

## CPIC's Chairman and Board of Directors win the Directors of The Year Awards **Zhang Mengying**

### 中國太平洋保險董事長及董事會獲頒傑出董事獎



▲ Members of the Ninth Board of Directors and the Ninth Board of Supervisors of CPIC  
中國太保第九屆董事會、監事會部分成員

**M**r Kong Qingwei, Chairman of China Pacific Insurance (Group) Co., Ltd. (CPIC), was awarded the Directors Of The Year Awards 2021 in the “Listed Company - Executive Director” category from the Hong Kong Institute of Directors (HKIoD). Led by Mr Kong, the company’s Board of Directors was also awarded the Directors of The Year Awards 2021 in the “Listed Company - Board of Directors” category.

The awards demonstrate how a chairman who respects the profession can lead the board of directors to develop successful systems.

“Mr Kong Qingwei is a visionary leader of the Board and the company. His capability in corporate governance for one of the largest companies in China is fully demonstrated with effective leadership and guidance of a highly diversified and professional board,” the panel of judges said.

“He made sure that the core competencies and culture of the company are well developed and stay relevant with succession planning. He is well-positioned to lead the company and the Board to the next level going forward,” the panel added.

“He plays a leading role in ESG adoption. This is evidenced at the board level with the ESG-focused committee, as well as in annual ESG reporting and communication with shareholders. He deserves the Award.”

“As an insurance company, CPIC has won the Directors Of The Year Awards twice, which is a recognition of the Group by HKIoD. It is a result of the joint efforts of the directors and management of the

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company,” said Mr Kong.

Since the country’s reform and opening up, Mr Kong has been deeply involved in the reform and growth of the financial market not just in Shanghai but China as a whole. He saw the opportunity as a chance to develop his talents.

Mr Kong, who has experience in both investment and government management, was appointed as Secretary of the Party Committee of CPIC in 2017 and was elected as Chairman of the Board of Directors.

“The past five years was a period of great changes in the market, further innovation in reform, and healthy development for the company.”

### Establishing systems and optimizing governance

When he first came to CPIC, Mr Kong noticed that the company’s governance structure was unique, inherited, and stable.

One of the unique features of the governance structure of the company is that it has only two executive directors on its board, namely the Chairman and the President, which is not common among public companies with a state-owned background.

Another feature is that as a financial institution listed in Shanghai, Hong Kong, and London, the company is subject to multiple supervision including industry regulators, securities regulators in the places where it is listed, state-owned shareholders, and institutional investors.

In a governance model involving multiple entities, Mr Kong believes that the foundation of the company’s governance was already stable when he took over, and what he did was to “inherit it and further enrich the content.”

Mr Kong believes that although



► A portrait of Mr Kong Qingwei  
孔慶偉董事長肖像照

“management” and “governance” seem similar, there is a huge difference as “management reflects the style of the operator, such as personal characteristics, while governance of a company displays an overall characteristic, a choice of its foundational values.”

On corporate governance, he stressed the importance of systems.

“Traditional companies think more about achieving business goals at the operational level. However, as a public company, establishing the systems is also critical. Good corporate governance means to constantly optimize and improve its systems and mechanisms,” he said.

One of the examples of CPIC’s corporate governance that Mr Kong introduced are the rules for holding meetings at the company.

“We have a card that stipulates what meetings are to be held at what time of the month and quarter. We don’t hold the meetings randomly,” he said.

“Don’t underestimate this matter, it plays a monitoring and control role. If the operation of corporate governance is too arbitrary, having no established rules to control, it will result in random decisions,” Mr Kong added.

Another manifestation of the company’s established system is that it has actively followed the requirements of the Hong Kong Stock Exchange and established a mechanism for separate communication between the chairman of the board and the independent directors.

“This system has served us well,” Mr Kong said, “Our independent directors perform their duties with due diligence, and they share their thoughts and problems they have found out with the Chairman.”

The company has a system in place to ensure effective communication between the directors.

“The company has two seminars every year. During the board meeting, we also add an item for our subsidiaries to report to the board on their efforts to overcome difficulties, key problems in transformation, and difficult issues in daily operation,” said Mr Kong. “The management will make a special report to the board of directors.”

Mr Kong emphasized that the board meeting is not a symbol or a formality, but a true discussion of strategic issues presented to the directors.

### Establishing the process and adding the right talents to the board

Mr Kong said that the insurance industry has evolved. The ecosystem and customer needs have changed significantly, with the customers expecting insurance companies to provide more professional and personalized products and services. The



► Mr Kong Qingwei attended the presentation of Directors Of The Year Awards and delivered a speech  
孔慶偉董事長出席傑出董事獎頒獎典禮並致辭

changes also place a higher demand on the professionalism of the board of directors.

“The development of the company is due to the strategic thinking of the directors, and the professionalism and broad vision of the independent directors,” said Mr Kong.

The company’s systems and processes ensure that the views of professionals can be heard.

Based on the advice of the independent directors, the company has paid attention to the development of ESG, established a specialist committee, and set up a related office.

The company also promotes the “green” concept by doing small things internally, such as reducing business trips and promoting online work.

“ESG is a strategic choice for the country and an important step in building the community with a shared future for mankind,” Mr Kong noted.

The company’s open decision-making process allows professional directors to make appropriate recommendations. “Our independent director Ms Liu Xiaodan, a private equity

professional, suggested that the company should develop health management business based on her understanding of the market,” said Mr Kong. “As a result, CPIC and Sequoia Capital China have established a joint office and a fund with multiple participants for the health management industry.”

Mr Kong believes these pragmatic aspects reflect that corporate governance is on the ground and that independent and scientific views are heard through established processes so that the management can continuously optimize the business strategy and improve the business model.

“As a large group, it should be open to professional views to have professionalism,” said Mr Kong. “To achieve a higher level of corporate governance, it is important to realize that no matter how knowledgeable a person is, no matter how experienced he or she is, there are always shortcomings and blind spots in his or her vision.”

The directors are all leaders in their respective professions, including economist Ms Liang Hong, insurance expert John Robert Dacey, and investment expert Ms Liu Xiaodan, among others.

The ability to include so many professionals from various fields on the board is due to the diversity, openness, and trust in the company’s governance culture.

The company trusts its directors and directors to cherish their responsibility to contribute to the decision-making, thus achieving good governance.

### Establishing principles to meet market challenges

In the face of market challenges, Mr Kong believes that focus is an important quality to counter risk. For CPIC, this means maintaining a long-term approach and focusing on the insurance industry.

“We have a full range of licenses, but we don’t have many subsidiaries. We rather do a good job in our main insurance business,” Mr Kong said.

“We are developing our business around the innovation of the insurance value chain in the areas of elderly caring, health, and technology.”

The second thing is to maintain stability.

Mr Kong believes that the development of insurance and finance is often cyclical. For enterprises, the key to facing the cyclicity and volatility of development is to be steady, to build up strength when it is down, and to oppose adventurousness when it is up.

The third principle in dealing with market challenges is innovation.

Mr Kong observed that young people nowadays often use their experience of the Internet industry to measure the quality of the insurance service, hoping that insurance services can also be convenient and fast.

Therefore, he believes that the

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traditional industry as insurance must also innovate to provide the best customer experience.

“The pandemic has also accelerated our technological advancement, and we are providing a lot of online services so that our customers can feel that CPIC is standing by for them anytime and anywhere,” said Mr Kong.

In terms of business, the company will also focus on the development of health management, big data, and regional economy in the future. 

**中** 國太平洋保險（集團）股份有限公司（中國太保）董事長孔慶偉先生榮獲香港董事學會頒授2021年度「上市公司-執行董事」組別的「傑出董事獎」，由他帶領的公司董事會亦同時獲得「上市公司-執行董事會」類別的「傑出董事獎」，展現一個尊重專業的董事長如何帶領董事會制定制度、落實流程，在融合專業的基礎上發揮制度的優勢。

評審團表示：「孔慶偉先生是位在董事會和公司高瞻遠矚的領袖人物。孔先生經營中國最大公司之一，在他領導高度多元化和專業的董事會便能充分證明其企業管治的能力。孔先生確保

公司的核心競爭力和文化得到充分發展，同時傳承計劃也得重視。孔先生帶領公司和董事會更上一層樓。孔先生在環境社會及管治發展（ESG）的項目中發揮著主導作用。這在董事會層面及其ESG委員會，ESG發展報告及股東溝通中得到了證明。孔先生獲獎乃實至名歸。」

孔先生表示：「作為一家保險機構，中國太保兩次被董事學會評為傑出董事，這是董事學會對集團的認可，也是中國太保的董事們、管理層共同努力的結果。」

自改革開放起，孔先生就在上海深度參與這座城市、乃至全中國金融市場的改革與成長。他直言，自己遇上了能夠發揮自己才能的時代舞台。

孔先生兼具投融資及政府管理經驗。2017年他被委派至中國太保擔任黨委書記，後經股東大會選舉，他開始擔任董事長。他認為：「過去的這五年是市場翻天覆地的五年，也是改革創新步入深水區的五年，亦是公司健康發展的五年。」

### 建立制度 優化管治

來到中國太保，他觀察到公司的治理結構有獨特性、傳承性和穩定性。

中國太保的治理結構的獨特性之一在於，公司董事會只有兩位執行董事，即董事長與總裁，這在擁有國有背景的公眾公司中並不多見。另一個特點是作為一個在上海、香港和倫敦三地上市的金融機構，公司受到行業監管機構、上市地證券監管機構、國有股東出資人，以及機構投資者的多方約束。

在有多種主體參與的共同治理模式下，孔先生認為在他接手時，公司的治理基礎已經很穩定，他所做的，是進一步把它傳承下去，並不斷豐富其內涵。

孔先生認為公司的「管理」和「管治」雖只有一字之差，但內涵有較大區別：「管理體現經營者風格，即個人特色，但是公司的管治是一個整體特徵，是一個價值觀的選擇。」

對於公司管治，他強調制度的重要性，他說：「傳統企業更多考慮的是經營層面的目標達成，而作為公眾公司，制度也很關鍵。優秀的企業管治應該不斷優化和完善自身制度和機制。」

中國太保公司管治的其中一個例子，孔先生介紹，就是中國太保關於會議召開的規定。他說：「我們有一張卡片，這張卡片是規定了每月每季在什麼時候召開什麼會議，不是今天想起來開就開，明天想起來加一個議題就加個議題。」

他續言：「不要小看這件事情，它實際上能夠起到監督和約束作用。公司治理的運作如果太隨意，如沒有必要的保障機制，一定會造成決策的隨機。」

公司重視制度的另一個體現是公司積極按照聯交所的要求，建立了董事長和獨立董事單獨交流的機制。孔先生介紹：「這個制度發揮了很好的作用。我們的



▲ Mr Kong Qingwei attended CPIC's listing ceremony of Global Depository Receipts (GDR)  
孔慶偉董事長出席中國太保全球存託憑證（GDR）掛牌上市儀式



◀ **The Ninth Board of Directors of CPIC held a board meeting**  
中國太保第九屆董事會召開董事會會議

獨立董事盡職履職，他們在履職過程當中的一些思考，在調研當中所聽到問題，都會拿來與董事長做單獨交流。」

中國太保在制度層面保證了董事們的有效溝通。

他介紹：「公司每年都會有兩次研討會。在董事會期間，我們還增加一項，讓專業子公司向董事會報告有關攻堅克難的工作，轉型當中的突出問題，以及在日常經營當中發生的一些困難問題。由經營層向董事會進行專題報告。」

孔先生強調，董事會開會不是一個符號或形式，而是把事關戰略的問題作為研討，提交給董事們進行討論。

### 確立流程 融合專業

孔先生表示，保險行業發展至今，生態鏈、客戶需求已經發生很大的改變，客戶希望保險公司能夠提供更加專業化和個性化的產品及服務。這也對董事會的專業度提出更高要求。孔先生表示：「公司發展得益於董事們的高屋建瓴，獨立董事們的專業眼光和寬廣視野。」

而公司的制度和流程又保證了專業人士的意見能夠被聽取。比如，在獨立董事的建議下，公司關注ESG的發展建設，成立了ESG委員會，設立ESG辦公

室。公司內部更提倡從小事做起，強化綠色理念，比如減少出差，增加線上辦公等等。

孔先生強調：「ESG是國家的戰略選擇，是建設人類命運共同體的重要一步。」

公司開放、開明的決策流程，讓專業的董事可以提出適切的建議。又比如，孔先生介紹：「我們的獨立董事劉曉丹女士是一位私募領域的專業人士，她基於對市場的了解提出公司應該發展大健康。」由此，中國太保和紅杉中國成立了聯合辦公室，也建立了多主體參與的大健康產業基金。

孔先生表示：「這些務實層面都體現了公司治理在落地，而且是通過確立的流程讓獨立、科學的觀點被聽見，讓經營層能夠不斷優化經營策略，完善商業模式。」

他續言：「作為一家大型的企業集團，它應該對專業觀點開放，才會具備專業素養，有更多的專業互補。公司治理發展到更高層面必須要認識到，一個人再全面，一個人經歷再豐富，總有短板和視野盲區。」

公司的董事在各自的專業都是領軍人物，其中有經濟學家梁紅女士，保險專家John Robert DACEY，投資專家劉曉丹女士等。能夠將如此多諸領域的專業人才納入進董事會，更離不開公司

治理文化中的多元、開放和信任。

公司充分信任董事，董事們亦會珍惜責任，為決策出力，由此實現良好治理。

### 確立原則 應對市場挑戰

面對市場的挑戰，孔先生認為專注是抵抗風險的一個重要素質。對中國太保而言即保持長期主義信念，專注保險主業。

「圍繞保險主業，我們的牌照很全，但是我們的子公司並不多，我們沒有做鋪攤子的工程，而是紮紮實實把保險主業做好，並圍繞保險價值鏈創新開展養老、健康、科技等領域的佈局，」孔先生說。

其次是保持穩健。孔先生認為，保險、金融的發展往往具有週期性。對企業來說，面對發展的周期性和波動性最關鍵的就是穩健，處於低位時蓄力發展，高位時反對冒進。

應對市場挑戰的第三原則是積極創新。孔先生觀察到，當下年輕人常用互聯網的體驗來衡量保險隊伍的服務質素，希望保險服務也可以實現方便、快捷。故此，他認為保險這一古老的行業也必須創新，保證客戶體驗。

「這次疫情也加快了我們科技的進步，我們提供很多線上的服務，讓我們的客戶隨時隨地感受到中國太保在他身邊服務，」孔先生說。

在業務方面，公司未來也將更加重視大健康、大數據、區域經濟的發展。📊

# The 21st Century DIRECTOR

廿一世紀  
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