

Board Diversity At Baguio Promotes Effective Governance

Zhang Mengying

推動董事會多元化進程 實現有效管治



▲ Baguio's board members and staff attended the Eco Expo Asia to promote the group's business and learn about the latest developments in the industry.

碧瑤董事會成員與員工一同出席亞洲國際環保博覽，推廣集團業務並了解業界最新發展。

The Board of Baguio Green Group Ltd. (Baguio) has always been dedicated to promoting the diversity of its board.

The board has demonstrated strong leadership and has been committed to upholding ambitious standards of corporate governance. Given the excellent performance, Baguio won the Director of the Year award in the Listed Company categories from the Hong Kong Institute of Directors (HKIoD).

“The company has consistently reported its actions and achievements in promoting sustainable development to its stakeholders on their ESG (Environmental, Social and Governance) report. The Company has adopted a Board Diversity Policy which sets out an approach to achieve diversity on the Board. Baguio is also a caring company that stresses the importance of enhancing occupational safety. The Board truly merits the Award and

additional recognition for Excellence in Board Diversity,” said the Panel of Judges.

“Corporate governance is particularly important to any company. It provides truly clear guidelines to the company, said Mr Ng Wing Hong, Chairman and Executive Director of Baguio.

“For example, what the company needs to do, what values to uphold, what the long-term direction is, how to oversee the management and how to implement the decisions of the board, all of these depend on good corporate governance.”

Diversity for Good Governance

Mr Ng said that the Board of Directors of Baguio attaches significant importance to corporate governance. Increasing the diversity of board members is one of the most important ways to make the board more effective.

“We hope that our members can complement each other’s thinking and bring in ideas such as IT and international perspectives,” Mr Ng shared.

Not all board members of Baguio belong to the green industry. The board encourages different members to think independently and share their ideas with others.

“Our discussions are very harmonious, and we encourage each member to speak up,” said Mr Ng.

He believes that board members should be committed, responsible, and passionate about the green business and the direction of the company, which has wide operations in environmental services.

“Our board members are very committed to the management of the company, and they care about the risks and compliance of the company’s operations,” said Mr Ng.

Members can make better decisions on how to manage the risks only after they fully understand the external environment, the progress of the company and its operations.



▲ Baguio’s board members and employees participated in CSR activities to support the environmental protection.
碧瑤董事會成員與員工一同參加企業社會責任活動，支持環保。

To ensure that board members understand the company’s business and operations, management makes sure that the board gets updates on a regular basis.

“The HR department has some specialised training, and our legal advisors also report to the board members annually on new regulatory developments,” said Mr Ng.

Raise awareness of risk management in the face of the pandemic

The effective governance of Baguio’s Board

of Directors is also reflected in the company’s risk management of the pandemic over the past three years.

Environmental services still rely heavily on offline work, and the pandemic has brought many challenges and risks to the company.

“Environmental services are fundamental, and staff are more likely to be exposed to risks,” said Mr Ng.

In response, the Board of Directors made quick risk management decisions and discussed each potential challenge in detail.

“These challenges including how to ensure the supply of masks and how to ensure the masks are distributed to the employees, every detail needs to be carefully considered,” shared Mr Ng.

In addition, Baguio’s Board also made contingency plans and how the company would adjust to maintain basic services after staff infections. This shows the Board is aware of the company’s risks and has



▲ Baguio is moving to intelligent integrated environmental services.
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Date 日期	Time 時間	Course (Online Workshop) 課程名稱 (網上進行)	Course Fee* (HK\$) 課程費用 (港幣\$)
2023 May	10/5	2:15pm - 5:15pm Data Protection in Banking / Financial Services 銀行/金融服務的資料保障	\$750/ \$600*
	17/5	2:15pm - 5:15pm Data Protection and Data Access Request 資料保障與查閱資料要求	\$750/ \$600*
	24/5	2:15pm - 5:15pm Practical Workshop on Data Protection Law 資料保障法律實務研習班	\$950/ \$760*
2023 Jun	7/6	2:15pm - 4:15pm Personal Data Privacy Management Programme 個人資料私隱管理系統	\$750/ \$600*
	14/6	2:15pm - 5:15pm Data Protection in Human Resource Management 人力資源管理的資料保障	\$750/ \$600*
	28/6	2:15pm - 5:15pm Data Protection in Direct Marketing Activities 直接促銷活動的資料保障	\$750/ \$600*

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become more sensitive to risk management because of the COVID-19 outbreak.

ESG as a focus

Environmental, social, and corporate governance (ESG) is a growing topic of discussion in society, and it is a key issue for Baguio's Board of Directors.

"The Board is always thinking about how to calculate the carbon footprint of the company's services," said Mr Ng. The management has also asked the board members to enhance their ESG learning.

As Baguio is a green company, Mr Ng emphasizes that we are increasing the concern on reducing carbon emissions and calculating the carbon footprint and emissions more accurately.


"For example, Baguio's services often rely on heavy-duty vehicles, and we are thinking about how to slowly reduce the carbon footprint of these vehicles," Mr Ng said.

Baguio also provides recycling services for plastic bottles and glass containers, which, in Mr Ng's opinion, need to be included in the company's carbon footprint calculation to understand the company's overall performance.

If Baguio can provide carbon emission data to its customers, it will also help them to calculate their carbon footprint and carbon credits.

Mr Ng believes that ESG is already a good framework for risk management, and the company wants to contribute to society, in addition to the interests of the stakeholders.

"In the future, the company will pay more

attention to ESG issues and incorporate sustainability elements into all its services," concluded Mr Ng. 

碧

瑤綠色集團（下稱「碧瑤」）董事會一直致力於推動董事會多元化進程，董事會展現了強大的領導力，並致力於堅持高標準的企業管治，由此獲得香港董事學會「上市公司」組別的「傑出董事獎」。

評審團評價：「公司一直在其ESG報告中向持份者報告其在推動可持續發展方面的行動和成就。公司已經採用董事會多元化政策，其中規定了實現多元化的方法。碧瑤綠色集團也是一家富有愛心的公司，強調職業安全的重要性。碧瑤綠色集團董事會獲得這一獎項當之無愧，該董事會還獲得董事會多元化卓越嘉許的額外認可。」

「企業管治對任何一間公司都非常重要，它給公司提供了非常清晰的指引。例如公司需要做些什麼，堅持哪些價值，長遠發展方向是什麼，如何監督管理層，如何實施董事局的決策，這些都依賴良好的企業管治，」碧瑤的主席兼執行董事吳永康說。

多元化促進良好管治

吳主席介紹，碧瑤董事局一向非常重視企業管

治。提高董事多元化程度是令董事局更有效的重要途徑之一。

「碧瑤董事局非常重視董事局成員背景的多元化，我們希望我們的成員的思維可以互補，可以帶來如IT方面的想法，國際視野等，」吳主席分享。

不是所有的董事局成員都屬於綠色環保行業，董事局鼓勵不同成員能夠獨立思考、將自己所屬領域的意見分享給其他成員。

「我們的討論非常和諧，我們鼓勵每一位成員大膽發言，」吳主席稱。

遴選董事的標準亦有要求，吳主席認為董事局成員需要有承擔，有責任心，對於綠色環保事業和公司方向有熱情。

「我們董事局成員對公司的管理非常上心，他們對於公司營運的風險，合規都很關心，」吳主席說。

充分了解外部環境、公司進展、運作以後才能夠作出更好的決策，如何管理風險。為了保證董事會成員對於公司業務和運作的了解，管理層確保董事會規律的學習。

「人力資源部門有一些專門的培訓，我們的



▲ The Board attaches the foremost importance to communication and stays connected with different stakeholders.

集團董事會重視溝通，與不同持份者保持聯繫。

法律顧問也會每年給董事局成員匯報新的法規進展。」吳主席介紹。

面對疫情挑戰 董事局提高風險管理意識

碧瑤董事局的有效管治亦體現在公司過去三年對於疫情的風險管理上。

環境服務仍大量依靠線下工作，過去三年的疫情給公司帶來不少挑戰和風險。

「環境服務屬基層性的工作，工作人員暴露在風險的可能性也比較大，」吳主席稱。

對此，董事會快速地作出風險管理決策，細緻商討可能面臨的每一個挑戰。

「比如如何保障口罩的供應，如何確保口罩分發到員工手中，每個細節都需要經過認真考量，」吳主席分享。

此外，碧瑤董事局還因應不同的工作情境，

當工作人員感染後公司如何調度以維持基本服務制定了應變計劃。

由此可見，董事局十分了解公司的風險所在，風險管理意識也因為疫情變得更加敏銳。

以ESG作為重心

社會關於環境、社會和企業管治（Environmental, social, and corporate governance, ESG）的討論越來越多。ESG亦也是碧瑤董事局經常討論的議題之一。


「董事局經常思考如何計算公司服務的碳足跡（carbon footprint），」吳主席介紹。管理層亦要求董事局成員加強ESG方面的學習。

碧瑤本身是一家綠色環保的公司，吳主席認為公司當下關注的重心主要是降低碳排放，以及更加精確地計算碳足跡和碳排放。

「舉例來說，碧瑤的服務很多時候依賴重型車輛，我們在思考如何慢慢降低車輛的碳排放，」吳主席指出。

碧瑤同時為客戶提供回收膠樽、玻璃容器的服務，這些服務在吳主席看來，亦需要被納入公司的碳足跡計算體系中去，才能了解公司的總體碳排放狀況。碧瑤如能為客戶提供碳排放的數據，亦有助客戶計算其碳足跡及碳信用額（carbon credit）。

吳主席認為，ESG本身已經是一個很好的風險管理的框架，除了關注相關持份者的利益之外，公司亦希望對整個社會作出貢獻。

「未來公司會更加關注ESG議題，將可持續發展的元素納入公司的所有服務中，」吳主席總結。 



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