

## Setting the standard: Fostering ethics from the top down at Medialink Group

### 羚邦集團制定典範，推動自上而下的職業道德培育

Doris Yu



▲ Industry friends and Medialink Group staff gathered to celebrate the Group's 30th anniversary.  
各界好友及羚邦集團員工歡聚一堂慶祝羚邦30周年

**M**edialink Group Limited has achieved significant transformation under the leadership of founder Ms Lovinia Chiu Siu Yin, who is Chairman, Executive Director and CEO. Ms Chiu has steered the company through immense challenges in recent years, from the uncertainties of the pandemic to the economic downturn in Hong Kong, through professional management, transparency and strong corporate governance.

This commitment to adaptability and the interests of stakeholders has led to Ms Chiu herself being honoured through the Directors Of The Year Awards 2023 by the Hong Kong Institute of Directors (HKIoD). Through the collaborative efforts of the board, senior management and employees, Medialink Group has cemented its position as a leader in media content distribution across Asia Pacific over the last three decades.

**HKIoD: Congratulations on winning the Directors Of The Year Awards 2023! What do you consider to be the key factors or achievements that led to this recognition?**

**Ms Chiu Siu Yin Lovinia:** I want to begin by thanking our dedicated team at Medialink. Our board was awarded in 2022 and I won the award as Executive Director in 2023. This is all due to our team's effort and our people have continued to be one of our greatest strengths. From our board and senior management down to all our colleagues, everyone has worked tirelessly on execution. It is through their efforts that we have achieved so much success as we celebrate our 30th anniversary this year.

When we started as a small family business, we had much to learn. Today, we have transformed into a publicly listed company focused on principles like professional management, transparency, strong corporate governance and ESG standards. I'm also grateful to our business partners and stakeholders for their support and advice throughout our evolution.

**HKIOD: As Chairman, Executive Director and CEO, what do you consider to be the most significant challenges and opportunities currently facing businesses in Hong Kong? How do you navigate them?**

**Ms Chiu:** Like many economies worldwide, Hong Kong is experiencing difficult economic conditions with high-interest rates, inflation, weak investment and weak consumer sentiment. We are fortunate that our industry offers entertainment to our customers, which remains in demand regardless of the business cycle.

During the pandemic, we saw people stay home more and turn to entertainment programs. While theatre activities and travel are returning post-COVID, segments like our movie content distribution and in-flight programming are back at pre-pandemic levels. The expansion of home-based entertainment also brought in new customer bases. Over the years, we have diversified and tapped into different business lines that complement one another. This approach helps us sail through market volatility.

**HKIOD: The Chairman, Executive Director and CEO of a company often needs to make tough decisions that can impact stakeholders, employees and the success of the organization. Can you discuss a particularly challenging decision you had to make recently and how you approached finding the best solution?**

**Ms Chiu:** The wave of emigration has certainly presented some challenges for our business (actually most of the business in HK) in recent years. Our people are truly one of our most valuable assets. As we've expanded our operations across Asia, we've recruited many more IP professionals passionate about our industry. This growth also meant some changes for our staff based



▲ Ms Lovinia Chiu Siu Yin, Chairman and CEO of Medialink Group, celebrated the Group's 30th anniversary with Japanese partners. 羚邦集團主席及行政總裁趙小燕女士與日本夥伴慶祝羚邦30周年。

in Hong Kong, with some moving to new roles in other countries or branches.

One challenge was how to effectively transition management responsibilities to younger leaders and newcomers so they could learn and pick up the necessary skill set quickly. We needed to ensure seamless leadership changes so that the company could continue navigating this challenging period of transition.

**HKIOD: Corporate governance is a critical aspect of effective leadership. In your view, what are the key pillars of strong corporate governance, and how have you worked to implement robust governance practices within your own company?**

**Ms Chiu:** As a public company, we are always mindful that we have a responsibility to serve the interests of all shareholders. An effective board plays a crucial role in upholding robust corporate governance standards. We hold regular meetings with directors, including our independent non-executive directors (INEDs), to closely monitor company performance. Transparent communication with stakeholders and the public is also a top priority. Through various channels like media relations and investor presentations, we consistently engage with shareholders

and solicit feedback.

While the minimum governance requirement is four regular board meetings annually, as a young publicly listed company, we hold an average of 10.5 board meetings each year to maintain close oversight. I also hold separate annual meetings with our INEDs without the presence of other directors.

If any director encounters a conflict of interest regarding a material matter under board deliberation, the matter will be dealt with in a physical board meeting by INEDs who have no stake in the transaction. The conflicted director is mandated to abstain from the vote and is excluded from establishing a quorum for the meeting.


**HKIOD: The HKIOD emphasizes fostering an ethical organizational culture and upholding responsible leadership. What specific actions have you taken to instill these same values within your own company?**

**Ms Chiu:** We have implemented various policies to promote ethics and governance across the organization. Our Code of Conduct, Disclosure of Insider Information Policy, Employees Securities Dealing Policy and Corporate Governance Policy all work together to define expectations and provide guidance. I've



found these compliance measures to be most impactful when top management walks the talk and serves as role models.

**HKIOD: What insights do you have on best practices and how would you advise those starting out in similar leadership roles?**

**Ms Chiu:** Developing and maintaining a clear five-year strategic plan with an annual review has been instrumental in steadying our course through changing business conditions. This framework guides not just our actions but also our communication, both internally and externally. Articulating our core vision, mission and ESG commitments helps embed good governance principles into our culture and operations. 

# 作

為羚邦集團創始人的趙小燕女士，一直兼任董事會主席、執行董事及行政總裁職位。在她專業嚴謹的管理風格以及以公開透明為原則的良好企業管治下，羚邦集團成功實現深度轉型。在新冠疫情爆發及隨後香港經濟下滑的大環境下，她帶領公司順應時勢，堅定面對各種艱巨挑戰。

趙女士也因此榮獲香港董事學會頒發的2023年度傑出董事獎。過去三十年來，在董事會、高級管理層和全體員工的通力合作下，羚邦集團已成為亞太地區媒體內容發行業的翹楚。

**香港董事學會：恭喜你榮獲2023年度傑出董事獎，獲得這個殊榮的關鍵因素是什麼？**

**趙小燕女士：**首先，我要感謝羚邦集團各部門團隊的辛勤工作。2022年羚邦董事會獲得年度傑出董事獎，以及2023年我作為執行董事獲此殊榮，這都歸功於我們團隊的努力，公司上下員工一直是我們最大的優勢之一。由董事會成員和高層管理人員到所有同

事不辭勞苦的付出，讓公司在創立30周年之際取得了如此顯著成就，這都有賴各位同事的辛勞。

當我們還是一家小型家族企業時，我們需要學習許多事情。現今我們已轉型為上市公司，注重專業管理、公開透明度、堅實的公司治理和環境、社會和公司治理(ESG)標準等原則。我亦衷心感謝各界合作夥伴和持份者多年來對公司發展的支持及協助。

**香港董事學會：作為董事會主席兼任執行董事及行政總裁，你認為香港企業當前面對的最大挑戰與機遇是什麼？你是如何應對的？**

**趙女士：**香港與全球各地同樣正面臨高利率、通貨膨脹、投資暗淡以及消費低迷等經濟困境。幸運的是，我們這行業一直為客戶提供娛樂服務，不管經濟周期如何變化，客戶對娛樂的需求整體保持穩定。

新冠疫情期間，許多人選擇在家享受娛樂節目。雖然影院和旅遊業在疫情後正逐步恢復正常，我們發行的電影內容和機上娛樂節目等細分市場，目前

已回復到疫情前水平，家庭娛樂的普及亦拓展了新的客源。多年來，我們一直以多元化經營策略，開發不同的業務線，互相協調與支持，有利於我們應對市場起伏。

**香港董事學會：公司的董事會主席、執行董事和行政總裁經常需要做出困難的決定，這些決定或許會影響持份者、員工以及整間公司的營運。你能否分享一項具挑戰性的決定，以及你是如何找到最佳解決方案的？**

**趙女士：**近年，香港正面臨移民潮，對我們的企業以及大多數香港公司都帶來一定挑戰。員工是我們最寶貴的資產之一，隨著我們在亞洲其他市場不斷擴展，我們招募了更多熱衷於知識產權的專才加入隊伍。這一增長也意味著我們在香港的同事需要應對一些變化，部分人轉到其他國家或分部擔當新職務。

當中一項挑戰是如何有效地將管理職務交接予年輕的領導人士和新人，以便他們能快速學習和掌握必要的技能。確保領導階層無縫交接對公司尤為重要，讓公司能在充滿挑戰的轉型期持續運營。



▲ Premiere of The First Slam Dunk (2023).  
The First Slam Dunk首映禮 (2023)。

**香港董事學會：公司治理是有效領導的重要一環。你認為良好的公司治理包括哪些關鍵要素？你又如何在自己的公司實行強而有力的治理實務？**

**趙女士：**作為一家上市公司，我們深明為各持份者盡責的重要性，董事會在落實穩健的公司治理標準方面扮演著關鍵角色。我們定期與包括獨立非執行董事在內的各董事舉行會議，密切留意公司表現。與持份者及公眾保持透明溝通也同樣重要，我們長期運用各種渠道，如媒體和投資者推介會等，與股東保持聯繫並蒐集回饋。

雖然規定的最低要求是每年召開四次定期董事會會議，作為一家年輕上市公司，我們平均每年召開 10.5 次董事會會議，以加強監督。我亦會在其他董事不在場時單獨會見獨立非執行董事，召開年度檢討會議。

若任何董事討論重大議題時存有利益衝突，有關事項將由無利益關係的獨立非執行董事於會議上處理。存有利益衝突的董事不得參與投票，亦不計入法定人數內。

**香港董事學會：香港董事學會強調培養企業道德文化和負責任的領導階層。具體來說，你採取了哪些措施將該等價值觀貫徹公司內部？**

**趙女士：**我們實施了一系列措施，促進公司的道德文化和管治。我們的



▲ Premiere of the theatrical version of Haikyuu!!: The Dumpster Battle (2024). 劇場版《排球少年!! 垃圾場的決戰》首映禮 (2024)。

《行為準則》、《內幕信息披露政策》、《員工證券交易政策》及《公司治理政策》都訂立了期望標準及提供相應指引。我觀察到由管理層以身作則實踐這些合規措施，能有效地向全公司推廣這一系列標準。

**香港董事學會：你能分享一些在領導職務中的最佳實踐和見解嗎？對於剛開始擔任這類職務的人，你有什麼建議？**

**趙女士：**制定並持續執行明確的五年戰略計劃，並進行年度審查，有助於我們在不斷變化的業務環境中實現穩健發展。這個框架不僅指導著我們的工作計畫，也能促進內外的溝通。關

明我們的核心願景、使命和ESG承諾，有助於將良好治理原則融入公司的文化和運營中。📌



▲ Medialink Group's 30th-anniversary regional conference was held at Dignity Kitchen. 羚邦30周年於廚尊廚房(Dignity Kitchen)進行區域會議。



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