

Transform for a Better Tomorrow

變革創新 更好明天

Cora Wan 溫旭兒

Nominate Now
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By the end of the first quarter, Hong Kong has eventually returned to normal from three years of Covid-19 restrictions. While this is delightful news, our reopening has come almost one year later than most of the other international financial centres. “Transform for a Better Tomorrow” – the theme of HKIoD Directors Of The Year Awards (DYA) 2023 seeks to remind directors that this year is essential for Hong Kong businesses to take transformation to the next level, in order to stay and thrive in the game.

“Hong Kong must play catch up to reclaim our position in the international arena. The competition we are facing is unprecedented in the recent history of Hong Kong. Our directors need to up their game and create a better tomorrow for their company’s prospects,” said Alice Yip, Chairperson of the DYA Organising Committee, and Partner, Head of Private Enterprise & Head of Audit - Consumer & Retail, Hong Kong at KPMG China.

Directors Of The Year Awards 傑出董事獎2023

*Transform for a
Better Tomorrow*
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Hong Kong playing catch up

In the same month of our reopening, a global study ranked Hong Kong number 4 in the world's leading international financial centres, after New York, London, and Singapore. Many consider this a good enough news, considering the bumpy ride Hong Kong has endured for the last five years. Another exciting opportunity has soon presented itself – a Thai family wealth has announced its plan to set up a family office in Hong Kong to manage the family’s fortune. These have given Hong Kong a much-needed dose of positivity, as the city climbs uphill to become Asia’s wealth management hub.

“It’s no secret that Singapore is our biggest competition in the region. They have resumed business more quickly than we did after the pandemic. Thus, Hong Kong companies really need to move fast to regain lost ground. It’s now or never,” added Kenneth Wong, Deputy Chairman of the DYA Organising Committee, and Partner & Solicitor Advocate at Woo Kwan Lee & Lo. “We must not forget Hong Kong remains a unique window for foreign companies to enter China. Our common law system makes it easier for them to connect with the international markets.”



▲
Ms Alice Yip, Chairman, the Organising Committee for Directors Of The Years Awards 2023

2023年度傑出董事獎籌委會主席葉嘉明女士

Let governance lead the way

“To stand out from the crowd, Hong Kong directors have to demonstrate leadership and vision, striving for their company’s success through supreme trust, ethics and transparency,” stressed Alice. “Curiosity is a top quality that directors must possess, so that they can understand a company’s unique strengths in the new market environment, promote innovation, discover alternative ways to win, and transform their business. Repeating what was successful in a rapidly changing world is simply not sustainable.”

Vincent Chan, Deputy Chairman of the DYA Organising Committee, and Partner and GBA Consulting Leader at Ernst & Young, proceeded to explain how individual directors and boards may ace corporate governance excellence, respectively. “Individual directors should collectively drive the company to conduct effective performance evaluation, risk monitoring, business adaptation, transformation and ESG enhancement. As for the board, as the highest organ of an organisation, it must keep optimising its composition and diversity, alongside an effective board performance evaluation programme.”

While fostering business development, Kenneth reminded directors that external environment remains challenging and will continue to present threats to companies. “The Russia-Ukraine crisis has no sign to end, while the world is getting more bi-polar. On the other hand, the US bank runs and rolling banking crisis is also not over. Hong Kong has limited exposure to the western banking trouble so far. However, it is important for companies to remain vigilant, maintaining a high degree of transparency and robust risk management strategy to avoid confidence and credit crunch.”

¹ The 33rd edition of the semi-annual Global Financial Centres Index, produced by the China Development Institute in Shenzhen and the London think tank Z/Yen Partners

“In anticipation of market concerns, directors should proactively disclose operational and financial updates to stakeholders, notably shareholders, customers, and suppliers, instead of reactively handling speculations. Once the reputation of a company is damaged, it is extremely hard to recover,” added Alice. “In addition to traditional risks, with the rapid development of cloud-based data governance, cyber risk management should also be a top-of-mind board agenda.”

In terms of new corporate governance trends, Vincent pointed out that ESG reporting has evolved significantly in recent years, following international and local regulatory development. The quality of ESG data has become more important, thus companies should improve the process by which they obtain and automate data to streamline the reporting of ESG and enhance integrity.

Don't miss out on GBA opportunities

As part of China’s 14th Five-Year Plan, the Greater Bay Area (GBA) presents ample of opportunities for Hong Kong businesses to reinvent themselves, according to Alice. The

GBA consists of Hong Kong and the other ten mega cities in Guangdong province: Guangzhou, Shenzhen, Zhuhai, Foshan, Dongguan, Zhongshan, Jiangmen, Huizhou, Zhaoqing and Macau Special Administrative Region.

“Hong Kong companies should conduct site visits in these GBA cities, looking for merger and acquisition, cross-over and business development opportunities,” she said. “There are many directions a company can take and think out of the box with. For example, brick and mortar retail and manufacturing have been facing a lot of headwinds in recent years. But we also see that new technology has bolstered the development of ecommerce and digitalisation of supply chain. Businesses have to be innovative and see how they can leverage a relevant trend, even the trend is in a different industry.”

“Hong Kong must understand its role to play in the GBA, and so do Hong Kong



HKIoD Director Of The Year Awards 2023

Inaugurated in 2001, DYA has been an important, first-of-its-kind corporate governance accolade in Asia. The HKIoD-led project has already recognised 230

individuals in the categories of Executive Directors, Non-executive Directors and Boards of Listed Companies, Non-listed Companies and Non-profit-distributing Organisations, for their achievements in leading corporate governance excellence. It is also a concerted effort co-organised by the Financial Services and the Treasury Bureau, The Securities and Futures Commission, Hong Kong Exchanges and Clearing Limited and supported by over 100 project partners.

We cordially invite the community to continue supporting the Awards and driving a positive change to the Hong Kong markets. Nominations are open to the public until 31 July 2023.



REINFORCE CONNECTIONS

SPRG

directors. The top players are already hammering out solid incentive plans to attract the best talent, trade, and capital opportunities in the Area. Hong Kong directors should ask themselves how well they know the GBA cities and the potential they have to offer, for example, Shenzhen being China's tech hub, Foshan and Dongguan leading our country's advanced manufacturing, as well as policy-driven collaborations and opportunities between these cities," added Vincent.

Transformation and sustainability go hand in hand

"There are a lot of opportunities in front of us. Digital transformation turns a new leaf every now and then. The recent development of chatbot, a conversational artificial intelligence, has caused further potential disruption to different industries. If the existing barriers of big data across different industries are taken down, groundbreaking analysis and predictions will redefine the competition scene. Companies need to observe these

developments closely in order to re-imagine their business and stay relevant," he pointed out.

"Succession planning goes hand in hand with transformation in building a sustainable future for companies. We must be able to engage the younger generation talent and let them see a clear career path," said Alice.

This is against the backdrop of talent outflow coupled with the rise of the sharing economy, plus the reality that self-employment on multiple jobs sometimes means even better reward than a traditional job as a full-time employee, as stated by Vincent. "Labor cost is on the rise, and there are not as many available candidates as in the past. Hong Kong companies' talent pool has to include mainland and global markets to remain competitive, and again GBA is a good theme to start."

"This is an important year for Hong Kong to reclaim our international financial centre status. On behalf of the Organising Committee, I cordially invite all Hong Kong directors to enter the HKIoD Directors Of The Year Awards 2023. We are excited to witness your innovative ideas, solid strategies, and promising transformational vision. The judging panel consisting of top-notch corporate advisors have been highly rated by past award winners. Aside from winning a respected market recognition, past winners have found the process of reflecting on their corporate governance efforts and confiding them with our adjudicating advisors assuring and rewarding. This is a unique experience for you and your board to take the pulse of your governance quality and get recognised for the outstanding performance you have achieved," concluded Alice. 🇭🇰



▲ Mr Vincent Chan, Deputy Chairman, the Organising Committee for Directors Of The Years Awards 2023
2023年度傑出董事獎籌委會副主席陳永誠先生

在第一季季末，香港終於結束持續三年的抗疫限制，回復正常。雖然這是好消息，但香港的重啟較大部分其他國際金融中心遲了接近一年。香港董事學會2023年度傑出董事獎以「變革創新 更好明天」為主題，旨在提醒各董事香港企業必須在今年變革至新境界，才可繼續競爭並且脫穎而出。

傑出董事獎籌委會主席、畢馬威中國合夥人兼私人及家族企業及審計（消費品及零售）香港主管葉嘉明Alice表示：「香港必須迎頭趕上，才能再奪其在國際商界的一席之地。我們當前面臨的競爭是近年前所未見的，各董事必須精益求精，為企業打造更好明天。」

香港必須迎頭趕上

在香港重啟的同月，一項全球研究將香港列為全球第四領先國際金融中心，僅次於紐約、倫敦和新加坡。有鑑於香港在過去五年面對的困境，各界大多認為這已是一個不俗的成績。此外，我們亦趕上另一個難得的機會：泰國的一大家族企業宣佈在港設立家族財富辦公室，管理家族資產。香港正致力成為亞洲的理財樞紐，這正好為香港注入需求正殷的動力。

傑出董事獎籌委會副主席、胡關李羅律師行合夥人兼訟辯律師黃永恩Kenneth補充說：「眾所周知，新加坡是我們在區內的最大競爭對手。新加坡在疫情過後較香港更早恢復營商，因此香港企業的確需要走快一步收復失地。我們必須緊記，香港依然是外國企業進入中國的獨有門廊，香港的普通法制度讓他們更容易聯繫國際市場。」

由企業管治領航

Alice強調：「香港董事必須有領導才能和願景，透過高水平的誠信、道德和透明度使所屬公司成功，以此出類拔萃。好奇心是董事必須具備的重要質素，好使他們明白公司在新市場環境下的獨有強項、推動創新、發掘創新策略出奇制勝、革新業務。在瞬息萬變

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	Date 日期	Time 時間	Course 課程名稱	Format 授課形式	Course Fee* 課程費用* (HK\$ / 港幣\$)
Jul 2023	12/7	2:15 - 5:15pm	Recent Court and Administrative Appeals Board Decisions (English) 法院及行政上訴委員會近期的案例 (英語)	Online 網上形式	\$950/ \$760*
	26/7	2:15 - 5:15pm	Data Protection in Insurance 保險業的資料保障	Face-to-face 面授形式	\$750/ \$600*
Aug 2023	9/8	2:15 - 5:15pm	Data Protection and Data Access Request 資料保障與查閱資料要求	Online 網上形式	\$750/ \$600*
	16/8	2:15 - 5:15pm	Practical Workshop on Data Protection Law 資料保障法律實務研習班	Online 網上形式	\$950/ \$760*
Sep 2023	6/9	2:15 - 5:15pm	Data Protection in Banking / Financial Services 銀行 / 金融服務的資料保障	Online 網上形式	\$750/ \$600*
	13/9	2:15 - 5:15pm	Data Protection in Direct Marketing Activities 直接促銷活動的資料保障	Online 網上形式	\$750/ \$600*
	27/9	2:15 - 5:15pm	Data Protection in Human Resource Management 人力資源管理的資料保障	Face-to-face 面授形式	\$750/ \$600*

* Applicable to members of PCPD's Data Protection Officers' Club ("DPOC") and the supporting organisations (including HKIoD) only.

* 只適用於私隱專員公署之保障資料主任聯會會員或支持機構（包括香港董事學會）的成員。

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的世界，盲目重覆過去的做法會阻礙公司的持續發展。」

傑出董事獎籌委會副主席、安永會計師事務所合夥人兼諮詢服務大灣區主管陳永誠 Vincent 解說個別董事和董事會可如何實現卓越的企業管治：「個別董事應合力推動企業進行高效的業績評估、風險監察、業務轉營、革變以及提升環境、社會、企業管治績效。董事會作為機構的最高組織，必須保持最佳的人員構成和多元化，並實施高效的董事會表現評估計劃。」

Kenneth 提醒各董事，在促進業務發展的同時，必須注意外圍環境依然嚴峻並且會繼續對各行行業構成威脅：「俄烏危機沒有結束跡象，而且全球政局日趨兩極化。另一方面，美國銀行擠提和銀行危機持續不休。雖然香港至今受西方銀行問題的影響不大，但各企業必須提高警覺、保持高度透明和採取周全的風險管理策略，以防信心下降和信貸緊縮。」

Alice 補充：「董事應該為市場憂慮防範未然，適時積極向持份者，特別是股東、顧客和供應商披露最新的營運和財務數據，不應只是被動地回應揣測。企業信譽一旦受損便極難恢復。隨著雲計算數據的監管迅速發展，除了傳統的風險，網絡風險管治亦應該是董事會關注的一大議題。」

有關新的企業管治趨勢，Vincent 表示，環境、社會、企業管治報告近年無論在國際和本地的規管層面均正積極發展。有鑑於環境、社會、企業管治數據的質素變得更加重要，企業應改善數據獲取和自動化的流程，以優化環境、社會、企業管治報告及提高誠信。

¹ 中國（深圳）綜合開發研究院跟倫敦智囊 Z/Yen Partners 合編的第33期全球金融中心指數半年度報告

勿失大灣區良機

Alice 表示，大灣區是中國第十四個五年計



Mr Kenneth Wong, Deputy Chairman, the Organising Committee for Directors Of The Years Awards 2023

2023年度傑出董事獎籌委會副主席黃永恩律師

劃的重要一環，為香港企業提供大量自我革新的機會，囊括香港及廣東省其他十大城市：廣州、深圳、珠海、佛山、東莞、中山、江門、惠州、肇慶和澳門特別行政區。

她說：「香港企業應到這些大灣區城市尋找併購、跨界合作和業務發展的機會。一間企業宜作多方面發展、突破傳統框架。例如實體零售店和製造業雖在近年面對不少挑戰，但創新科技亦為其發展電子商貿和供應鏈數碼化提供動力。企業應多創新及思考如何利用相關趨勢，甚至不同產業的趨勢。」

Vincent 補充：「香港必須明白其在大灣區擔當的角色，香港的董事亦然。領先的業者必已制定具體計劃吸納區內最優秀的人才、交易和資本機會。香港的董事應自我檢視其對大灣區城市的角色及潛在機會的了解（如深圳是中國的高科技樞紐、佛山和東莞在先進製造方面擁有深厚優勢），以及這些城市之間在政策驅動下的互動和機遇。」

變革和可持續發展密不可分

他續指：「我們面前正是龐大的機遇，而數碼轉型亦正不時展開新一頁。例如，近期推出的對話人工智能有望進一步顛覆不同產業。一旦大數據在不同產業間的既有障礙逐步消失，突破性的數據分析和預測將改寫競

香港董事學會2023年度「傑出董事獎」

自2001創辦至今，「傑出董事獎」一直是亞洲一項重要且首屈一指的企業管治獎項。此項目由香港董事學會主辦，並已在執行董事、非執行董事及上市公司董事會、非上市公司及非分配利潤組織的類別中，選出230位得獎者，以表揚他們對領導企業管治的卓越貢獻。此獎項亦由財經事務及庫務局、證券及期貨事務監察委員會及香港交易所共同協辦，並得到超過100位合作夥伴支持。



我們誠意邀請社會各界繼續支持此獎項，為香港市場帶來正面影響。「傑出董事獎」現已接受公開提名，並會於2023年7月31日截止。

爭局面。企業必須密切注意這些發展，重新構思本身的業務以跟上大環境的發展。」

Alice 表示：「在企業打造可持續未來方面，繼任計劃跟變革密不可分。我們必須讓年輕人才更投入公司的發展並且享有明確、可觀的工作前途。」

面對現時本港人才外流及共享經濟崛起，身兼多職的自營模式可能比傳統全職受僱者收入更多的趨勢，Vincent 分析：「勞工成本不斷上升，而且可選人才不及過去的多。香港企業的人才庫必須涵蓋中國內地和全球市場才能保持競爭力，在這方面大灣區同樣提供一個絕佳良機。」

Alice 總結表示：「今年是香港再奪國際金融中心地位的重要一年。我代表籌委會誠邀所有香港董事參與香港董事學會2023年度傑出董事獎，期盼見證各位的創新意念、精明策略和可實現的變革願景。評選團由頂尖企業顧問組成，獲歷屆參與者的高度評價。期待各位董事藉此獨有體驗檢視公司的管治質素，並就董事會的卓越表現得到市場肯定。」

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