

First Global Director Survey Unveiled: Directors worldwide concerned about “poverty or income inequality”

首次《全球董事調查》公佈 世界各地董事關注 「貧窮或收入不均」問題

New global research taking the “pulse” of board directors around the world shows that directors are most concerned about the “poverty or income inequality” facing their countries.

The findings from the inaugural Global Director Survey 2018 conducted by the Global Network of Director Institutes (“GNDI”) were released in Hong Kong by The Hong Kong Institute of Directors at its annual Directors’ Symposium on Thursday 20 September 2018, with an attendance of over 200 directors and leaders of companies at the HKEX Connect Hall.

On the same date, GNDI released the survey findings around the world. Established in 2012, GNDI is a worldwide alliance of premier bodies of directors in various jurisdictions working together to promote good corporate governance and director professionalism. Currently, GNDI has 21 member institutes, including HKIoD, representing 130,000 directors globally. These figures are increasing as GNDI continually expands.

“This international survey is significant, and the first time the Global Network of Director Institutes has taken the pulse of directors worldwide,” said **GNDI Chair**

Angela Cherrington, who is also chief executive of the Institute of Directors in Southern Africa. “We are pleased to have had a massive response to the survey – 2,159 directors from 17 countries participated. Most of them sit on multiple boards, which means they have wide experience and broad insights.”

HKIoD Chairman Mr Henry Lai, noted, “The 2018 GNDI Global Director Survey provides snapshots on the global landscape of corporate governance and director practices. It is timely for directors’ reference, reflection and action, particularly when we are living in a rapidly changing world.” HKIoD has adopted the theme of “Leadership in Times of Changes” for its major annual projects this year, including Directors Of The Year Awards, in its 18th annual run, and Directors’ Symposium.

In the global findings of the survey, social and economic concerns of “poverty or income inequality” were important for 45% of directors. Within the global picture, regional findings showed “poverty or income inequality” were most concerning for respondents in Africa-Middle East and Asia-Pacific. Taxation was the biggest concern for directors in the Americas. Directors in Europe were most concerned about the cost of health-care.



HKIoD CEO Dr Carlye Tsui, who is also a member of the GNDI Executive Committee, revealed that Hong Kong directors also responded to the survey, “From the Hong Kong subset of the survey findings, the concerns of directors ranked housing as the highest social and economic problem, followed by “poverty or income inequality” and cost of health-care. This is reflecting the realistic picture.”

Directors largely confident about business

In spite of the above concerns, the survey found directors in general confident about business prospects, with 45% of directors “mostly” or “very confident” about prospects for growth over the coming year. Another 36% were “moderately confident”. Private and listed companies were more confident than non-profit-distributing and government organisations.

Dr Tsui said, “Within the global picture, subset findings show that Hong Kong directors are more conservative in their business confidence than the global aggregate views, with 33% ‘mostly’ or ‘very confident’ and 49% ‘moderately confident’.”

Big Data as top disruptor

On board focus, this first Global Director Survey found that 63% of directors from around the world regarded Big Data as the top technological disruptor to their companies. The survey found that although Big Data is regarded very important on the governance radar, many boards are not yet taking advantage of Big Data to improve effectiveness, boost performance, mitigate risks and improve data privacy.

Chairman Lai noted, “There is large amount of data with potentials to be mined for information and analysed to

aid decision making, thus yielding immense benefit. Companies should make good use of BIG DATA. At the same time, they should manage data properly, eg building cyber security and respecting data privacy. Boards of directors have a leadership and oversight role in data governance.”

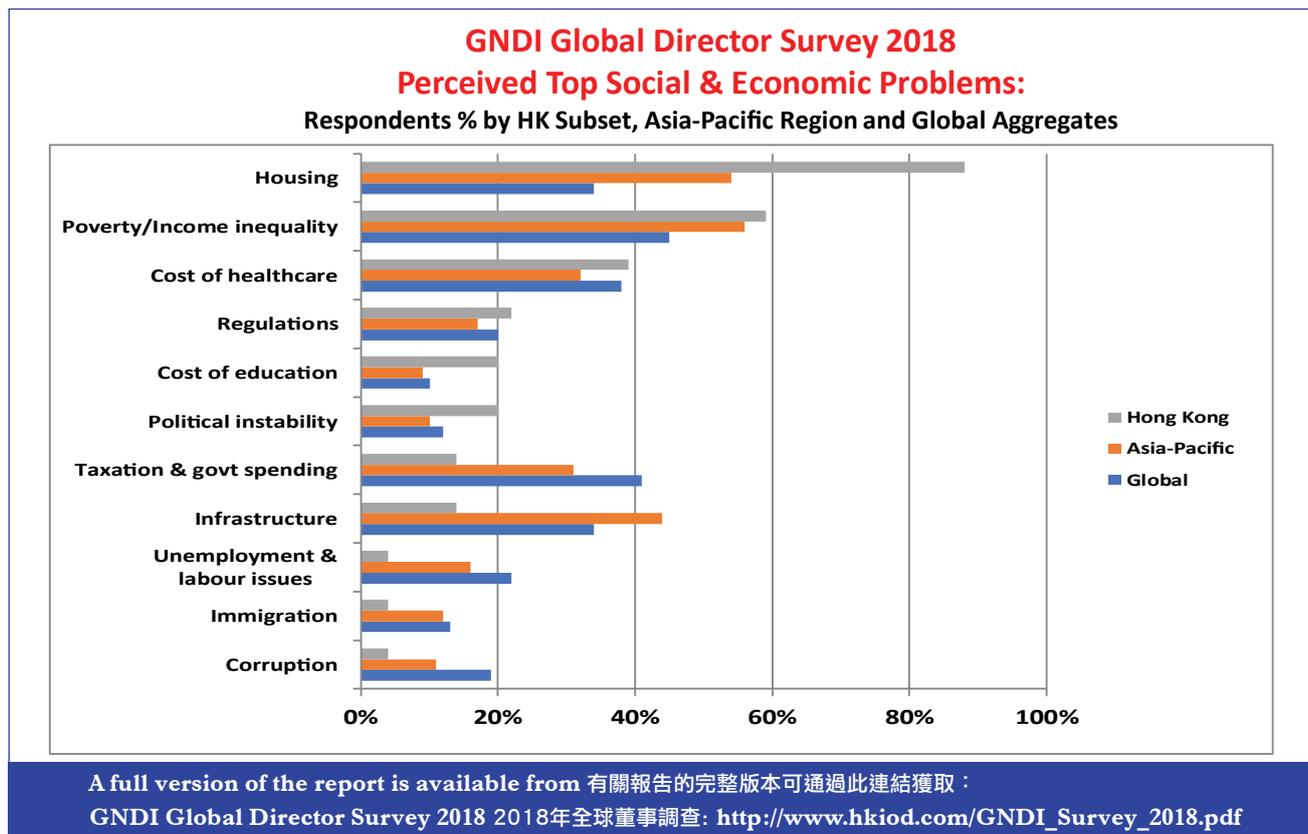
According to the survey, 61% of directors had good or excellent understanding of their organisation’s data privacy practices, 37% felt they had limited or no understanding. Just over half (53%) of directors surveyed believed their boards understood cybersecurity and cyber-risks to their companies.

Dr Tsui sees the need to enhance directors’ knowledge, skills and commitment in data governance: “A crucial factor in director competence is the pursuit of continuing professional development. At HKIoD, we continually update our education and training programmes to

help directors keep up with the pace of the business world, particularly in this age of digital disruption.”

On disruption, Dr Tsui has some positive views and said, “Disruption is sometimes looked upon negatively. In reflection, the new digital order calls for timely re-evaluation of business models and transformation to meet the challenges of today and tomorrow.”

The Global Director Survey ran over six weeks from mid-May to end-June 2018. It provides wide-ranging insights and perceptions by directors on the topics of social and economic issues, business confidence, areas of focus by boards, environmental, social and governance issues and technology and information governance. It was carried out by the Institute of Directors in New Zealand on behalf of GNDI.



項旨在了解全球董事最新意向的調查顯示，董事最關注其國家所面對的「貧窮或收入不均」問題。

香港董事學會在年度董事研討會上公佈由「全球董事學會網絡」(GNDI)首次進行的《2018全球董事調查》結果。年度董事研討會於2018年9月20日(星期四)在香港交易所香港金融大會堂舉行，吸引逾200位董事及公司領導人員出席。

同日，GNDI公佈全球調查結果。GNDI於2012年成立，為一個由各個司法權區代表董事的首要組織所組成的環球聯盟，它旨在全力推廣良好企業管治及董事專業行為。目前，GNDI擁有包括香港董事學會在內共21個成員機構，代表全球130,000位董事，董事數目會隨著全球董事學會網絡持續擴展不斷上升。

兼任南非董事學會(Institute of Directors in Southern Africa)行政總裁的GNDI主席Angela Cherrington女士表示：「我們是次進行的國際性調查意義重大，它使GNDI首次掌握到全球董事的意向。我們亦很高興調查獲得來自17個國家共2,159位董事積極參與，他們大部份獲多個董事會委任，擁有豐富經驗及廣闊視野。」

香港董事學會理事會主席賴顯榮律師表示：「GNDI《2018全球董事調查》反映了世界各地實踐企業管治及董事常規的情況，這些資料有助董事在瞬息萬變的全球局勢中作出判斷、深入考量及採取對應行動。」香港董事學會以「卓越領導 從容應變」作為本年度所有推廣活動的主題一包括第十八屆傑出董事獎及董事研討會。

GNDI《2018全球董事調查》發現，當中的45%董事認為「貧窮或收入不均」為重大社會及經濟問題。環伺全球，非洲—中東及亞太區的受訪者最關心貧窮或收入不均問題；美洲地區的董事最憂心稅務事項，而醫療成本則是歐洲董事們最關注的議題。

兼任GNDI執行委員會委員的香港董事學會行政總裁徐尉玲博士表示：「香港董事亦有參與上述調查。有關香港分組的調查結果顯示本地董事視房屋為最大社會及經濟問題，其

次是貧窮或收入不均以及醫療成本，全面反映本港的實際情況。」

董事普遍對業務具信心

儘管董事們十分關注上述問題，但全球調查結果亦顯示他們普遍對業務前景具有信心，當中有45%董事對未來一年的增長前景「多數有信心」或「非常有信心」；另外36%董事表示「一般有信心」。而私人及上市公司較非分配利潤組織及政府機構對業務前景更具信心。

徐尉玲表示：「綜觀全球形勢，分組調查結果顯示，香港的董事與全球整體董事看法比較，對商業信心持較保守的態度，當中有33%的董事表示『多數有』或『很有信心』，49%表示『一般有信心』。」

大數據被認為是最具顛覆性的技術

有關董事焦點，首次《全球董事調查》發現，全球約63%的董事認為大數據對他們的公司來說是最頂端的技術顛覆。該調查發現，雖然董事認為大數據對管治十分重要，但很多董事會沒有充分運用大數據去改善效益、提升表現、減低風險及確保資料私隱。

賴顯榮表示：「目前有大量具潛力的數據有待發掘成為資訊，該等資訊經過分析後將有助企業作出決策，為其帶來極大裨益。企業應善用大數據，同時亦應妥善管理資料，例如建立網絡安全及尊重資料私隱。董事會在

資料管治方面擔當領導及監管的角色。」

根據該項調查結果顯示，61%的董事對本身機構的資料私隱守則有良好或充分的瞭解，有37%認為擁有有限度的瞭解或完全不瞭解。剛超過一半的受訪董事(53%)相信其董事會瞭解網絡安全及其公司的網絡風險。

徐尉玲認為必需加強董事對資料管治方面的知識、技巧及承擔：「追求持續專業進修乃董事能力的一個關鍵因素。香港董事學會不斷更新旗下的教育及培訓課程，以幫助董事們與商業世界同步，尤其是在數碼科技顛覆的時代。」

徐尉玲對此顛覆情況有正面的看法：「外界有時候對『顛覆』二字看法負面。經細思，這嶄新的數碼秩序正喚起我們對業務模式進行重新評估以致轉型。現今，我們見到很多『顛覆』出現，帶來重大挑戰，例如貿易戰、自然界的氣候警告、創新及技術熱潮等。董事在創新及管治方面的領導能力是企業面對種種挑戰及把握機會的關鍵推動因素。」

《全球董事調查》在2018年5月中至6月底進行，為期六週。該調查提供廣闊的董事見解及看法，議題包括社會及經濟問題、商業信心、董事會的重點領域、環境、社會及管治問題以及技術與資訊管治等多方面。該「全球董事學會網絡」調查由新西蘭董事學會代為執行。 



GNDI members

Australia (AICD)
Argentina (IGEP)
Brazil (IBGC)
Canada (ICD)
Europe (ecoDa)
Germany (VARD)
Gulf (GCC BDI)

Hong Kong (HKIoD)
Israel (IDU)
Malaysia (MACD)
Mauritius (MloD)
New Zealand (IoDNZ)
Pakistan (PICG)
Philippines (ICD)

Russia (IDA)
Singapore (SID)
South Africa (IoDSA)
Switzerland (SloD)
Thailand (TloD)
United Kingdom (IoD)
United States of America (NACD)