CSR activities into corporate strategy and reaching out to communities to be a part of the community. Not only does “building and connecting communities” refer to the “hardware” part, such as building railways and other infrastructure, it also refers to the “software” portion, the people and communities that use transport. Lastly,

Mr Leong also emphasised on the aspect of transparency, stating that it is a “prerequisite” to doing business and warning that, “if a company is not transparent, someone else will come and do the transparency for you”.

Acknowledgments by HKIoD

The Symposium was deemed an informative and enlightening evening for all those present. In response to a post-event poll, participants indicated that they had obtained useful takeaways from a fruitful and enjoyable time at the Symposium.

HKIoD thanks all the speakers for their insightful contribution to the evening, all participants for joining, the HKEX Connect Hall for kindly making the venue available, and last but not least, the Project Partners, Organising Committee and staff team for producing the event.

To sustain the momentum of this annual major sharing platform for directors, HKIoD announces that Directors' Symposium 2019 will be held in September in the same venue of HKEX Connect Hall. Details will be announced later. 



(From left to right) Mr Abraham Chan, Mr Nicholas Ho, Mr Blake Larson, Mr Lincoln Leong and Dr Christopher To
(由左至右) 陳宇齡先生、何力治先生、Blake Larson先生、梁國權先生及陶榮博士

由 香港董事學會主辦的「董事研討會2018」已於9月20日（星期四）舉行。今屆的年度盛事首次在香港交易所的金融大會堂舉行，並利用會場的先進設施，包括宏偉的電視幕牆。研討會開始前還讓出席者前往參觀毗鄰的香港金融博物館。當晚的盛事以「卓越領導。從容應變」為主題，反映高效企業領導在當下動盪時代不可或缺。八位知名演講嘉賓和五位主持人參與研討會，與二百名參加者分享對主題的真知卓見。

研討會舉行之日適逢「董事學會全球網絡」發表首份《全球董事調查報告》，調查背景和重點摘要均由本會行政總裁徐尉玲博士於研討會揭幕時作出簡介。

研討會正好是討論當前關注事項的最理想時間和地點。誠如徐博士指出：「今時今日多項創新顛覆固有情況從而構成各種重大挑戰，包括經濟和地緣政治突變如貿易戰、大自然發出的氣候警告和創新科技的興起。董事的企業領導和管治是推動公司面對挑戰的關鍵因素。」

加強公司競爭能力的兩大支柱

於研討會中，本會主席賴顯榮律師在「董事焦點」講話時特別指出，儘管本會積極促進董事履行責任，但香港在今年的競爭力排名中從第一位跌至第二位。他強調各董事必須加強企業管治和董事專業這兩支不可或缺的支柱，方能在瞬息萬變的世界增加及維持公司的競爭優勢面對激烈競爭。

賴律師表示企業管治議程包涵「依章循理」及「業績表現」。他進一步闡述：「良好企業管治適用於各類公司。雖然最終企業管治責任由董事會肩負，但管理人員和員工在執行企業管治方面均擔當著執行角色。董事會應該帶頭在公司發展企業管治文化。」此外，他亦提醒說董事專業包括誠信精神、企業精神、願景領導、引用慎思及技巧於策略性籌劃及追求持續專業進修以加強董事的辦事能力。由於「董事研討會」產生學習成果，故獲支持主辦此活動的專業團體將研討會列入持續專業進修時數。

中國：去槓桿化、貿易戰及放寬政策

有鑑於在當今世代公司要在全球環境下經營，外在因素可能對公司業績有重大影響。



當晚在「概覽講座」中，演講嘉賓提述其中一項外在因素——經濟因素。瑞銀亞洲經濟研究主管董事總經理及首席中國經濟學家汪濤博士發表了切合事宜的演說，內容涵蓋中國去槓桿化、放寬政策及中美貿易戰的嚴重性及影響。

汪博士致詞後跟擔任主持人的本會副主席黃友嘉博士進行討論，互相交流意見。

汪博士指中國透過規管和財政措施收緊數項主要推動因素。例如，中央加強對地區政府的舉債控制因而導致基建投資減少，另外亦對影子銀行實施更嚴厲的規則，結果造成利率上升、影子信貸下降、債券發行減少及違約增加，但影響並不令人過份憂慮。汪博士表示物業銷售雖放緩但投資強過預期，且出口和消費率均強勁。

中美貿易戰方面，汪博士預測有可能演變成全面貿易戰，此局面將由美國觸發進一步升級導致，例如美國對所有中國出口開徵關稅，中國及後亦向美國出口開徵報復性關稅。現時的不確定性可能會削弱出口訂單、生產及投資。她認為貿易和投資限制的影響可能是破壞供應鏈及打擊中國提昇科技的努力，但可能刺激本地消費增加。

汪博士說明這對香港的可能意義。首先鑑於中國收緊財政和貨幣政策，香港有可能加息，令樓市出現溫和調整。其次，中美貿易戰最可能直接及間接影響香港的貿易，連帶貿易相關服務亦受影響。她在總結時指香港可能因此而面對長遠挑戰，原因是貿易戰持續可能造成更加傾向保護主義的全球環境，

從而令全球貿易增長持續放緩。

挑戰重重

當晚的首項專題討論以「處身萬變世界」為題，主持人是本會副主席梁廣灝工程師。

香港數碼港管理有限公司主席林家禮博士一開始便扼要說明他預測香港及粵港澳大灣區將面對的重重挑戰，例如氣候變化、可持續發展、穩定性、全球管治、人口結構及科技。不過，林博士提醒說這些不單止是挑戰還可能是機會。

有鑑於形勢艱巨，各董事的確需要全力以赴。可是，林博士指不論公營還是私營機構都十分缺乏領導人才，故此香港必須多投資於教育。除了培育本地人才，香港亦可從全球各地吸納人才。況且，香港本已是人才的熱門移居點，香港政府推出多項入境計劃便是明證，例如最近期推出的「科技人才入境計劃」。

林博士認為香港是粵港澳大灣區的重要及相關夥伴，有責任確保大灣區能夠成為由私營機構而非國企推動發展的「超級經濟」，以及引領中國制定更完善的知識產權制度。

氣候變化

中電控股有限公司集團法律總顧問、行政事務總裁、公司秘書司馬志先生講述氣候變化這項當前備受關注的事項，並以企業信賴和極度透明度為重點。司馬志先生提醒說：「人們希望替信賴及信任的公司工作、向其

購買及投資。」此外他亦警告說：「假如沒有信任，人們會停止購買。」

司馬志先生表示，有些人可能認為氣候變化是下一代的問題。他透露中電控股身為能源公司會盡一切努力恪守承諾，藉著能源過渡來對抗氣候變化。為此，公司減低碳濃度等目標、增添清潔能源目標、增加投資於零排放和低排放科技以求達到脫碳目的。

司馬志先生提醒面對這類「轉變」的時候，公司有責任為社會爭取可持續發展。

大數據及城市

大數據已成為董事的重大關注。**智慧城市聯盟創辦人及榮譽主席鄧淑明博士**以香港為研究個案討論如何利用開放數據變革城市生活，內容有趣。鄧博士討論了於2017年12月15日發表的《香港智慧城市藍圖》，強調「智慧城市是以人為本」。

《香港智慧城市藍圖》依賴使用開放數據，包括應用程式介面的公營及私營機構開放數據，當中包括用以開發日常使用的軟件應用程式的程序、協定及工具。金融、銀行及城市基礎設施等事物都是透過科技變革的社會範疇，例如利用「多功能智慧燈柱」收集實時城市數據、及實施數碼個人身分（eID）。

不過，開放數據的概念依然非常新，香港在這方面的規管並不周全。鄧博士指要促進開放數據和智能城市科技的創新，必須就開放數據進行更多立法，她更說新加坡、日本、杜拜、紐約及澳洲等地方已就開放數據訂立法例。此外，洛杉磯亦已發展出空間數據共享基礎設施供分享街道衛生水平等數據，英國亦計劃成立地緣空間委員會以促進部門間的策略協同，改善地緣空間數據的收集及查閱。如果香港要在瞬息萬變的世界保持競爭能力，必須急起直追。

平台經濟

第二項專題討論題為「領導公司，驅策動力」，由本會副主席兼「董事研討會」主席陶榮博士主持。

應用程式介面造就了Uber、Facebook、阿里巴巴和Airbnb等平台的研發。**Lalamove的國際主管Blake Larson先生**指出，這四個平台的共通點是四者都是各自領域的最大供應

商，但尚未創立或擁有本身的生產方法。基本上，這是平台經濟。

Larson先生特別提述平台的三大優點：容許更佳的資產運用、更快創新及高效定價。這是為何平台發展迅速及在短時間內成功的主要原因之一。

Larson先生指香港亦有本土建立的平台，就是Lalamove。Lalamove是運送業的共享經濟。他特別指出Lalamove跟Uber相似。Lalamove利用共享車輛和司機提供「簡單、可擴增及具成本效益的即日運送。」最初，Lalamove在香港提供簡單的內務及外判服務，繼而利用傳召中心更高效調配車輛，最後利用發達的流動互聯網建立Lalamove數碼平台。據Larson先生表示，Lalamove現時在129個城市經營，旗下司機超過200萬人。這點顯示香港有潛力創造影響無遠的平台。

醫療護理創新

醫療護理是可持續發展的另一主要議題：要盡情享受人生必須有健康的身體。**培力控股有限公司執行董事、主席、行政總裁及創辦人陳宇齡先生**談及中藥現代化的構思。他探討培力作為本地個案研究，藉此說明可運用科技將適合當代及未來世代的傳統產業高效現代化並加以擴充。

誠如陳先生簡介，培力是醫療護理公司，總

部設於香港，專門研究、開發、製造及銷售現代化中國保健產品，對象是零售顧客及中醫師。該公司將萃取自中草藥的精華製成現代化顆粒或藥丸方便服用。除了製藥，培力亦在香港經營多間中醫診所提供包括問診和配藥的一站式服務。

根據陳先生闡述，現代化中醫診所的重點是自動化管理系統概念，這套系統已取得專利，名為「農本方智能中醫診所管理及配藥系統」，當中包括可追溯性系統因子、存貨管控、包裝、簡易人體工學設計及高效空間設計。

研究與開發亦是培力的重要成功因素。陳先生指該公司投入大量努力、資金及其他資源於研發工作，除了成立強大的內部研發團隊之外，還跟全球各地的外間研究夥伴合作。這點說明在當今世代要進步及成功，董事必須較以前更多考慮國際協作且專注於研究與開發。

「拯救世界是眾人心願」

何設計副董事總經理何力治先生幽默地說：「今時今日似乎人人都希望拯救這世界或者成為下一個馬斯克或喬布斯。」台下一片會心笑聲。何先生講述了透明度和包容性對決策流程有多重要。對員工（特別是有才能的初級員工）來說，能夠自主處事及覺得自己是公司的一份子（例如透過盈利分享計劃）



很關鍵。何先生認為要為機構創造可持續發展的未來，不單止決策流程要具透明度，公司財政狀況亦然。

另外，何先生說明將企業社會責任納入公司策略的重要性，因為這有助滿足年輕才俊要活得有意義的需要。他指自己的公司雖非上市公司亦無責任為社會謀福利，但仍制定計劃推行更多企業社會責任項目。這些項目的優點之一是可透過項目讓不同年代的核心團隊成員更深入了解自己的工作。此外，各個項目都有共同重點，就是建築是旨在「為人而設計」。

如何先生所言，這兩項參數除有助董事變革公司，還有助提醒董事屬下員工不單止替他們工作，同時還跟他們合作。現在愈來愈多公司建立可持續發展平台藉此吸引有能力 and 責任證明自己且認為該公司適合自己的年輕才俊。最後，何先生提醒說未來需要人人「更應對、更樂觀及更靈活」。

運輸業的機會

運輸和移動服務業是預期會因為重大社會變動和進步而受到顛覆的另一個行業。**香港鐵**

路有限公司行政總裁梁國權先生講述港鐵如何利用其中數項社會變動惠及公司。

第一是城市化，這亦是驅使人們遷往城市的最大因素。據梁先生表示，流動服務供應商必須將城市化納入公司策略才能準確預測如何發展未來和目前的能力。第二，科技轉變是重要的機會。梁先生說明港鐵如何將人工智能應用到智能卡閱讀器和感應器，藉此利用科技轉變提高營運效益和效率。他說除此之外港鐵還利用科技為顧客提供更多資訊。事實上，該公司極力支持開放資訊，並一直跟香港政府合作將更多數據輸入開放平台，同時亦鼓勵其他公司這樣做。

第三是應付社會轉變對業務的影響。為說明這點，梁先生講述了港鐵的「建立及連繫社區」策略，即是將企業社會責任活動納入企業策略，並且走入社區成為社區的一份子。「建立及連繫社區」指的不單止是興建鐵路和其他基礎設施等「硬件」，同時包括使用運輸工具的人和社區等「軟件」部分。最後，梁先生強調透明度。梁先生認為透明度是做生意的「先決條件」，他警告說：「如果公司缺乏透明度，便會有人來替您提供透明度。」

香港董事學會謹此鳴謝

「董事研討會」被確認為提供豐富資訊的活動。在回應活動後徵詢，參加者表示從研討會有所領悟、從中獲益，並享受過程。

本會感謝所有演講嘉賓以真知卓見為當晚作出貢獻，亦感謝所有參與者撥冗出席，同時感謝香港交易所提供金融大會堂作為場地。最後但同樣重要的是感謝項目夥伴、研討會籌備委員會和員工團隊協力令這項盛事得以舉行。

為持續高與董事分享的每年重要平台活動，香港董事學會宣佈「董事研討會2019」將於九月在香港交易所金融大會堂再次舉行，詳情容後再佈。☎

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For enquiries about circulation and advertisement, please contact:

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Tel 電話：+852 2889 1414
Fax 傳真：+852 2889 9982
Email 電郵：magazine@hkiod.com

Editor 編輯

Ms Cora Wan 溫旭兒小姐

The Hong Kong Institute of Directors 香港董事學會

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The Hong Kong Institute of Directors Executive Office 香港董事學會行政處

2104 Shanghai Industrial Investment Building, 48 Hennessy Road, Wan Chai, Hong Kong 香港灣仔軒尼詩道48號上海實業大廈2104
Tel 電話: (852) 2889 9986 Fax 傳真: (852) 2889 9982 E-mail 電郵: executive@hkiod.com