



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

**Directors' Symposium**  
**董事研討會 2023**

*Transform for a Better Tomorrow*  
變革創新 更好明天



# Directors' Symposium 2023: Transform for a Better Tomorrow

## 董事研討會2023：變革創新 更好明天

**Ruchi Shah**

With a clear focus on the future, The Hong Kong Institute of Directors (HKIoD) held its Directors' Symposium 2023 with a half day of sessions and discussions on the theme of "Transform for a Better Tomorrow".

The 26th edition of the annual gathering was held at the Hong Kong Convention and Exhibition Centre and included a range of high-profile speakers from diverse industries who outlined their vision and strategies to more than 200 directors and corporate leaders in attendance, along with senior executives, professionals and academics. The Honourable Paul Chan Mo-po GBM GBS MH JP, Financial Secretary of the Government of the Hong Kong SAR was the Guest of Honour and opened the symposium. Fourteen other notable speakers led the five sessions that followed, which were packed with relevant and informative content.

The key points addressed by each speaker are summarised below.

### Session 1: Guest Of Honour's Opening Address

**The Hon Paul Chan Mo-po GBM GBS MH JP,  
Financial Secretary, The Government of the Hong  
Kong SAR**

- Hong Kong is back in business. The delegation to Europe sought to spread the word about Hong Kong and expressed interest in initiating or deepening trade and financial cooperation with Hong Kong.

- Tourism numbers are rebounding. Spending is also picking up, with growth in the first half of 2023. The residential property market bounced back slightly, even though transaction volumes are still below the long-term average.
- Hong Kong's medium to long-term future will be vested in how well we will transform ourselves for the better. That requires us to look into and reinforce our strengths, while proactively finding new points of growth to drive our economic momentum. Hong Kong is facing a shortage of workers and talent. So the government has put in place various plans to attract labour as well as talent admission schemes.
- We envision Hong Kong to be an international green technology and green finance centre. Financial services, innovation and technology are key to ensuring a strong future for Hong Kong.
- There is a need to continue boosting Hong Kong's connectivity with financial markets in the mainland. Hong Kong will encourage more companies from the Middle East and ASEAN to list in Hong Kong, work hard to attract family offices and enhance wealth management in the Greater Bay Area (GBA).







▲ Opening speech conducted by The Guest of Honour



▲ The Guest of Honour and HKIoD Officers



▲ Session 1 "Opening Address by Guest of Honour"



▲ Session 2 "Transformation in the Digital Era"



▲ Souvenirs presentation



▲ Session 3 "An Overview Of The Economic Outlook"



▲ Souvenir presentation



▲ Session 5 "HKIoD Lens and Global Director Perspectives"



▲ Session 5 "HKIoD Lens and Global Director Perspectives"



▲ Session 6 "Regulatory Review and Outlook"



▲ Souvenirs presentation



▲ Session 7 "Transformation For Sustainability"



▲ Souvenirs presentation



▲ Project Partners



### Session 2 Panel Discussion: Transformation in the Digital Era

Digital transformation is one of the most relevant and significant topics among companies that want to be sustainable and thrive going forward. The introduction of automation, artificial intelligence (AI) and other new technologies, requires companies to not only understand these technologies but to effectively introduce them into their operations.

#### Mr Fred Sheu, National Technology Officer, Microsoft Hong Kong Limited

- Every time Microsoft launches a new technology or solution, the company spends a lot of time explaining that it is reliable, transparent, and safe. Microsoft has been following this framework since it launched its first AI product in 2017.
- AI has been around for a long time and it is constantly evolving. Now it is a computer algorithm that works with data to mimic how humans think. It is important to keep the nature of users in mind when building AI technology. It is the responsibility of the company to find an alternative role for employees whose jobs are now being done by AI.
- ChatGPT is a consumer product. It is not safe for professional use. It is only for entertainment. Board members of several companies have concerns about the technology of generative AI and how to mitigate the risks.
- When ChatGPT launched in November 2022, they were able to get millions of users on board very quickly. When technology reaches the hands of consumers, concerns rise. The mission of this technology is to generate more information and predict what the next task will be.
- Microsoft's involvement in ChatGPT is a fascinating story, and the first partnership between the two companies was struck in 2019. They needed a supercomputer with a powerful network to train the model as they were such a young company with limited resources. This is where Microsoft stepped in to help them get onto the powerful platform that we could offer to them.



▲ Mr Fred Sheu 許遵發先生

#### Prof Herbert Chia JP, Independent Non-Executive Director, Chow Tai Fook Jewellery Group; Board of Directors, Hong Kong Science and Technology Parks Corporation

- Between 70% and 95% of companies have reported that they failed in their digital transformation efforts over the last five years. This is generally a result of managerial issues rather than technical ones.
- In some cases, certain departments of a company may have gone through a successful digital transformation, but the company as a whole has failed.
- Younger members of the workforce are likely to have better competency when it comes to digital maturity.
- To date, there is not much discussion on digital transformation at the Board level of companies.
- AI should not be seen only as a tool to increase efficiency. It is also important to consider the benefits for customers and employees alike.



▲ Prof Herbert Chia JP 車品覺先生 太平紳士

#### Prof Hon Wong Kam Fai MH, HKSAR Legislative Council Member

- The advent of new technology will bring a whole new era of jobs of a different nature.
- Directors need to redeploy staff whose jobs are displaced by technology.
- It is the role of the government to create new industries and provide training to members of the workforce who have been displaced from their jobs because of AI.
- There is a need to do due diligence and ensure that content generated by technologies like ChatGPT for your products is accurate.
- The quality of data is very important when it comes to ChatGPT. For example, in the current model of ChatGPT, they use a lot of information from newspapers and reporters tend to be gender or colour biased. Therefore, there is a need for users to do some cleansing to make sure the data they are putting out is ethical.



▲ Prof Hon WONG Kam Fai MH 黃錦輝教授 MH

**Mr Richard Tsang, Deputy Chairman, HKIoD (Host)**

- Digital transformation is one of the hottest topics in the business world, along with sustainability. Companies need to start planning – if they have not already – on how to introduce and integrate new technologies like AI, specifically generative AI, in their operations.
- The big debate currently is on whether technologies like AI will take away existing jobs. There is a concern that young members of the population who are currently students will not have a job by the time they graduate as new technologies would have replaced them.

**Q2 How do you rate your company's progress in digital transformation?**

問題2：您如何評價貴公司在數碼化轉型方面取得的進展？

We are actively engaged in digital transformation  
我們積極參與數碼化轉型 25%

We have a good strategy for digital transformation  
我們為數碼化轉型制定了良好的策略 10%

We have started digital transformation  
我們已經開始數碼化轉型 30%

We have started digital transformation, but progress is slow  
我們已經開始數碼化轉型，但進展緩慢 29%

We have not done anything in digital transformation.  
我們還未開展任何數碼化轉型工作 7%

▲ Audience Live Poll Results 觀眾現場投票結果

**Session 3 Highlights Talk: An Overview Of The Economic Outlook**

Volatility in markets last year is giving way to a more stable and predictable market in 2023 and the conditions may be in place for a rebound. U.S. growth has remained resilient and while a recession remains a possibility, it is not a likelihood. The danger of a recession in the Eurozone is also receding as inflation slows.

**Dr Jacky Tang, Managing Director, Asset & Wealth Management, Goldman Sachs (Asia) LLC**

- There was a fair bit of volatility in fixed-income and equity markets last year due to inflation, which translated into economic uncertainty this year.
- U.S. growth has been more resilient than expected, so we have revised our estimates up. Inflationary pressures are easing now but they are still at a very high level. Interest rates have likely peaked but there is still a 30% to 40% chance of a recession.
- Goldman Sachs is expecting muted to positive growth for the economy of the United Kingdom, while inflation continues to grind lower there.
- Europe has benefited from lower energy prices, as a result of which GDP growth has been better than estimates. While growth is still not very high, there is less danger of a recession in the Eurozone and inflation is also decelerating.
- There has been a major deceleration in Chinese economic growth but we expect that it will rebound from 3% to roughly 5% in 2023.



▲ Dr Jacky Tang 鄧智傑博士



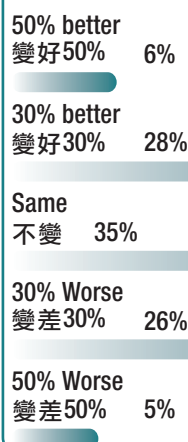
### Ms Bonnie S Y Chan JP, Deputy Chairman, HKIoD (Host)

- Many in the economic world are very concerned about Hong Kong's economic outlook because the rebound post-COVID-19 did not happen as expected. Interest rate hikes, serious geopolitical tensions and conflicts and severe climate change are factors that did not help.
- An IMF report in September 2023, despite the economic growth rebound from 2020 and much higher than expected inflation, public debt has remained stubbornly high. Global debt is returning to its rising trend. Debt in low-income countries also rose significantly in the last two decades. It is key to watch how vulnerable the Hong Kong market is against this spectrum.



▲ Ms Bonnie S Y Chan JP 陳心愉女士 JP

### Q3 Will Hong Kong's economic environment fare better or worse next year compared to that of this year? 問題3：與今年相比，明年香港的經濟環境會更好還是更差？



▲ Audience Live Poll Results 觀眾現場投票結果

### Session 5 Organiser's Message: HKIoD Lens and Global Director Perspectives

#### Dr Christopher To, Chairman, HKIoD

- Amid a waning COVID-19 pandemic, companies and boards of directors continue to face persistent challenges and long-term macro issues.
- In the latest World Competitiveness study by the Institute of Management Development, Hong Kong's global competitiveness has experienced a decline, with a slip to 7th place from its previous rank of 2nd. Similarly, digital competitiveness has dwindled. On the other hand, there are positive indications, such as Hong Kong's improved standing in the Smart City Index at 19th place and its remarkable 3rd rank in the Sustainable Trade Index.
- To navigate these challenges and capitalize on emerging prospects, "hard work, agility, and adaptability are crucial. Notably, successful business transformations have yielded growth and financial turnarounds, as underscored in Innosight's study of the 'Top 20 Business Transformations of the Last Decade' featured in the Harvard Business Review.
- The board of directors assumes a pivotal role in steering a company toward a brighter tomorrow and is key to corporate success.
- Preparation and a willingness to embrace transformation are essential for businesses to not only survive but thrive amidst adversity and seize new opportunities.

#### Dr Carlye Tsui SBS JP, Chief Executive Officer, HKIoD

- Transformation is a means to an end for a better tomorrow for both humanity and the sustainability of businesses.
- To steer corporate transformation towards sustainability, the board itself needs to transform first.
- A survey by the Global Network of Director Institutes (of which HKIoD is a member) sheds light on global directors' perspectives for future development. Findings from this survey highlight that boards focusing on the next two years have identified critical areas for corporate success, including long-term strategy, business continuity and resilience, human capital, ESG matters, and digital transformation. "Furthermore, board and management dynamics, board performance, and board operation need to be addressed.
- To ensure readiness for the next 3 to 5 years, boards should bridge expertise gaps in areas such as cyber risk, digital innovation, global economics, geopolitical issues, and ESG. These are areas that should no longer be left to specialists and that should be addressed on the board agenda. The GNDI study highlighted that it is crucial to emphasize the need for board norms to evolve, including the utilization of directors with specific skills and an enhanced board evaluation process. Improved analysis

## 董事研討會2023

and decision-making through data analytics, and the incorporation of forward-looking KPIs are paramount.

- Looking ahead to 2030 and beyond, the survey inspires us on the top actions for boards to prepare, such as expanding to encompass technology and sustainability, dedicating equal time to both financial and non-financial goals.



▲ Dr Christopher To 陶榮博士



▲ Dr Carlye Tsui SBS JP 徐耐玲博士 SBS JP

### Q5 How well prepared is your board for the future?

問題5：您的董事會為未來做好了多少準備？

Ready for 2030 and beyond

我們積極參與數碼化轉型 7%

Geared for the next 3 to 5 years

我們為數碼化轉型制定了良好的策略 35%

Addressing the immediate priorities for the next 2 years

我們已經開始數碼化轉型 33%

Trying to identify the needs for the future

我們已經開始數碼化轉型，但進展緩慢 23%

No need to change

我們還未開展任何數碼化轉型工作 0%

▲ Audience Live Poll Results 觀眾現場投票結果

## Session 6 Highlights Talk: Regulatory Review and Outlook

Directors can ensure transparency and accountability, helping to minimize fraud. As far as the Securities and Futures Commission (SFC) fraud in public markets can seriously impact Hong Kong's reputation. A recent concern is the alarming rise in cases of fraud among small-cap companies.

### Mr Christopher Wilson, Executive Director, Enforcement, Securities and Futures Commission

- Repeated instances of fraud in public markets are damaging to Hong Kong's global reputation and hit investor confidence. Directors play a critical role in this aspect.
- Directors have the power to put in place effective governance frameworks to ensure transparency and accountability.
- Directors have the responsibility to act for the benefit of the company and stakeholders. They are expected to raise the red flag and sound the corporate alarm if the need arises.
- The SFC currently has 116 open fraud and misfeasance investigations. There has been an alarming rise in corporate fraud cases among small-cap companies.
- A substantial portion of cases under the SFC's purview include false representation of financials, like overstating cash balances or understating liabilities.



▲ Mr Christopher Wilson 魏弘福先生

### Mr William Lo, Deputy Chairman, HKIoD

- The distribution of information by the SFC plays a very important role. Apart from websites and press releases, the SFC must make use of social media to distribute information.
- Recent cases of failures of cryptocurrency exchanges have raised questions about whether the reach of regulators in this space is sufficient and if there is more that can be done.





▲ Mr William Lo 羅志聰先生

### Q6(1) What do you think is the quality most lacking in your board right now?

問題6(1)：您認為目前董事會最缺乏的品質是什麼？

Diversity

多樣性 29%

Experience

經驗 6%

Communication

溝通 23%

Decision-making

決策 15%

Continuing professional education

持續專業教育 27%

▲ Audience Live Poll Results 觀眾現場投票結果

### Session 7 Panel discussion: Transformation For Sustainability

Efforts to ensure sustainability are increasingly visible throughout companies. To be effective, these efforts have to involve everybody in a company. Boards should ensure that they have at least one person who focuses on sustainability and that they support their organization's point person on this issue. Ultimately, the companies that are most successful in terms of sustainability will be the ones that have a passion for it.

#### Mr Adriel Chan, Vice Chair, Hang Lung Group and Hang Lung Properties

- Directors need to ensure that they are regularly asking management relevant questions when it comes to sustainability.

- There is a need for directors to partner with staff, not only to handhold but also to co-lead when it comes to sustainability.
- It is important for directors to act as good role models in terms of working with other stakeholders, like staff, towards sustainability.
- Organisations are talking a lot about the environment and society and spending a lot of money on it.
- The real focus should be on governance to ensure organisations are on the right track in terms of sustainability.



▲ Mr Adriel Chan 陳文博先生

#### Ms Christina Gaw, Independent Non-Executive Director, CLP Holdings Limited; Managing Principal, Gaw Capital Partners

- Directors must ensure that the Boards they sit on have a dedicated person who focuses on sustainability.
- Directors need to support the point person in any company that is responsible for corporate sustainability and ensure that their suggestions are implemented.
- With weather calamities around the world on the rise, climate change is on everybody's mind. CLP, as a key provider of power in Hong Kong, has a very well-thought-out plan in its energy decarbonisation strategy. CLP's Climate Vision 2050 was launched in 2007 with key targets and commitments to achieve net zero greenhouse gas emissions across the company's value chain by 2050. In the interim, there are also targets by 2030 to align with the Paris Agreement goal of limiting global warming to well below 2 degrees Celsius above pre-industrial levels.
- To achieve these targets, CLP has a very aggressive plan to phase out coal-based assets by 2040, which is a decade earlier than planned. Between now and 2028, there have also been planned retirement of coal fire plants.
- Reducing the greenhouse gas intensity remains a focus which involves a managed and orderly transition in shifting from coal generation to increased use of renewable energy.



▲ Ms Christina Gaw 吳燕安女士

**Ms Ophelia Lin Shun Heung, Founder & Managing Director, Meiriki Japan Company Limited**

- When doing business, it is important for company directors to consider purpose, profit, people and planet. It is also important for directors to showcase their passion for sustainability to their stakeholders.
- A key is to provide appropriate sustainability training for staff.
- To ensure that your business is doing well, it is important to ensure social value as well.
- Good communication with staff, without pressuring them, is of utmost importance. Companies need to constantly provide training and workshops to staff.
- Employees must be exposed to what is happening in the outside world to give them a competitive edge.



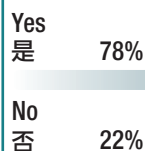
▲ Ms LIN Shun Heung Ophelia 連舜香女士

**Ir Edmund Leung SBS OBE JP, Deputy Chairman, HKIoD (Host)**

- Company directors have to find ways to promote sustainability in one's area of business. Regulators, on the other hand, have to choose between being proactive or reactive.
- Companies, for their part, have to address the concerns of internal staff members who may be hesitant about sustainability.

**Q6(2) Do you feel able to raise challenges or ask questions when you see that something is not right?**

問題6(2)：當您發現某些事情發展不對時，您是否能夠提出質疑或問題？



**▲ Audience Live Poll Results 觀眾現場投票結果**

# 香

香港董事學會著眼於未來發展，舉辦了為期半天的 2023 年董事研討會，本次會議和討論的主題是「變革創新 更好明天」。

第 26 屆年度董事研討會在香港會議展覽中心舉行，來自各行各業的多位知名演講者向 200 多位與會的董事、企業領袖、高級行政人員、專業人士和學者發表講話，闡述他們的願景和見解。香港特別行政區政府財政司司長陳茂波先生，大紫荊勳賢，GBS, MH, JP，擔任主禮嘉賓並宣布研討會開幕。其他 14 位知名講者主持了隨後舉行的五場會議，會議內容充實、信息豐富。

以下是每位發言人的要點概述。

**1. 主禮嘉賓致開幕詞**

香港特別行政區政府財政司司長陳茂波，大紫荊勳賢，GBS, MH, JP

- 香港經濟已恢復。代表團前往歐洲宣傳香港，不同國家表示有興趣啟動或深化與香港的貿易和金融合作。
- 香港旅遊業正在恢復。2023年上半年出現增長，消費也在回升。住宅房地產市場小幅反彈，儘管交易量仍低於長期平均水平。
- 香港中長期的發展取決於我們如何轉型。這需要我們深入挖掘、強化自身優勢，同時積極尋找新的增長點，為經濟發展注入新動力。香港正面臨勞動力和人才短缺的問題。因此，政府制定了各種計劃以及人才入境政策來吸引人才。



- 我們期望香港成為國際綠色科技和綠色金融中心。金融服務、創新和科技是確保香港美好未來的關鍵。
- 香港需要繼續加強與內地金融市場的互聯互通，香港也將鼓勵更多來自中東和東盟的企業來港上市，努力吸引家族辦公室，加強大灣區的財富管理。

## 2. 討論環節：數碼化時代的轉型

對於那些希望可持續發展並繁榮發展的公司來說，數碼化轉型是最重要的主題之一。隨著自動化、人工智慧（AI）和其他新技術的引入，企業不僅要了解這些技術，還要有效地將它們引入營運中。

### 許遵發先生 Microsoft 有限公司香港區域科技長

- 每當微軟推出新技術或解決方案時，公司都會花大量時間介紹其可靠、透明和安全性能。自2017年推出首款AI產品以來，微軟一直遵循這些原則。
- 人工智慧已經存在很長時間，並且在不斷發展。現在它是一種電腦演算法，可以利用數據來模仿人類的思維方式。在構建人工智慧技術時，我們必須牢記使用者的特質。公司有責任為目前由人工智能取代工作的員工找到替代角色。
- ChatGPT是一種消費性產品。它僅用於娛樂，不適合專業用途。許多公司的董事會成員對生成式人工智能技術保持擔憂，並思考如何降低其風險。
- 當 ChatGPT 於2022年11月推出時，它很快就吸引了數百萬用戶。當這項科技被每位使用者接觸到時，也同時出現了一些擔憂。這項技術旨在產生更多資訊並預測下一項任務內容。
- 微軟參與 ChatGPT 的研發的過程非常有趣。兩家公司之間的第一次合作於2019年達成。他們是一家資源有限的年輕公司，需要一台具有強大網路的超級計算機來訓練模型。微軟由此介入，提供給他們強大的平台使用。

### 車品覺先生，太平紳士，周大福珠寶集團有限公司獨立非執行董事；香港科學園董事會成員

- 70%到95%的公司表示，他們在過去五年中的數碼化轉型工作失敗了。而這通常是由管理問題而非技術問題導致。
- 在某些情況下，公司的某些部門可能成功地進行了數碼化轉型，但作為一個整體來說，公司還是轉型失敗了。
- 年輕職員可能能夠更好更快地熟悉數碼化科技。
- 迄今為止，企業董事會對數碼化轉型的討論並不多。
- 人工智能不應僅被視為提高效率的工具。它對消費者和員工帶來的利益也很重要。

### 黃錦輝教授，榮譽勳章，香港特別行政區立法會議員

- 新技術的出現將會帶來一個性質不同的全新工作的時代。
- 董事們需要重新部署那些因科技而被取代的員工。
- 政府有責任創造新產業，並為因人工智能而失業的勞動力提供培訓。
- 盡職調查十分必要，以此來確保ChatGPT等技術產品產生的內容是準確的。
- 由ChatGPT產出的數據品質非常重要。例如，在ChatGPT現有的模式中，他們使用了大量來自報導的訊息，而一些記者往往有性別或膚色偏見。因此，ChatGPT用戶需要對其產出的內容進行一些處理，以確保其數據符合道德規範。

### 曾立基先生，香港董事學會副主席（主持）

- 數碼轉型和可持續發展一樣是經濟發展最熱門的幾個話題。如果公司還沒有開始的話，現在就需要開始規劃如何在營運中引入和整合人工智能等新技術，特別是生成式人工智能。
- 目前最大的爭論是人工智慧等技術是否會替代現有的勞動力。大家擔心目前正在上學的年輕一代在畢業時將找不到工作，因為新科技會取代他們。

## 3. 概覽講座：經濟前景概述

2023年，去年波動的市場正逐漸變成更穩定且可預測的市場，經濟的恢復條件已經準備就緒。美國經濟增長保持韌性，雖然經濟衰退仍有可能，但可能性不大。隨著通貨膨脹放緩，歐元區經濟衰退的危險也在逐漸消退。

### 鄧智傑博士，高盛亞洲投資管理部主管

- 去年，由於通貨膨脹，固定收益和股票市場出現了相當大的波動，由此轉化為今年的經濟不確定性。
- 美國經濟成長比預期更有韌性，因此我們上調了預期。目前通貨膨脹壓力正在緩解，但仍處於高水準。利率很可能已經見頂，但仍有30%至40%的可能性出現衰退。
- 高盛預計英國經濟將溫和增長，通貨膨脹則持續走低。
- 歐洲受益於較低的能源價格，GDP增長優於預期。雖然經濟增長仍然不是很高，但歐元區經濟衰退的風險較小，通膨也放緩。
- 中國經濟成長大幅放緩，但我們預計2023年將從3%反彈至5%左右。

陳心愉女士，太平紳士，香港董事學會副主席（主持）

- 許多商界人士非常擔心香港的經濟發展，主要因為新冠疫情之後的經濟反彈並沒有達到預期，加之升息、地緣政治的緊張和衝突以及嚴重的氣候變化等不利因素的影響。
- 根據國際貨幣基金組織2023年9月的報告，儘管2020年以來經濟開始反彈，且通貨膨脹遠高於預期，但公共債務仍居高不下。全球債務正回歸上升趨勢。在過去二十年，低收入國家的債務也大幅增加。在這種情況下，香港市場將會被以何種程度影響非常關鍵。

### 5.主辦方致詞：香港董事學會 視角與全球董事視角

陶榮博士，香港董事學會主席

- 雖然新冠肺炎疫情逐漸減弱，但公司和董事會成員繼續面臨持續的挑戰和長期宏觀問題。
- 根據國際管理發展學院最新的世界競爭力研究，香港的全球競爭力下降，從先前的第2位跌至第7位。同時，香港的數位競爭力也出現下滑。不過，研究也觀察到了一些正面的跡象，例如香港在智慧城市指數的排名上升至第19位，在永續貿易指數中排名第三。
- 為了應對這些挑戰並因勢利導，努力工作、敏捷性和適應能力至關重要。值得注意的是，成功的業務轉型已經帶來了增長和盈收，正如《哈佛商業評論》中Innosight對「過去十年全球20大企業業務轉型」的研究所強調的那樣。
- 董事會在引導公司走向更正確道路上發揮關鍵作用，這也是企業成功的關鍵。
- 企業做好準備並願意接受轉型是非常重要的，這不僅能夠幫助企業在逆境中生存，而且能夠讓企業蓬勃發展並抓住新機會。

徐尉玲博士SBS JP，香港董事學會行政總裁

- 轉型是實現人類和企業可持續發展更美好明天的一種手段。
- 為了引導企業向可持續發展方向轉型，董事會本身首先需要轉型。
- 全球董事學會網絡（香港董事學會是其成員）的一項調查顯示了全球董事對未來發展的看法。這項調查的結果強調，關注未來兩年的董事會已經確定了企業成功的關鍵領域，包括長期策略、業務連續性和彈性、人力資本、ESG和數字話轉型。「此外，董事會和管理層動態、董事會績效和董事會運作也是重要因素。」
- 為了確保為未來三到五年做好準備，董事會學習網絡風險、數碼化創新、全球經濟、地緣政治問題和ESG等領域的專業知識。這些領域不應再留給專家，而應被提上董事會議程。全球董事學會網絡研究強調，董事會規範發展至關重要，包括利用具

有特定技能的董事和加強董事會評估流程。透過數據分析改善分析和決策，並將前瞻性KPI納入其中至關重要。

- 展望2030年及以後，該調查提出了一些鼓勵董事會採取的首要行動，例如擴大技術和可持續發展的覆蓋範圍，為財務和非財務目標投入同等的時間。

### 6. 概覽講座：監管審查與展望

董事可以確保透明度和問責制，以此來最大限度地減少欺詐。就證券及期貨事務監察委員會（證監會）來說，公開市場的詐欺行為會嚴重影響香港的聲譽。近期的一些擔憂主要是小型公司詐欺案件驚人增加。

魏弘福先生，證券及期貨事務監察委員會法規執行部執行董事

- 公開市場屢屢發生的詐欺事件，這損害了香港的全球聲譽，也打擊了投資者的信心。董事在解決這個問題上發揮著至關重要的作用。
- 董事有權建立有效的治理架構以確保透明度和問責制。
- 董事有責任為公司和股東的利益行事。如果有需要，他們需要發出危險信號並向公司發出警報。
- 證監會目前已對116起詐欺及不當行為進行公開調查。小型公司內的企業詐欺案件呈現驚人的上升趨勢。
- 證監會管轄範圍內的大部分案件都包括財務資料的虛假陳述，例如多報現金餘額或少報負債。

羅志聰先生，香港董事學會副主席（主持）

- 證監會的資訊發布發揮著非常重要的作用。除網站和新聞稿外，證監會還必須利用社群媒體發布資訊。
- 最近的加密貨幣交易的失敗案例引發了一些思考：監管機構在這一領域的監管是否足夠，以及是否需要做更多的監管。

### 7. 專題討論：可持續發展轉型

企業正在採取越來越明顯的努力來確保可持續發展。為了取得更有效的成績，公司中的每個人都必須參與其中。董事會應確保至少有一名專注於可持續發展的人員，並支持這個項目的主要負責人。最終，在可持續發展方面最成功的公司將是那些對此充滿熱情的公司。

陳文博先生，恒隆集團及恒隆地產副董事長

- 董事需要確保他們定期向管理層詢問有關可持續發展的相關問題。
- 在可持續發展方面，董事需要與員工合作，不僅是管理他們，也是和他們共同領導可持續發展。
- 董事在這方面樹立良好的榜樣非常重要，例如和其他利益相關者，例如員工，一起合作開展可持續發展。



- 各個組織都在談論環境和社會，並在這方面投入了大量資金。
- 真正的重點應該放在管治上，以此確保公司走在可持續發展的正確道路上。

吳燕安女士，中電控股有限公司獨立非執行董事；基匯資本執行合夥人

- 董事必須確保其所在的董事會有一位專注於可持續發展的人員。
- 董事需要支持任何公司中負責企業可持續發展的關鍵人員，並確保他們的建議得到實施。
- 隨著世界各地天氣災難的增加，氣候變化成為每個人關注的焦點。中電作為香港主要電力供應商，對於減碳計畫已經有了一個深思熟慮的策略。中電在2007年推出了氣候願景2050計畫，承諾於2050年年底前在整個價值鏈上實現淨零溫室氣體排放。在此期間，還要實現2030年的目標，配合在《巴黎協定》下，務求把全球平均氣溫比前工業化時代的升幅控制在遠低於攝氏2度。
- 為了實現這些目標，中電制定了一項非常積極的計劃，即到2040年年底前完成逐步淘汰旗下的燃煤發電資產，比原計劃提前了十年。從現在到2028年，預計將燃煤電廠逐步退役。

- 減少溫室氣體密度仍然是一個重點問題，這需要有序地從煤炭發電轉向更多使用再生能源的過渡。

連舜香女士，日本命力健康食品有限公司創辦人兼執行董事

- 在開展業務時，公司董事必須考慮發展宗旨、盈利、人員和地球環境。對於董事來說，向股東展示他們對可持續發展的熱情也很重要。
- 公司為員工提供適當的可持續發展培訓很關鍵。
- 為了確保公司的業務表現良好，確保社會價值也很重要。
- 與員工良好的溝通，但不要給他們壓力，這一點至關重要。公司需要不斷地為員工提供培訓和研習會。
- 員工必須了解外部世界正在發生的事情，才能獲得競爭優勢。

梁廣源工程師 SBS OBE JP，香港董事學會副主席（主持）

- 公司董事必須想方設法促進業務領域的可持續發展。另一方面，監管機構必須在積極主動或被動反應之間做出選擇。
- 公司也必須關注內部員工對可持續發展的疑慮。

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