



香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

Directors' Symposium 董事研討會 2025

Redefining Leadership
for the New Era 新時代的領導新猷

Monday 15 September 2025 2:00pm — 5:00pm

Grand Ballroom, Ocean Park Marriott Hotel
香港海洋公園萬豪酒店大宴會廳

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Monday 15 September 2025
Grand Ballroom, Ocean Park Marriott Hotel

2025年9月15日（星期一）
香港海洋公園萬豪酒店大宴會廳

2:00pm-5:00pm

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Theme: **Redefining Leadership for the New Era**

A forum designed by directors for directors

Language: English **CPD:** 3 hours

Join Hong Kong's influential directors and visionary SME leaders on 15 September as we decode the new rules of leadership amid global turbulence—live at Ocean Park Marriott and streaming worldwide. In just one high-impact afternoon, gain battle-tested strategies from thought leaders, including a guest speaker joining us from Canada, then energise your boardroom and business.

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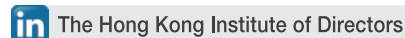
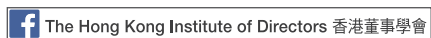


The Hong Kong Institute of Directors ("HKIoD") is Hong Kong's premier body representing directors working together to advance corporate sustainability in creating long-term value for companies, their owners, stakeholders, humankind and Planet Earth through advocacy and standards-setting in corporate governance and director professionalism. A non-profit-distributing organisation with membership consisting of directors from listed and non-listed companies, HKIoD is committed to providing directors with educational programmes and information service and establishing an influential voice in representing directors. With international perspectives and a multi-cultural environment, HKIoD conducts business in biliteracy and trilingualism. HKIoD is a member institute of the Global Network of Director Institutes, a worldwide alliance of leading director institutes. HKIoD is host of the Climate Governance Initiative Hong Kong Chapter.

香港董事學會為香港代表董事共同努力的首要組織，其宗旨是促進企業永續發展職能，為所有公司、其擁有者、持份者、人類以至地球創造持久價值；為達成使命，學會致力於企業管治（或稱公司治理）及董事專業行為上的倡導及釐定相關標準。憑藉由來自上市公司及非上市公司的董事組成之會員基礎，學會致力為董事提供教育項目及資訊服務，並代表董事發聲。學會具國際視野及多元文化，採用兩文三語經營業務。香港董事學會為「環球董事學會聯盟」即Global Network of Director Institutes的成員，該聯盟匯集世界各地代表董事的翹楚學會。香港董事學會是氣候管治行動香港分部的代辦。

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Programme 內容



Speaker 講者



Session Host 環節主持

1:30pm -2:00pm	Check-in Registration And Networking 入場登記與面會交流 All seated 全部就座	
2:00pm -2:05pm	Session 1 Opening Remarks   A Mr Richard Tsang 曾立基先生	
2:05pm -2:15pm	Session 2 Keynote Address by Guest of Honour 主禮嘉賓主題演講   A Mr Carlson Tong 唐家成先生	
2:15pm -2:45pm	Session 3 Fireside Chat 對談分享: Board Leadership in the New Era  A  B  A Mr Andrew Weir FCA, MBE, BBS, JP 韋安祖先生  B Ir Edmund Leung SBS OBE JP 梁廣灝工程師	
2:45pm -3:25pm	Session 4 Panel Discussion 1 專題討論 1 : How do Businesses Survive in this Unpredictable Global Environment  A  B  C  D  A Ms Shonee M Mirchandani  B Mr Felix To 杜之克先生  C Prof Bei Yu 余備教授  D Dr Christopher To 陶榮博士	

Speakers and Session Hosts 講者及環節主持

- Session 1** **A** Mr Richard Tsang, Chairman, HKIoD
香港董事學會主席 曾立基先生
- Session 2** **A** Mr Carlson Tong, Chairman, Hong Kong Exchanges and Clearing Limited (HKEX)
香港交易所主席 唐家成先生
- Session 3** **A** Mr Andrew Weir FCA, MBE, BBS, JP, Listed Company independent director and board advisor; Chairman of Pacific Basin Economic Council and Chairman of Listing Review Committee of HKEX; Former Chairman of Listing Committee of HKEX and KPMG Regional Senior Partner
上市公司獨立非執行董事及董事會顧問；太平洋盆地經濟理事會主席及香港交易所上市覆核委員會主席；前香港交易所上市委員會主席及前畢馬威香港首席合夥人 韋安祖先生 FCA, MBE, BBS, JP
B Ir Edmund Leung SBS OBE JP, Deputy Chairman, HKIoD
香港董事學會副主席 梁廣灝工程師 SBS OBE JP
- Session 4** **A** Ms Shonee M Mirchandani, Director & Owner, Bookazine Limited
Bookazine Limited 董事兼擁有人 Ms Shonee M Mirchandani
B Mr Felix To, CEO & Executive Director, i-Cable Communications Ltd.
有線寬頻通訊有限公司行政總裁兼執行董事 杜之克先生
C Prof Bei Yu, Professor, CUHK; Co-Founder, NEXX Group (CK Asset is one of the shareholders)
香港中文大學教授; NEXX Group (長江實業集團是股東之一) 聯合創辦人 余備教授
D Dr Christopher To, Immediate Past Chairman, HKIoD
香港董事學會卸任主席 陶榮博士

Programme 內容

 **Speaker 講者**

 **Session Host 環節主持**

3:25pm -3:35pm	Session 5 Highlights Talk 焦點演講： Address by Guest from Institute of Corporate Directors, Canada		 A Mr Rahul K. Bhardwaj LL.B, ICD.D
3:35pm -3:45pm	Networking 交流互動： Refreshments, free-flow dialogues 茶點招待, 與會人士暢談		
3:45pm -4:15pm	Session 6 Highlights Talk 焦點演講： An Overview of the Economic Outlook	 	 A Mr David PW Lau 劉伯偉先生  B Mr Vincent Chan MH 陳永誠先生
4:15pm -4:55pm	Session 7 Panel Discussion 2 專題討論 2： Is Corporate Governance Really Necessary?	   	 A Dr Michael Y.K. Chan 陳裕光博士  B Ms Cordelia Chung 鍾郝儀女士  C Mr David Simmonds 司馬志先生  D Ms Alice Yip 葉嘉明女士

Speakers and Session Hosts 講者及環節主持

- Session 5** **A** Mr Rahul K. Bhardwaj LL.B, ICD.D, President and Chief Executive Officer, Institute of Corporate Directors, Canada
- Session 6** **A** Mr David PW Lau, Co-Head of China Investment Banking Coverage and Head of APAC Healthcare Investment Banking, JP Morgan 摩根大通中國投資銀行聯席主管及亞洲醫療健康投資銀行部主管 劉伯偉先生
B Mr Vincent Chan MH, Treasurer, HKIoD 香港董事學會司庫 陳永誠先生 MH
- Session 7** **A** Dr Michael Y.K. Chan, Honorary Chairman, Legacy Academy Limited; Former Chairman of Café de Coral 傳承學院榮譽主席; 大家樂集團前主席 陳裕光博士
B Ms Cordelia Chung, INED and Former Chairman, HKBN 香港寬頻獨立非執行董事兼前主席 鍾郝儀女士
C Mr David Simmonds, Chief Strategy, Sustainability and Governance Officer, CLP Holdings Limited 中電控股有限公司策略、可持續發展及管治總裁 司馬志先生
D Ms Alice Yip, Deputy Chairman, HKIoD 香港董事學會副主席 葉嘉明女士

Chairman's Message 主席獻辭



MESSAGE 獻辭

Mr Richard Tsang
曾立基先生
Chairman
The Hong Kong Institute
of Directors
香港董事學會主席

According to the 2025 World Competitiveness ranking by the International Institute for Management Development, Hong Kong has risen to the 3rd position from the 5th position in the previous year. Among the criteria for this assessment, Hong Kong ranked 2nd in "Business efficiency", a big leap from 7th in 2024. Although our ranking in "Economic performance" has improved to 6th from 11th in 2024, there are challenges such as the heightened geoeconomic fragmentation and increased economic uncertainties, lack of innovation and technological development to create new growth impetus, constraints of land and manpower supply, and economic and fiscal implications posed by an ageing population. Directors of Hong Kong must strengthen board leadership to achieve sustainability and continual exploration of new opportunities.

The new era is an exciting one filled with opportunities and challenges. The advent of AI, digitalisation, new customer habits and expectation create new business opportunities for new players whilst existing corporations in different industries can leverage on enhanced ecosystems and new technologies to boost up productivity and set new standards for business excellence. At the same time, the bar is being lifted for players to win the competition in many industries covering retail, logistics, transport, construction, healthcare, just to name a few. Sustainability requirements under the ESG umbrella will be increasingly under the spotlight with increased stakeholder awareness. In line with the current circumstances, Directors' Symposium 2025 sets the theme on "Redefining Leadership for the New Era". The Symposium offers to directors an opportunity to explore, to share and to exchange ideas on timely business and economic issues.

The success of the Directors' Symposium 2025 relies on support and assistance of various parties including the Sponsors, Project Partners, Organising Committee Members, and every guest who attends the event. Finally, I would like to express my sincere appreciation to the Speakers for their excellent insights shared at the Symposium.

I thank everyone taking part in this Symposium and wish you an enlightening and enjoyable afternoon.

根據國際管理發展學院的《2025年世界競爭力年報》，香港從上年排名第五位升至第三位。在各項評估準則中，香港在「商業效率」一項在全球的排名由第七位躍升至第二位。雖然香港在「經濟表現」一項排名由第十一位改善至第六位，但仍面對不少挑戰，例如持續加劇的地沿經濟碎片化，上升的經濟不確定性，土地供應的限制及勞動力短缺，及人口老化引致的經濟及財政問題。香港各董事必須強化董事會領導力，和不斷探索新機會以達到可持續發展。

我們面對的新年代是一個充滿機遇和挑戰的時代。人工智能的興起、數位化、新的顧客習慣和期望為新創業者創造了新的商機，而不同產業中的現有企業則可以利用改善了的生態系統和新技術來大幅提升生產力，並為商業卓越設立新的標準。與此同時，許多產業的競爭門檻正在提高，涵蓋零售、物流、運輸、建築、醫療保健和其他領域。ESG（環境、社會和公司治理）框架下的可持續性要求將隨著持份者意識的提高而越來越受到關注。為配合當前情況，「董事研討會2025」以「新時代的領導新猷」為主題，為各董事提供機會適時探索商業及經濟議題，彼此分享及交流意見。

「董事研討會2025」的成功全賴各方的支持和協助，包括贊助商、項目夥伴、籌備委員會全體成員及每位出席該活動的嘉賓。最後，我謹此向各位演講嘉賓衷心致謝，感謝他們在研討會上分享真知灼見。

我感謝每位參與本屆研討會的人士，希望各位渡過一個富啟發性及愉快的下午。

CEO's Message 行政總裁獻辭



MESSAGE 獻辭

Mr Jonathan Shea

謝達安先生

Chief Executive Officer

The Hong Kong Institute
of Directors

香港董事學會行政總裁

Welcome to Directors' Symposium 2025, organised by The Hong Kong Institute of Directors.

With the theme of "Redefining Leadership for the New Era", this symposium is designed to highlight the importance of good board leadership for companies to meet challenges and opportunities in order to prosper in the new era of changing customer needs and economic landscape, and increased expectation by stakeholders for ESG compliance despite a more difficult economic environment and stagnant market conditions. The importance of good corporate governance even in difficult times cannot be over-emphasised, boards of companies must lead in enterprise and integrity with director professionalism in order to be sustainable.

This Symposium owes its success to the help of many different parties. I would like to extend my sincere appreciation to the Speakers as well as our Sponsors, Partners, Supporting Organisations, participants and Organising Committee Members.

The Hong Kong Institute of Directors is committed to promoting continuing professional development for directors. The Institute provides a platform for directors to jointly understand current world and local economic trends, the business environment and business priorities. While sharing their experiences, directors can also build friendships and expand their networks.

I wish all of you a rewarding and enjoyable experience at this Directors' Symposium.

歡迎出席香港董事學會主辦的「董事研討會2025」。

本屆研討會以「新時代的領導新猷」為主題，旨在強調良好董事會領導對企業迎接挑戰和機遇的重要性，以便在變化中的顧客需求和經濟格局中繼續發展。儘管企業面臨更加困難的經濟環境和停滯不前的市場，持份者對ESG合規性的期望仍在不斷提高。即使在困難時期，良好的企業治理的重要性不容忽視，企業董事會必須以企業精神和誠信為導向，並具備專業的董事素養，以實現可持續發展。

本屆研討會的成功全賴各方的協助，我謹此向各位演講嘉賓及我們的贊助商、合作夥伴、支持機構、參與者和籌備委員會的成員衷心致謝。

香港董事學會致力推動各董事追求持續專業發展，並提供平台供董事共同了解世界和本地的當前經濟趨向、營商環境和業務優次。各董事除了分享經驗之外，還可以彼此建立友誼和擴大網絡。

祝願各位從本屆董事研討會有所得著和享有愉快的體驗。

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MESSAGE 獻辭

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My heartfelt congratulations to The Hong Kong Institute of Directors on another successful Directors' Symposium.

In today's dynamic and complex global environment, directors face unprecedented challenges, including evolving regulatory landscapes and economic uncertainties. Yet, these very challenges also present unique opportunities for strategic foresight and transformative leadership. The theme of this year's symposium, *Redefining Leadership for the New Era*, aptly underscores the pivotal role of directors in steering organisations toward resilience, sustainability and long-term success.

In this context, the introduction of the company re-domiciliation regime in Hong Kong in May represents a significant milestone. This framework allows non-Hong Kong companies to transfer their domicile to Hong Kong while preserving their legal identity, thereby ensuring business continuity. By leveraging Hong Kong's robust governance standards, attractive tax regime, world-class professional services and strategic connectivity with the Mainland and Asia, this initiative further solidifies the city's position as a premier international business hub. It also empowers companies to mitigate risks arising from global regulatory uncertainties while seizing opportunities in emerging markets.

The Directors' Symposium 2025 provides a vital platform for directors to exchange insights, share best practices and redefine the principles of leadership needed to navigate today's rapidly changing landscape. I am confident that the Institute's unwavering commitment to excellence will continue to uphold the highest standards of corporate governance, drive transformation and foster sustainable growth across industries.

I wish the Directors' Symposium 2025 every success.

謹此衷心祝賀香港董事學會再次成功舉辦「董事研討會」。

當今全球環境瞬息萬變、錯綜複雜，董事正面臨前所未有的挑戰，包括法規變動及經濟不確定性。然而，此等挑戰亦帶來戰略遠見與變革領導的獨特機遇。本年度研討會以「新時代的領導新猷」為主題，恰如其分地突顯董事在引領企業邁向韌性、持續及長期成功中的關鍵作用。

在此背景下，香港於五月推出的「公司遷冊制度」意義重大。該框架允許非香港公司將其註冊地遷至香港，同時保留其法人身分，確保業務持續運作。透過香港穩健的治理標準、具吸引力的稅制、頂尖專業服務及與內地和亞洲之戰略聯繫，此舉進一步鞏固香港作為國際商業樞紐的地位，並協助企業應對全球監管不確定性的風險，同時把握新興市場機遇。

是次研討會為董事提供一個重要的平台，促進經驗交流、分享最佳實踐，並重新定義領導原則以應對當今變化迅速的環境。本人深信，學會對卓越的堅定追求將持續捍衛最高企業管治標準，推動行業轉型與可持續發展。

謹祝本屆研討會圓滿成功。

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MESSAGE 獻辭

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Mr T.K. Chiang

蔣東強先生

Chief Executive Officer

CLP Holdings Limited

中電控股有限公司首席執行官

On behalf of CLP, I wish to extend my warm congratulations to the Hong Kong Institute of Directors on yet another successful Directors' Symposium.

In today's complex operating environment — marked by global volatility and rapid digital transformation — adaptability has become indispensable. Leaders must embrace change as an opportunity rather than a threat, fostering timely decision-making, innovation and a culture of continuous learning to stay ahead. With the theme "Redefining Leadership for the New Era", this year's conference offers a timely and valuable platform for participants to explore these critical issues. CLP is proud to support and participate in this important annual event. I look forward to engaging in fruitful discussions and wish the symposium every success.

我謹代表中電，向香港董事學會再次成功舉辦「董事研討會」致以熱烈祝賀。

在當今複雜的營商環境下，全球局勢多變，數碼轉型急速，適應力是成功的關鍵。領袖須視變革為機遇而非威脅，並以果斷決策、創新思維和持續學習的文化，保持領先優勢。今年研討會以「新時代的領導新猷」為主題，為與會者提供了一個寶貴平台，深入探討這些重要議題。

中電很榮幸能夠支持並參與這項年度盛事，我期待在研討會上與各位交流，並祝願活動圓滿成功。



MESSAGE 獻辭

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Ms Ada CHUNG Lai-ling SBS

鍾麗玲女士 SBS

The Privacy Commissioner for Personal Data

個人資料私隱專員

The Hong Kong Institute of Directors has long been committed to promoting the professional development of directors and advocating a culture of sound corporate governance. As a flagship annual event, the Directors' Symposium brings together distinguished leaders and industry elites to exchange insights and contribute fresh perspectives to the evolution of governance practices.

This year's Symposium, themed "Redefining Leadership for the New Era", timely addresses the profound transformations in today's business landscape. Amid the rapid advancement of digital transformation and artificial intelligence, data security and privacy protection have become pivotal to sustainable corporate development. Directors must proactively identify, respond to and steer changes to lead, driving innovation while safeguarding data and personal data security to ensure the steady growth of their organisations.

The Office of the Privacy Commissioner for Personal Data will continue to collaborate with stakeholders across different sectors to foster a culture of robust data governance. I extend my best wishes for a successful Symposium, yielding fruitful outcomes and inspiring forward-looking leadership.

香港董事學會一直致力推動董事專業發展，倡導優良的企業管治文化。董事研討會作為年度盛事，雲集各界翹楚，共同交流真知灼見，為企業管治發展注入新思維。

本屆研討會以「新時代的領導新猷」為題，適時回應當前社會及商業環境的深刻變革。面對數碼轉型與人工智能的迅速發展，數據安全與私隱保障已成為企業可持續發展的關鍵。董事須以識變、應變、求變的領導力，引領企業創新，同時保障數據及個人資料安全，推動企業穩健成長。

私隱專員公署將繼續與各界攜手合作，推動良好的數據管治文化。謹祝研討會圓滿成功、成果豐碩，啟發更多具前瞻性的領導思維。2024年董事研討會為參與者提供一個寶貴的平台，互相交流經驗，鞏固實力。我衷心祝願研討會圓滿成功，成績碩果累累。

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MESSAGE 獻辭

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Mr Stephen Wong

王德文先生

Managing Partner and Head of Audit
and Assurance RSM Hong Kong

羅申美會計師事務所主管合夥人
及審計服務部主管

I am delighted to extend my heartfelt congratulations to the Hong Kong Institute of Directors for their unwavering dedication to organising this wonderful event year after year. The Institute's relentless commitment to enhancing the professional development of directors and advancing corporate governance practices in Hong Kong is truly commendable.

The annual Directors' Symposium is a hallmark event, serving as a vital platform tailored for directors from diverse sectors to exchange ideas over the years. This year's theme, "Redefining Leadership for the New Era," aptly reflecting the dynamic challenges and opportunities in today's rapidly evolving business landscape.

As we navigate these complexities, it is pivotal to adopt innovative leadership strategies that not only address uncertainties but also proactively shape our future. In exploring new leadership paradigms, we must acknowledge that resilience and groundbreaking foresight are essential qualities for modern directors.

I am confident that this symposium will inspire valuable perspectives, aiding us in collectively enhancing corporate governance practices and driving sustainable success for our businesses. We stand at a crucial juncture in redefining leadership, only through continuous innovation and evolution, we can lead our enterprises to not only endure but flourish.

I wish the "Directors' Symposium 2025" every success and hope all participants gain enriching insights that inspire their future endeavours.

本人謹向 香港董事學會 致以誠摯祝賀，再次成功舉辦這一卓越盛會。香港董事學會一直致力於推動董事專業發展及優化香港公司治理實踐，貢獻卓著，實在令人深感讚賞。

作為一個具有標誌性的年度盛事，董事研討會多年來為各界董事搭建了一個寶貴的交流與學習平台。今年的研討會以「重新定義新時代的領導力」為主題，恰切呼應了當前商業環境中瞬息萬變的挑戰與機遇。

在面對日益複雜的商業格局時，採用創新的領導策略至關重要，這些策略不僅能應對不確定性，更能夠積極塑造我們的未來。在探索新型領導范式時，我們必須意識到擁有靈活的適應力與前瞻的突破思維是現代董事必備的核心素質。

我深信是次研討會將啟發具價值的觀點及見解，助力我們共同提升企業治理實踐，推動企業實現可持續的成功。我們正共同站在重新定義領導力的重要節點，唯有不斷創新與進化，方能引領企業不僅穩健立足，更能繁榮昌盛、蓬勃發展。

祝願「董事研討會2025」取得圓滿成功，願所有與會者收穫豐碩、啟迪未來。

Good Corporate Governance is Cornerstone to a Strong Economy

優秀企業管治
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Corporate Governance Development Foundation Fund

A charitable organisation under Section 88 of the Inland Revenue Ordinance, the Corporate Governance Development Foundation Fund aims to provide and establish funds for the advancement of good corporate governance and contribution towards advancing the status of Hong Kong.

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Mission



WHO
Hong Kong's premier body
representing directors, founded 1 July 1997

AIM
To foster the long-term success of companies

HOW
Through advocacy and standards-setting in
• corporate governance and
• professional development for directors

Home for Directors

2,400+ members from diverse industries, including directors & senior executives of

- Listed Companies,
- Non-listed Companies,
- Statutory & Government Bodies and
- Non-profit-distributing Organisations.

Membership Grades

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- Member MHKIoD
- Associate Member AHKIoD
- Affiliate Member
- Student Member

Members' commitment to Code of Conduct and Continuing Professional Development

Value Propositions



TO MEMBERS

Recognition: an authoritative body
Availability: information and education service
Representation: collective director voice
Diversity: multi-sectoral and multi-cultural
Networking: local and cross-border

TO CLIENTS, SPONSORS AND PROJECT PARTNERS

Peer groups: joint efforts in ESG
Recognition: promoting corporate governance
Collaboration: mutual learning
Expansion: networks and exposure



TO THE BUSINESS SECTOR AND ECONOMY AT LARGE

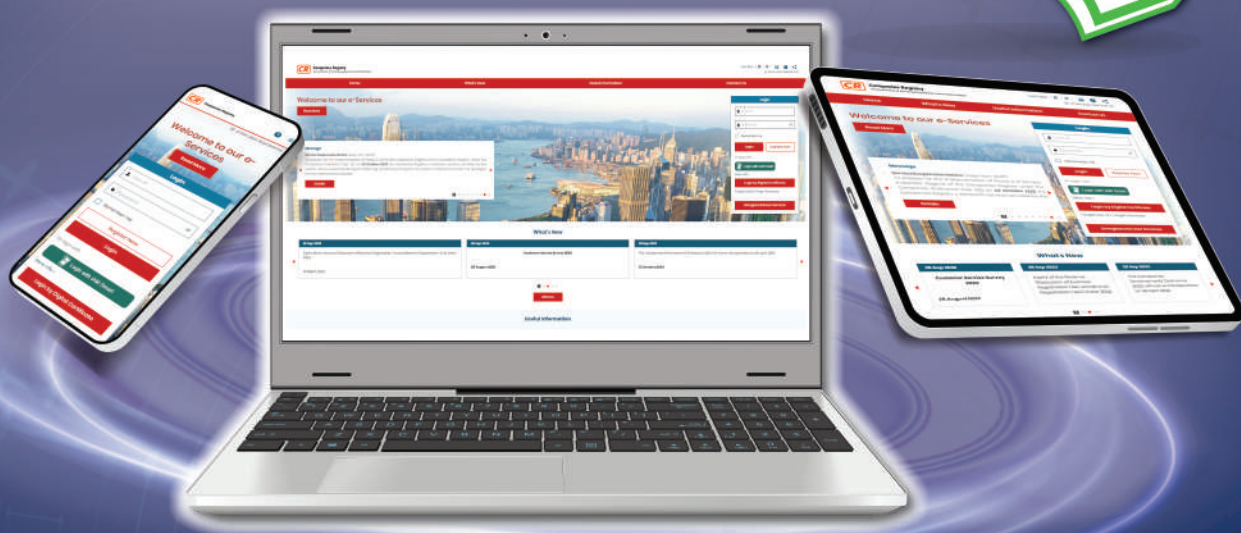
Benefit: long-term success of companies
Nurturing: competency for corporate leadership
Representation: business and public interest
Enhancing: status of international financial centre



公司註冊處
COMPANIES REGISTRY

電子服務網站 e-Services Portal

www.e-services.cr.gov.hk



網上綜合平台 - 提供公司註冊處所有電子服務
Integrated online platform - providing all
the electronic services of the Companies Registry



成立公司
Company Incorporation



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Company Re-domiciliation Regime



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香港個人資料私隱專員公署
Office of the Privacy Commissioner
for Personal Data, Hong Kong



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DATA PROTECTION 保障資料主任聯會 OFFICERS' CLUB



保障資料主任聯會
DATA PROTECTION
OFFICERS' CLUB

公眾對個人資料私隱的議題日益關注。因此，個人資料私隱專員公署（私隱專員公署）倡議機構應設立個人資料私隱管理系統，並委任保障資料主任，負責建立及管理私隱管理系統。

由私隱專員公署成立的「保障資料主任聯會」（聯會），為各保障資料的從業員提供了一個平台，透過經驗分享及培訓以促進資料私隱合規上的知識和實踐。歡迎加入聯會，以獲得個人資料保障的最新資訊。

There has been growing concern among the public in relation to personal data privacy. The Office of the Privacy Commissioner for Personal Data (PCPD) advocates that organisations should develop their own Personal Data Privacy Management Programme (PMP) and appoint a Data Protection Officer to develop and manage the PMP.

Established by the PCPD, the **Data Protection Officers' Club (DPOC)** provides practising data protection officers with a platform for advancing the knowledge and practice of data privacy compliance through experience sharing and training. Join the DPOC now to get the latest information on personal data protection!

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有用資源

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Important HKEX Note: Issuers with a single-gender board must appoint at least one director of a different gender on the board by 31 December 2024.



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2. Role of Company Director II: Board Practices
3. Finance for Directors
4. Independent Non-Executive Directors: Role and Fulfillment



[Register Here](#)

Speaker 講者



SESSION 2
Keynote Speech
By Guest Of Honour

Carlson Tong
Chairman,
Hong Kong Exchanges and
Clearing Limited (HKEX)

唐家成先生
香港交易所主席

Mr Carlson Tong is Chairman of Hong Kong Exchanges and Clearing Limited. Mr Tong is also an Independent Non-Executive Director of MTR Corporation Limited, Standard Chartered Bank (Hong Kong) Limited and the Hong Kong Investment Corporation Limited; and a director of the World Federation of Exchanges. He is also a member of the International Advisory Council of National Financial Regulatory Administration.

He was Chairman of KPMG China and Hong Kong from 2007 to 2011 and was Chairman of the Asia-Pacific region and a member of KPMG's global board from 2009 to 2011. He was also an independent non-executive director of Standard Chartered PLC from 2019 to 2024.

Mr Tong has been actively involved in capital markets throughout his career, with deep expertise in corporate governance and regulatory compliance. He served as a member of the Main Board and Growth Enterprise Market Listing Committee of The Stock Exchange of Hong Kong Limited from 2002 to 2006, before becoming the chair from 2006 to 2008.

Mr Tong was appointed Chairman of the Securities and Futures Commission from 2012 to 2018. He oversaw the launch of several major policy initiatives during his term, including the introduction of the landmark Stock Connect programme and the mutual recognition of funds between Mainland China and Hong Kong.

Mr Tong has also been devoting his time to the local community, and was very active in Hong Kong's education and youth sectors. He was Chairman of the English Schools Foundation, the Hong Kong Sports Institute and the University Grants Committee of Hong Kong.

Mr Tong is a Fellow of both the Institute of Chartered Accountants in England and Wales (ICAEW) and the Hong Kong Institute of Certified Public Accountants. He received the 2022 ICAEW Outstanding Achievement Award, and was awarded an honorary Doctor of Business Administration by the Hong Kong University of Science and Technology, an honorary Doctor of Social Science by the Chinese University of Hong Kong, as well as an honorary Doctor of Social Sciences by the Education University of Hong Kong.

Mr Tong was awarded the Silver Bauhinia Star and the Gold Bauhinia Star by the Hong Kong Special Administrative Region Government in 2014 and 2019, respectively.

唐家成先生現為香港交易及結算所有限公司主席。

唐先生現時亦是香港鐵路有限公司、渣打銀行（香港）有限公司及香港投資管理有限公司的獨立非執行董事；並擔任世界交易所聯合會的董事。他亦是國家金融監督管理總局國際諮詢委員會成員。

他在2007年至2011年間出任畢馬威中國及香港主席，並於2009年成為畢馬威亞太區主席兼畢馬威全球董事會成員。他於2019年至2024年間亦曾任渣打集團有限公司的獨立非執行董事。

唐先生在職業生涯中一直積極參與資本市場工作，在企業管治及監管合規方面擁有豐富的經驗。他於2002年至2006年間出任香港聯合交易所有限公司主板及創業板上市委員會成員，並於2006年至2008年間擔任主席。

唐先生在2012年至2018年獲委任為證券及期貨事務監察委員會主席，期間監督多項重要政策舉措，包括引入「滬深港通」計劃及中國內地與香港的基金互認安排。

唐先生多年來熱心參與社會服務，尤其熱衷投入香港的教育及青年事務，曾出任英基學校協會、香港體育學院及大學教育資助委員會的主席。

唐先生分別是英格蘭及威爾斯特許會計師公會及香港會計師公會的資深會員，並於2022年獲英格蘭及威爾斯特許會計師公會頒發卓越表現大獎。他分別獲香港科技大學頒授工商管理學榮譽博士、香港中文大學頒授榮譽社會科技博士及香港教育大學頒授榮譽社會科學博士。

唐先生亦分別於2014年及2019年獲香港特別行政區政府頒發銀紫荊星章及金紫荊星章。

Speaker 講者



Andrew Weir FCA MBE BBS JP is a Board director and corporate governance advisor with over 35 years of auditing, finance, advisory and professional governance experience from senior roles at KPMG across Hong Kong, the UK, China, Asia and the Middle East. A Chartered Accountant, he is a Fellow and elected Council Member of both the ICAEW and the Institute of Directors, and a Fellow of the HKICPA.

Andrew is an Independent Non-Executive Director of Standard Chartered Bank and FWD Holdings, serving on their Audit and Risk Committees, and a Director of Prime Asia Real Estate. He is an elected Steward and Board Member of The Hong Kong Jockey Club, chairing its Audit Committee and serving on other governance-related committees. He is also Deputy Chairman of the Financial Services Development Council and chairs its Governance Committee.

He is Chairman of the Listing Review Committee of the Hong Kong Stock Exchange, having previously chaired the Listing Committee for three years during his six-year tenure. He also chairs the Pacific Basin Economic Council and the Global Belt and Road Forum, and has held senior leadership positions with the British Chamber of Commerce in Hong Kong and Plan International.

At KPMG, Andrew was Regional Senior Partner in Hong Kong, Vice-Chairman of KPMG China, and a member of the Executive Committee from 2011 to 2023. He was formerly Global Head of Asset Management and Global Head of Real Estate, and held numerous leadership roles across capital markets, infrastructure and client advisory globally.

A frequent speaker at international forums, universities and business schools, Andrew contributes widely on corporate governance, audit committees, strategy, risk and leadership. He is a faculty member of the IoD International Director Programme and the FT Effective Director Programme.

Andrew was made an MBE in the Queen's Birthday Honours List 2017 for services to trade and investment links between Hong Kong, China and the UK. He was appointed a Justice of the Peace in 2020 and awarded the Bronze Bauhinia Star in 2024 for his contributions to Hong Kong as an International Finance Centre.

SESSION 3
Fireside Chat:
Board Leadership in
the New Era

ANDREW WEIR FCA, MBE, BBS, JP
Listed Company independent director
and board advisor;
Chairman of Pacific Basin Economic
Council and Chairman of Listing
Review Committee of HKEX;
Former Chairman of Listing Committee
of HKEX and KPMG Regional Senior
Partner

ANDREW WEIR FCA, MBE, BBS, JP
上市公司獨立非執行董事及董事會顧問；
太平洋盆地經濟理事會主席及香港交易所
上市覆核委員會主席；
前香港交易所上市委員會主席及前畢馬威
香港首席合夥人

Session 4 Speakers' Company Profiles 第四環節講者公司簡介



Bookazine Limited

Founded in 1985, Bookazine is Hong Kong's leading independent English-language bookstore chain. Known for its carefully curated selection of books, gifts, and lifestyle products, Bookazine actively champions local authors by showcasing their work alongside international titles. Celebrating 40 years this year, Bookazine has shops in Hong Kong's most prestigious shopping malls from Prince's Building to ifc mall. Family-owned and community-focused, Bookazine is a cultural hub for readers, writers, and creatives across the city.



i-Cable Communications Ltd.

i-CABLE Communications Limited (HKEX: 1097) is a leading integrated telecommunications provider in Hong Kong, serving over 2 million households with a comprehensive range of services, including broadband internet, telephony, mobile, and network solutions. The company operates one of the largest and most influential TV and communications user bases in the city, offering three free-to-air TV channels—HOY 76, HOY 77, and HOY 78 — alongside its core infotainment, broadband, and homeline services. Embracing the evolving digital landscape, i-CABLE has also expanded its reach through strong social media engagement and its HOY App, meeting the diverse needs of local and international customers across Hong Kong, the Greater Bay Area and Worldwide.

Speaker 講者



SESSION 4
Panel Discussion 1:
How do Businesses
Survive in this
Unpredictable Global
Environment

Ms Shonee M Mirchandani
Director & Owner,
Bookazine Limited

Ms Shonee M Mirchandani
Bookazine Limited
董事兼擁有人

Shonee M Mirchandani is the director and owner of Bookazine, Hong Kong's largest bookshop chain. She is also the co-founder of Partytime, a party accessories retail concept with 5 stores/store-in-stores.

Prior to joining the family business Shonee graduated from law school and has a MBA from Durham University. She has worked in legal and compliance for Credit Suisse, White and Case and Simpson, Thacher and Bartlett.

Shonee has been instrumental in championing the local writing scene and responsible for rebranding and growing Bookazine into one of Hong Kong's leading retailers.

Shonee has spoken at various retail conferences including the KPMG Entrepreneur Conference, The AmCham Annual Women of Influence Awards 2014, The Entrepreneurs Network 2011 and the 4th Annual Future Retail Conference in 2019.

Shonee made the 'Inside Retail top 50 Innovative Retail Leaders in Hong Kong' list in 2018 and received the Women of Influence Entrepreneur of the Year award from AmCham in 2017. She also received the Woman Super Achiever in Retail award from the Asia Retail Congress in 2013 in Mumbai. She was chosen to be one of 12 participants on Accelerator Program for Women Entrepreneurs by The Women's Foundation and ANZ Hong Kong in 2015.

Shonee has served on the board of the Women Entrepreneur's Network, on the disciplinary Committee of the Hong Kong Football Club, as an advisor to Lumivoice and participated in social entrepreneurship mentoring programs for RUN HK and Kids4Kids HK! She is an adviser to the Hong Kong Literary Festival and a board and trustee member of the Chinmaya Mission Hong Kong.

Speaker 講者



SESSION 4
Panel Discussion 1:
How do Businesses
Survive in this
Unpredictable Global
Environment

Mr Felix To
CEO & Executive Director,
i-Cable Communications Ltd.

杜之克先生
有線寬頻通訊有限公司
行政總裁兼執行董事

Mr Felix To is CEO and Executive Director of i-Cable Communications Ltd. Mr To joined ATV in 1990. He has since worked in every commercial broadcaster in Hong Kong (ATV, i-Cable, Commercial Radio, now TV, TVB and PCCW Media).

Mr To has served as controller and general manager for the programming, production and management functions during his long career in the industry. He has participated in different aspects of the broadcasting industry, from terrestrial free TV, pay TV transmitted over fibre network, satellite network and OTT, radio broadcasting, scripted and non-scripted production, and AI-powered production and advertising platforms.

Mr To has also worked as a publisher in Culturecom Ltd under Sing Tao Group handling newspaper and magazine marketing as well as imported comics publishing.

Mr To started his career in media as a reporter at the Hong Kong Standard in 1986, and moved on to the Federation of Hong Kong Industries handling government consultations on industry-related legislations.

杜之克先生是香港有線寬頻通訊有限公司行政總裁兼執行董事。自1990年加入亞洲電視起，曾供職於香港所有商業廣播機構，包括亞洲電視、有線寬頻、商業電台，NOW TV，無線電視及電訊盈科媒體集團。

杜先生在其漫長的職業生涯中，歷任由節目到製作與營運等範疇的總監及總經理職務，期間涉及廣播產業的多個領域，包括地面免費電視、付費電視（包括光纖網絡傳輸、衛星網絡傳輸與OTT平台）、電台廣播、戲劇及非戲劇節目製作，以及AI驅動的製作與廣告平台。

杜先生曾於星島集團旗下的文化傳信集團擔任出版人，負責報章雜誌的市場推廣及進口漫畫的出版。

杜先生於1986年加入《英文虎報》成為記者，展開其媒體工作，其後轉職香港工業總會，負責與工業相關的法規諮詢工作。

Speaker 講者



SESSION 4
Panel Discussion 1:
How do Businesses
Survive in this
Unpredictable Global
Environment

Prof Bei Yu

Professor, CUHK; Co-Founder, NEXX Group
(CK Asset is one of the shareholders)

余備教授

香港中文大學教授；NEXX Group（長江實業集團是股東之一）聯合創辦人

Professor Bei Yu is a Professor in the Department of Computer Science and Engineering at The Chinese University of Hong Kong, Assistant Dean of the Engineering Faculty, and a Cheung Kong Scholar Chair Professor.

In 2021, he was awarded the IEEE CEDA Early Career Award, becoming the only non-U.S.-based scholar to receive this honor in the award's nearly 20-year history. He has won Best Paper Awards at prestigious international conferences and journals including IEEE TSM 2022, ICCAD 2024, 2021 & 2013, DATE 2022, ASPDAC 2021 & 2012, ISPD 2017, and SPIE 2016.

He is one of only two scholars worldwide to have received both front-end and back-end Best Paper Awards at ICCAD. He has achieved multiple top-three rankings in world-class CAD competitions.

He serves as an editorial board member and guest editor for several top-tier journals and major international conferences in computer-aided design. He is the Editor-in-Chief of the IEEE TCCPS Newsletter and the former Chair of the IEEE CEDA Hong Kong Chapter.

In recognition of his outstanding contributions to the field, he has received the 2022 ACM SIGDA Meritorious Service Award, the 2024 DAC Under-40 Innovator Award, and the 2024 Research Grants Council (RGC) Research Fellow Award.

余備教授是香港中文大學計算機科學與工程系教授，工程學院助理院長，長江學者講席教授。2010年畢業於清華大學計算機科學與工程系獲碩士學位，2014年畢業於美國德克薩斯大學奧斯丁分校電子計算機工程系，獲博士學位。

在2021年獲得了IEEE CEDA 職業發展獎 (early career award)，是該獎項創立近20年來，唯一的非美國本土獲獎學者。獲得過 IEEE TSM 2022, ICCAD 2024 & 2021 & 2013, DATE 2022, ASPDAC 2021 & 2012, ISPD2017、SPIE2016 等世界頂級期刊會議的最佳論文獎，是世界上唯二的學者同時獲得過ICCAD的前端和後端兩個最佳論文獎項。他在世界級CAD競賽中榮獲多次世界前三名。

他擔任了計算機輔助設計領域多個世界頂級期刊和國際重要會議的編委會委員和客座編輯，是IEEE TCCPS Newsletter的總編輯，同時也是IEEE CEDA香港分會的前任主席。

因為在領域內的傑出貢獻，獲得了2022年ACM SIGDA功勳服務獎 (Meritorious Service Award)，2024年DAC 40歲以下傑出創新獎 (Under-40 Innovator Award)，和香港研資局 (RGC) 2024年度研究學者獎。

Speaker 講者



SESSION 5
Highlights Talk:
Address by Guest from
Institute of Corporate
Directors, Canada

Mr Rahul K. Bhardwaj LL.B, ICD.D
President and Chief Executive Officer,
Institute of Corporate Directors, Canada

As President and CEO of the Institute of Corporate Directors, Rahul Bhardwaj leads an organization of more than 18,000 members committed to improving national outcomes by growing the board leadership and governance capacities within Canadian businesses, agencies and not-for-profits.

Mr. Bhardwaj currently serves on the boards of the Institute of Corporate Directors, the Canadian Foundation for Governance Research, and the Leader Council at the Ian O. Ihnatowycz Institute for Leadership at Ivey Business School. He is also a Director Emeritus of the Rideau Hall Foundation.

He was the Chair of the Global Network of Director Institutes from 2021 to 2023, a global network representing more than 150,000 directors which is focused on enhancing the capability of directors to drive sustainable performance for the benefit of shareholders, the economy and society.

Other past board commitments include Chair of the 2012 Ontario Summer Games, Co-chair of TO2015 IGNITE, a program of the Toronto 2015 Pan Am & Parapan Am Games, a founding board member of Metrolinx and Chair of the Governance Committee, Chair of the Toronto Downtown Jazz Festival, Chair of Community Foundations of Canada, director of Waterfront Toronto, Upper Canada College, George Brown College, Stratford Festival of Canada and United Way of Toronto, among others.

Before joining the ICD, Mr. Bhardwaj was a corporate lawyer at a leading Canadian law firm, and then later, President and CEO of the Toronto Foundation, where he focused on engaging philanthropy to improve the quality of life in Toronto. He was also Vice President of the Toronto 2008 Olympic Bid and, as part of the Mayor's Blue Ribbon Fiscal Review Panel in 2008, Mr. Bhardwaj identified efficiencies for the City of Toronto.

In 2012, Mr. Bhardwaj's commitment to city building was recognized as he received the Queen Elizabeth II Diamond Jubilee Medal. Toronto Life magazine named him one of "The 50 Most Influential" people in the city, and he was named to the Quadrangle Society at Massey College. Mr. Bhardwaj is a sought-after presenter, speaker and media commentator in Canada and across the globe. You can follow him on the ICD podcast, Be it Resolved, where he delves into key corporate governance and leadership issues shaping boardroom decisions today.

Speaker 講者



SESSION 6
Highlights Talk:
An Overview of the
Economic Outlook

Mr David PW Lau

Co-Head of China Investment Banking
Coverage and Head of APAC Healthcare
Investment Banking, JP Morgan

劉伯偉先生

摩根大通中國投資銀行聯席主管及亞
洲醫療健康投資銀行部主管

David PW Lau is Co-Head of China Investment Banking Coverage and Head of APAC Healthcare Investment Banking at J.P. Morgan, responsible for global investment banking strategies for clients in Mainland China and Hong Kong. He joined J.P. Morgan in 1995. David has served various functions during his career at J.P. Morgan, including Equity Capital Markets, Mergers & Acquisitions, China Corporate Finance, and Hong Kong Investment Banking, and worked on a large number of Capital Markets and M&A transactions. David has been serving as a member of Chairmen Pool of Listing Review Committee of the HKEX, a member of the SFC REIT Committee and SFC Process Review Committee, a member of the Economic Advancement Expert Group of the Chief Executive's Policy Unit (CEPU) of the Hong Kong Government, and a Council member and Audit Committee member of The University of Hong Kong.

Prior to joining J.P. Morgan, David worked in Private Equity. David also worked at both the Listing Division of the HKEX and the Hong Kong SFC between 2002 and 2004, and was responsible for IPO vetting and formulating capital market policies. David was a member of the Listing Committee of HKEX from 2017 to 2023, responsible for providing policy advice and taking decisions on listing matters. Between January 2016 to June 2017, David was an Associate Member of the Central Policy Unit of the Hong Kong Government.

David graduated from the University of California at Los Angeles majoring in Business Economics.

劉伯偉先生目前擔任摩根大通中國投資銀行聯席主管，負責摩根大通香港及中國大陸客戶環球投資銀行策略。劉伯偉先生於1995年加盟摩根大通，曾在股票資本市場、收購合併、中國企業融資和香港投資銀行等多個部門任職，期間參與過大量資本市場和併購交易，在與香港監管機構溝通方面有著豐富的經驗，為中國企業主導多個里程碑式項目。劉伯偉先生現時擔任香港聯交所上市覆核委員會主席小組成員，香港證監會房地產投資信託基金委員會委員及香港證監會程序覆檢委員會委員，亦是香港政府特首政策組經濟發展專家組成員、及香港大學校務委員會及審計委員會成員。

在加盟摩根大通前，劉伯偉先生從事私募基金工作。此外，2002至2004年間，劉伯偉先生曾在香港聯交所的上市科和香港證監會工作，主要負責審批上市申請並制定資本市場政策。2017至2023年間，劉伯偉先生是香港交易所上市委員會成員，參與提供有關上市事宜的政策意見及對上市事宜做出決策。自2016年1月至2017年6月期間，劉先生亦曾擔任香港政府中央政策組成員。

劉伯偉先生畢業於美國加州大學洛杉磯分校，持有商業經濟學學士學位。

Session 7 Speakers' Company Profiles 第七環節講者公司簡介

Café de Coral Holdings Limited



Founded in 1968, Café de Coral began as a family-owned business founded by 1st generation family members with a mission to provide affordable meals to Hong Kong's working population. It went public in 1986 (SEHK: 0341) by the 2nd generation management for the past 40 years and remains family-controlled with the family maintaining a controlling interest and board representation of 2 executive directors, 4 non-executive directors and 4 INEDs. Key family members at the board level now comprises the 3rd generation family members, while the day-to-day management rested with the professional managers. The group operates a multi-brand portfolio with a multi-territory coverage in Southern China, serving over 500,000 customers in the Greater Bay Area on a daily basis.



HKBN Ltd.

Established in 1999, HKBN started as a disruptive telecom subsidiary of City Telecom, with a disruptive ambition in challenging the incumbents with triple-play services. Later it became an independent company and was listed on Hong Kong Stock Exchange in 2015. (now HKBN Ltd.).

It expanded through strategic acquisitions, including acquiring New World Telecommunications and WTT, evolving into a leading integrated telecom and ICT solutions provider. HKBN is not family-controlled; it has a mix of institutional, private equity and retail investors. It does not have a majority shareholder until China Mobile acquired a majority stake on 3 September 2025, and it operated with a professional board and management committee. Listed on the Hong Kong Stock Exchange (SEHK: 1310), it provides broadband and ICT solutions to one in every two active companies in HK, and one in every three residential homes in HK.

CLP Holdings Limited



Founded in 1901, CLP pioneered Hong Kong's electrification and is now a multinational energy giant. CLP's distinct feature is its long-term sustainability vision which targets phasing out coal by 2040 and transitioning to net zero emissions by 2050. It is family-influenced, with the Kadoorie family's presence on the Board (e.g., Sir Michael Kadoorie as Chairman), alongside professional executives. Listed on the Hong Kong Stock Exchange (SEHK: 0002), CLP balances utility operations (e.g., CLP Power Hong Kong) with global investments (e.g., EnergyAustralia) and leads in corporate sustainability indices.

Speaker 講者



SESSION 7
Is Corporate Governance
Really Necessary?

Dr Michael Y.K. Chan
Honorary Chairman, Legacy Academy
Limited;
Former Chairman of Café de Coral

陳裕光博士
傳承學院榮譽主席;
大家樂集團前主席

Dr. Michael Y.K. Chan was the former Chairman of Café de Coral. Under his 30 years of management leadership, he has received numerous local and international management awards, which include the Best Employer in Hong Kong, Director of the Year, Entrepreneur of the Year and the most coveted Stars of Asia Award.

Dr. Chan holds a double major Degree in Sociology and Political Science, a Master Degree in City Planning, and an Honorary Doctorate degree. He is also bestowed with an Honourary Fellow from Lingnan University in Hong Kong

Other than serving as an Independent Director of 6 other public companies, Dr. Chan is also a very active member of the community with Hong Kong Retail Management Association and Quality Tourism Services Association. Academically, he also serves on the advisory committee of both Hong Kong Baptist University and Hong Kong Polytechnic University and he is also an adjunct professor with Hang Seng University and a Court Member of Hong Kong Metropolitan University.

Besides currently being the Honourary Chairman of the Hong Kong Institute of Marketing, he has also founded the Legacy Academy and serves as its Honorary Chairman to share on best practices in trans-generational family business, legacy planning and corporate governance.

陳裕光博士為『大家樂』集團前主席，在其領導下，集團屢獲多項國際性殊榮，包括『企業管理大獎』，『香港最優秀僱主獎』及『最佳公司管治』。個人方面，陳博士更榮獲『亞洲之星』殊榮，為港爭光；近年，陳博士再獲取『香港商業傑出管理獎』，『傑出董事獎』及『中國企業家獎』。

陳博士除持有加拿大社會及政治學士雙學位、城市規劃碩士學位，更獲美國學府頒授工商管理榮譽博士學位及榮膺香港嶺南大學之榮譽院士殊榮。

除擔任本港其他六間上市公司獨立董事之外，陳博士亦熱心公職，多年來出任香港僱主聯合會、香港零售協會委員及優質旅遊服務協會顧問，現為香港市務學會榮譽主席。並獲香港浸會大學工商管理學院委任為其顧問委員會成員，香港理工大學管理及市場學系顧問，香港都會大學咨議會委員及香港恆生大學客席教授。

近年陳博士致力於家族企業持續發展的研究，成立傳承學院並擔任其榮譽主席，在跨代家族管理，傳承規劃及企業管治進行深入的探討，為香港及國內家族企業分享其豐富個人經驗。

Speaker 講者



SESSION 7
Is Corporate Governance
Really Necessary?

Ms Cordelia Chung
INED and Former Chairman,
HKBN

鍾郝儀女士
香港寬頻
獨立非執行董事兼前主席

Ms. Cordelia Chung is the immediate former non-executive Chairman of HKBN limited and currently serves as independent non-executive director of HKBN Limited, Hang Seng Bank Limited, Hysan Development Company Limited and Arup Group Limited respectively. She chairs the remuneration committee of Hang Seng Bank Limited, Hysan Development Limited and HKBN Limited respectively, and the risk committee of Arup Group Limited. She participates as a member in the nomination, risk and environmental, social and governance (ESG) committees of HKBN Limited and the remuneration and nomination committees of Arup Group Limited.

Ms. Chung also serves as the Chairman of Maryknoll Convent School Foundation, the school sponsoring body of her alma mater; Board member of HKSTP Foundation; Court member of City University of Hong Kong; and senior consultant at the law firm Raymond T.Y. Chan, Victoria Chan & Co.

Ms. Chung has extensive multinational experience, specialized in information technology, with knowledge in building industry, and trained and practised as a lawyer. Ms. Chung had an illustrious career with IBM where she served for over 20 years. She was the first and only Asian female executive to serve on IBM Chairman and CEO's Strategy Council, setting global directions for over 140 countries. She led IBM's business as its CEO in China / Hong Kong, and in ASEAN. She also led its legal team as Vice President and General Counsel for Asia Pacific. She worked and lived in Tokyo, Beijing, Shanghai and Singapore.

Ms. Chung was awarded the Directors of the Year Award 2022 for "Statutory/Non-profit/distributing Organisations Non-Executive Directors" by the Hong Kong Institute of Directors. She was also awarded the Medal of Honour in 2024 by the Hong Kong Government for her contributions in information technology and human resources planning in Hong Kong over the years, as well as her active participation in public service.

Past services of Ms. Chung include Hong Kong Government Human Resources Planning Commission, Hong Kong Government Research Grants Council, Board of Hong Kong Science and Technology Parks Corporation, Hong Kong Personal Data (Privacy) Advisory Committee, Singapore University of Technology and Design Board of Trustees, Hong Kong Polytechnic University Council, Court of Hong Kong University of Science and Technology, Singapore Government Economic Strategies Committee, and Dalian CPPCC.

鍾郝儀女士為香港寬頻網絡有限公司卸任非執行主席，目前擔任香港寬頻網絡有限公司、恒生銀行有限公司、希慎興業有限公司及奧雅納全球公司各自的獨立非執行董事。她同時擔任多個董事會委員會的主席，包括香港寬頻網絡有限公司、恒生銀行有限公司及希慎興業有限公司各自的薪酬委員會、及奧雅納全球公司的風險委員會。此外，她亦以成員身份參與其他董事會委員會，包括香港寬頻網絡有限公司的提名、環境、社會及管治（ESG）及風險委員會及奧雅納全球公司的薪酬及提名委員會。鍾女士亦是其母校的辦學團體瑪利諾修院學校基金會有限公司的主席、香港科技園基金的董事、香港城市大學的顧問委員會成員和陳添耀·陳瑛律師事務所的資深法律顧問。

鍾女士擁有豐富跨國經驗，專長為資訊科技，亦涉獵建築行業。她亦是一位資深律師。鍾女士曾於國際商業機器中國香港有限公司（「IBM」）服務超過20年，是首位亦是唯一一位亞洲女性高管被委任為IBM董事長及行政總裁的全球策略委員會委員，為超過140個國家制定全球策略。鍾女士於IBM出任多個高管職位，包括東南亞區域總裁、中國 / 香港總裁、亞太區副總裁及法律總顧問等。她曾駐守於東京、北京、上海及新加坡。

鍾女士榮獲香港董事學會頒授2022年傑出董事獎（「法定 / 非分配利潤組織非執行董事」類別）。她亦於2024年獲香港政府頒授榮譽勳章，以表揚她多年來在香港資訊科技及人力資源規劃方面的貢獻，以及其積極參與公共服務的貢獻。

鍾女士過往亦曾出任特區政府人力資源規劃委員會委員、特區政府研究資助局委員、香港科技園公司之非執行董事、個人資料（私隱）諮詢委員會委員、新加坡科技及設計大學校董、香港理工大學校董、香港科技大學顧問委員會成員、新加坡政府經濟戰略委員會委員及大連市政協委員。

Speaker 講者



SESSION 7
Is Corporate Governance
Really Necessary?

Mr David Simmonds
Chief Strategy, Sustainability and
Governance Officer,
CLP Holdings Limited

司馬志先生
中電控股有限公司
策略、可持續發展及管治總裁

Mr Simmonds is the Chief Strategy, Sustainability and Governance Officer of CLP and is responsible for CLP Group strategic planning and the strategy agenda as well as driving the Group's sustainability agenda and ensuring that it is embedded into the business. He is also responsible for managing the Group's Venture Capital and Research function, the Group's investments in Taiwan Region and Thailand and the Group's property development activities. In addition, Mr Simmonds leads the teams responsible for legal, corporate governance and insurance services across the Group.

Mr Simmonds is the President of The Hong Kong Chartered Governance Institute (HKCGI) and is a Fellow of both The Chartered Governance Institute and HKCGI. He is the Chair of the Task Force on Energy for the UN ESCAP Sustainable Business Network and a member of The Asia Society. Mr Simmonds is also a member of the Standing Committee on Company Law Reform and the Hong Kong Advisory Committee of The Fred Hollows Foundations.

Mr Simmonds holds a Bachelor of Laws (Honours) and a Bachelor of Commerce from the University of Melbourne.

司馬志先生是中電集團策略、可持續發展及管治總裁，負責中電的策略規劃和策略議程，以及推動集團的可持續發展進程並確保其融入業務。他亦負責管理集團的風險資本投資及研究部門、集團在台灣地區及泰國的投資，以及集團的物業發展事宜。此外，司馬志先生領導為集團提供法律、企業治理及保險服務的團隊。

司馬志先生是香港公司治理公會會長，公司治理公會及香港公司治理公會資深會員。他是聯合國亞太經社會可持續商業網絡能源工作組主席，以及亞洲協會會員。司馬志先生同時也是公司法改革常務委員會成員及護瞳行動香港顧問委員會成員。

司馬志先生持墨爾本大學法學（榮譽）學士及商學學士學位。

Session Hosts 環節主持



Session 1
Opening Remarks

Mr Richard Tsang
曾立基先生

Chairman
The Hong Kong Institute
of Directors
香港董事學會主席

Principal Business Engagement

- Chairman, Strategic Public Relations Group Limited

Other Major Directorships

- Vice President of The Methodist Church, Hong Kong
- Vice Chairman, Hong Kong Dance Company
- Council Member of UNICEF Hong Kong
- Vice Chairman of Hong Kong Q-Mark Council
- Member of Board of Trustees of Chung Chi College, The Chinese University of Hong Kong

Major Current and *Past Service Roles

- Member of The Hong Kong Tourism Board
- Member, Steering Committee on Prevention and Control of Non-Communicable Diseases
- Member, Quality Education Fund Steering Committee and Quality Education Fund Dissemination and Promotion Sub-committee
- *Former Member, Telecommunications Users and Consumers Advisory Committee (TUCAC), Office of the Communications Authority (OFCA)
- *Former Member, Advisory Council on Food and Environmental Hygiene

Awards/Honours

- Included in PRWeek's Global Power Book 2015, 2016 and 2017
- "Innovator 25 Asia-Pacific 2016" by The Holmes Report
- "Distinguished Professional of the Year Award" – 3rd Hong Kong Public Relations Awards 2016, organised by Hong Kong Public Relations Professionals' Association
- "Agency Leader of the Year" by Mumbrella Asia (2017)
- Stevie® Lifetime Achievement Award at the International Business Awards® 2018 & 2019

主要商務活動

- 縱橫公共關係顧問集團主席

其他董事職務

- 香港循道衛理聯合教會副會長
- 香港舞蹈團副主席
- 聯合國兒童基金香港委員會成員
- 香港優質標誌局副主席
- 香港中文大學崇基學院校董會成員

主要現行及*過往公職

- 香港旅遊發展局成員
- 防控非傳染病督導委員會委員
- 優質教育基金督導委員會與推廣及宣傳專責委員會成員
- 通訊事務管理局辦公室-電訊服務用戶及消費者諮詢委員會委員(過往)
- 食物及環境衛生諮詢委員會委員(過往)



Session 3
Fireside Chat:
Board Leadership in the
New Era

Mr Edmund Leung

SBS OBE JP FHKIoD HonFHKIE FHKEng

梁廣灝工程師

SBS OBE JP FHKIoD HonFHKIE FHKEng

Deputy Chairman
The Hong Kong Institute
of Directors
香港董事學會副主席

Profession : Engineer

Principal Business Engagement

- Retired. Former Chief Officer of Kowloon-Canton Railway Corporation

Major Current and *Past Service Roles

- *Former Chairman of Drinking Water Safety Advisory Committee
- *Past President of Hong Kong Institution of Engineers
- *Former Board Member of Airport Authority Hong Kong
- *Former Chairman of Energy Advisory Committee
- *Former Chairman of Process Review Panel of Financial Reporting Council

Awards/Honours

- Silver Bauhinia Star (SBS)
- Officer of the British Empire (OBE)
- Justice of Peace (JP)
- Hon Fellow of University of Hong Kong
- Hon Fellow of Lingnan University

專業 : 工程師

主要商務活動

- 已退休
前九廣鐵路公司總裁

主要現行及*過往公職

- *食水安全諮詢委員會前主席
- *香港工程師學會前會長
- *機場管理局前董事局成員
- *能源諮詢委員會前主席
- *財務匯報局程序覆檢委員會前主席

榮譽及獎項

- 銀紫荊星章
- 英國官佐勳章
- 太平紳士
- 香港大學榮譽院士
- 嶺南大學榮譽院士

Session Hosts 環節主持



Session 4 Panel Discussion 1: How do Businesses Survive in this Unpredictable Global Environment

Dr Christopher To 陶榮博士

BEng LLB LLM MA
DEng PhD FCIArb FSIArb FHKI Arb FIET
FHKIoD FHKIE RPE CEng CITP MBCS HKCS
ARAEs Chartered Arbitrator Accredited
Mediator Adjudicator

Immediate Past Chairman
The Hong Kong Institute
of Directors
香港董事學會卸任主席

Profession : Barrister-at-law

Principal Business Engagement

- Barrister-at-law

Other Major Directorships

- Programme Director of City University LLM in Arbitration and ADR

Major Current and *Past Service Roles

- Chairman of the Hong Kong Mediation Council
- Chairman of the Mediator Accreditation Committee of the Hong Kong Mediation Accreditation Association Limited
- Advisory Committee of the Accounting and Financial Reporting Council (AFRC)
- Chairman of Appeal Tribunal Panel (Buildings)
- Panel Member of Securities and Futures Appeals Tribunal

Awards/Honours

- Director Of The Year Award 2001 by HKIoD
- (in the category of non-profit-distributing organisation executive directors)
- Young Global Leader 2007 by World Economic Forum
- Alumni of the Year 2014 and conferred honorary doctorate degree in engineering from Glasgow Caledonian University
- One of the top ten mediators 2019 in Asia Pacific by the Bali International Arbitration and Mediation Center

專業 : 大律師

主要商務活動

- 大律師

其他董事職務

- 法學碩士(仲裁及爭議解決學)課程主任

主要現行及*過往公職

- 香港調解會主席
- 香港調解資歷評審協會有限公司調解評審委員會主席
- 會計及財務匯報局(會財局)諮詢委員會成員
- 上訴審裁處(建築物)主席
- 證券及期貨事務上訴審裁處成員

主要現行及*過往公職

- 香港董事學會2001年傑出董事獎(非分配利潤組織執行董事類別)
- 世界經濟論壇2007年青年世界領袖獎
- Glasgow Caledonian 大學2014年傑出校友、並獲頒名譽工程博士
- Bali International Arbitration and Mediation Center 頒發2019年亞太區前十名調解師



Session 6 Highlights Talk: An Overview of the Economic Outlook

Mr Vincent Chan 陳永誠先生^{MH}

Treasurer
The Hong Kong Institute
of Directors
香港董事學會司庫

Principal Business Engagement

- Partner, Ernst & Young

Principal Business Engagement

- Vice-Chairman, Institute of Big Data Governance

Major Current and *Past Service Roles

- Council Member, Hong Kong St. John Ambulance
- Member of Public Complaints Committee, Hospital Authority
- Non-official Member of Innovation, Technology and Industry Bureau's DEDC Sub-group on Cross-boundary Data Collaboration
- * Chairman of Directors of the Year Awards 2019 Organizing Committee
- * Past-President, ISACA China Hong Kong Chapter

主要商務活動

- 安永會計師事務所合夥人

其他董事職務

- 大數據治理公會副主席

主要現行及*過往公職

- 香港聖約翰救傷會理事會成員
- 醫院管理局公眾投訴委員會成員
- 創新科技及工業局 - 數字化經濟的發展委員會 - 跨境數據協作工作小組非官方委員
- *香港董事學會2019年度傑出董事獎籌委會會員
- *國際資訊系統審計協會(中國香港分會)前會長

Session Hosts 環節主持



Session 7
Panel Discussion 2:
Is Corporate Governance
Really Necessary?

Ms Alice Yip
葉嘉明女士

Deputy Chairman
The Hong Kong Institute
of Directors
香港董事學副主席

Profession : Auditing

Principal Business Engagement

- Partner, Head of Consumer & Retail, Hong Kong SAR, KPMG China

Other Major Directorships

- Board member, KPMG China

Major Current and *Past Service Roles

- Chairman of the Employees' Compensation Insurance Levies Management Board, Hong Kong SAR
- Panel member of the Anti-Money Laundering and Counter-Terrorist Financing Review Tribunal, Hong Kong SAR
- Panel member of the Deposit Protection Appeals Tribunal, Hong Kong SAR
- Member of the Process Review Panel for Insurance Authority, Hong Kong SAR
- * Member of the Antiquities Advisory Board, Hong Kong SAR
- * Member of the ACCA Global Council

專業：審計

主要商務活動

- 畢馬威中國香港消費及零售業主管合夥人

其他董事職務

- 畢馬威中國董事會成員

主要現行及*過往公職

- 香港特別行政區僱員補償保險徵款管理局主席
- 香港特別行政區打擊洗錢及打擊恐怖分子資金審裁處成員
- 香港特別行政區存款保障上訴審裁處成員
- 香港特別行政區保險業監管局程序覆檢委員會成員
- *香港特別行政區古物諮詢委員會成員
- *ACCA 全球理事會成員

HKIoD's Link to the World

Outreach Delegations



International Perspectives

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GLOBAL NETWORK OF
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A worldwide alliance of director institutes, each being the recognised premier body of directors in its jurisdiction.

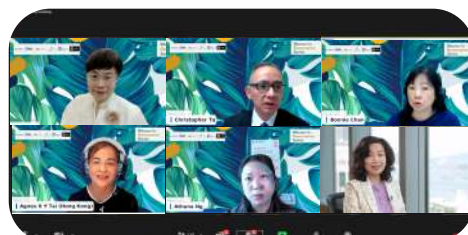
Globally Representing over 180,000 directors:-

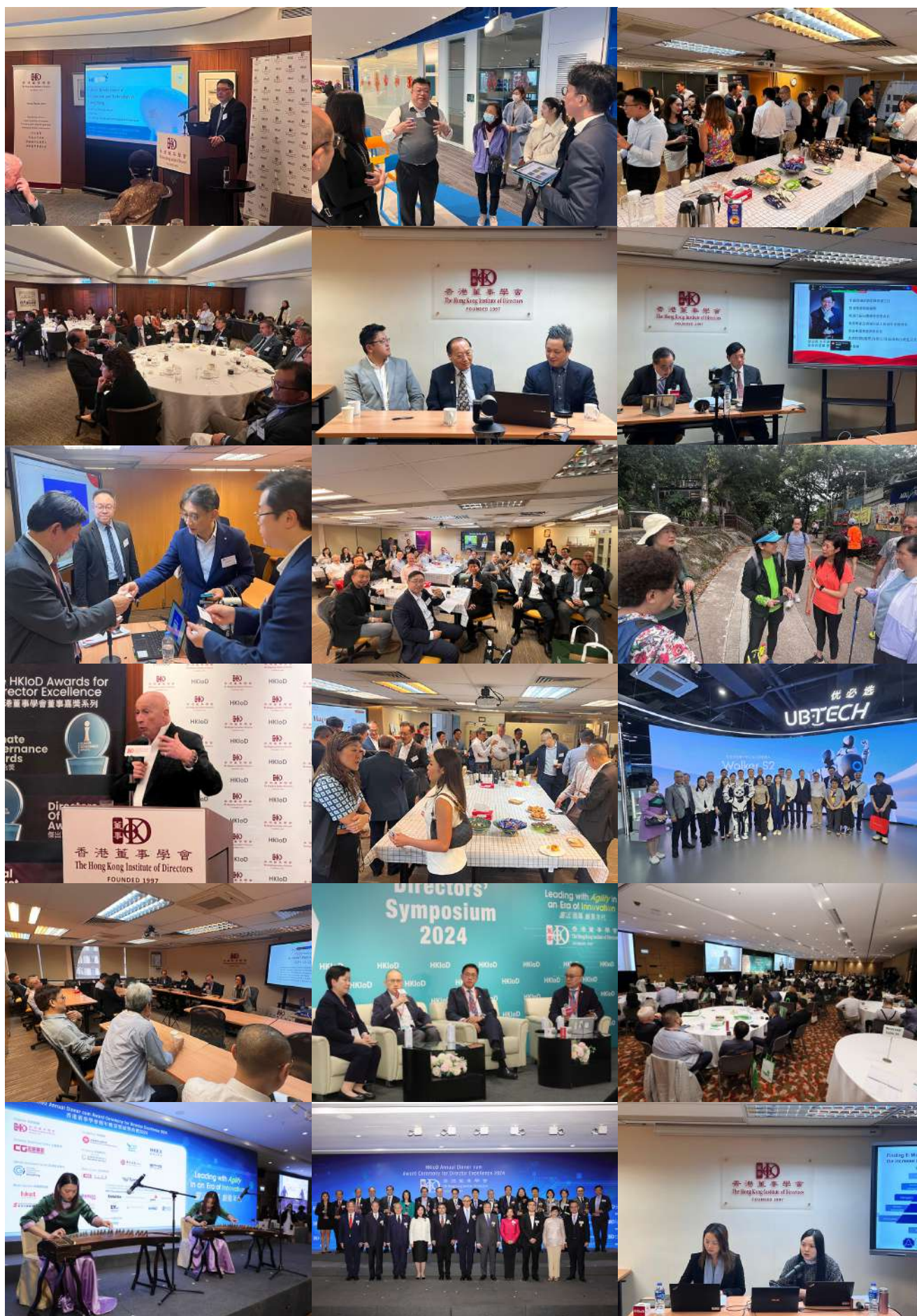
Argentina (IGEP)	Ireland (IoD)	Pakistan (PICG)	Thailand (TioD)
Australia (AICD)	Israel (IDU)	Philippines (ICD)	Turkey (BDA)
Brazil (IBGC)	Malaysia (MACD)	Spain (IC-A)	United Kingdom (IoD)
Canada (ICD)	Mauritius (MioD)	Singapore (SID)	United States of America (NACD)
Europe (ecoDa)	Namibia (NICG)	South Africa (IoDSA)	Vietnam (VID)
Gulf (GCC BDI)	New Zealand (IoDNZ)	Sri Lanka (SLID)	
Hong Kong (HKIoD)	Nigeria (CioD Nigeria)	Switzerland (SioD)	

Access to the UK IoD Facilities



Inspiring business







香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997



HKIoD 持續進修 2025 Director CPD

Focusing on the fostering of the long-term success of companies and professional development for directors, The Hong Kong Institute of Directors ("HKIoD") is pleased to launch the "Symbol of Credit in Director CPD" ("the Symbol").

香港董事學會 (HKIoD) 的宗旨是促進所有公司的持久成就及推動董事續專業進修；為達成使命，學會欣然推出「董事持續專業進修嘉許標誌」(下稱「標誌」)。



Board Training Menu 2025 董事會培訓表

For other topics, please contact us to tailor-made
其他題目需求，請向我們查詢及制定

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定制香港交易所和證監會的董事特別培訓要求

Directors and staffs training provide by HKIoD is an effective option for companies to **satisfy the listing/ ESG requirements for directors training every year.**

- Each topic can be arranged from 1-2 hours as per request by client.
- Course languages can be in Cantonese, English and Putonghua.
- E-Learning is available (convenient for mainland & overseas learning).
- Professional accreditation and provide CPD Certificates.
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本會提供的員工或董事培訓，是符合每年上市/ESG規定培訓要求的有效選擇。

- 每項培訓題目一般為1-2 小時，可按要求調整。
- 授課語言可以選用粵語、英語或普通話。
- 提供網上學習（方便內地和海外培訓）。
- 可獲專業「持續專業發展」CPD證書。
- 獲發年度公司培訓證書。

Granted "Symbol of Credit in Director CPD" for Corp. website & Annual report
公司網址和年報可加入「董事持續專業進修嘉許標誌」



(852) 2889 9944 (Ms Yee 余小姐)



(852) 6010 6271



training@hkiod.com

作為香港董事學會會員的

肯定意義

Significant Values
of HKIoD Membership

董事指引
GUIDELINES
FOR DIRECTORS

香港中小企業管治指引
GUIDELINES ON
CORPORATE GOVERNANCE
FOR SMES IN HONG KONG

香港董事學會上市公司
企業管治水準報告
REPORT ON THE HKIOD
CORPORATE GOVERNANCE
SCORE CARD

- Availability of Continuing Professional Development programmes and up-to-date information on director practices.
- Participation in, and contribution to, a collective voice on corporate governance issues in order to help shape the future of Hong Kong.
- Recognition as a member of a progressive premier body representing professional directors.
- Networking opportunities with fellow members and associate bodies in the local community, Mainland China and overseas.
- Friendship in a multi-cultural international environment.
- Enjoyment of various members' benefits offered by HKIoD and reciprocal entitlements from kindred organisations.
- 獲得持續專業發展培訓及有關董事實務趨勢的最新資訊。
- 參與對有關企業管治重要問題的詳細研究、徵集意見、敲定建議，然後向有關當局作出代表性的反映，以協助創建香港的未來。
- 獲認可為一富進取精神、代表專業董事的精英組織一份子。
- 伸展網絡至來自各門專業及行業的會友、本地的友好專業團體、以至中國內地和海外的同類組織。
- 在多元文化的國際環境下拓展友誼。
- 分享本會的各種會員福利及世界各地相屬組織的互惠服務。



香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

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

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Website 網址: www.hkiod.com

