

Governance Starts with Integrity: A Conversation with Barry Tong

誠信為本，管治之始：湯飈先生專訪



▲ Mr Barry Tong (right), President of the ACFE Hong Kong Chapter, and Mr Kris Lee (left), Immediate Past President, hosted the President of the Integrity Authority of Hungary and the delegation under the Sponsored Visitors Programme. During the visit, they engaged with the delegates regarding the priorities and challenges currently facing the anti-fraud profession.
ACFE香港分會會長湯飈先生（右）與前任會長Kris Lee先生（左）在贊助訪客計劃中接待匈牙利廉政局局長及同行人士，期間更與賓客深入探討反詐騙界目前面臨的優先事項和挑戰。

Integrity lies at the heart of corporate governance, and safeguarding integrity requires leaders who combine professional expertise with vision. Mr Tong Piu, Barry, President of the Association of Certified Fraud Examiners (ACFE) Hong Kong Chapter, has been honoured with the Hong Kong Institute of Directors' 2025 Directors Of The Year Award, in recognition of his outstanding contribution to integrating anti-fraud expertise into governance practice.

The ACFE is the world's largest anti-fraud organisation, with approximately 95,000 members dedicated to reducing business fraud through training and certification. Mr Tong currently serves as the National Leader of Forensic Investigation Services and the Leading Partner of the Agricultural and Food Industry at Grant Thornton China, as well as Partner and Head of Advisory at Grant Thornton Hong Kong.

Drawing on over twenty years of forensic investigation experience, he has led the chapter through a smooth board succession, established a Young Practitioners' Club (YPC), co-organised a decade-long training programme with the University of Hong Kong, and maintained long-standing collaboration with the Independent Commission Against Corruption (ICAC) and other bodies to expand the profession's influence.

In the following interview, Mr Tong shares practical insights on open communication, risk management, talent development, and integrating ESG into decision-making – offering fellow directors valuable lessons in governance.

HKIoD: As a director, how do you foster a culture that encourages board members to voice dissenting views and communicate candidly, while still fulfilling your fiduciary duties?

Mr Barry Tong: I firmly believe that excellent governance stems from examining issues through multiple lenses. Over the years, I've served as a Council Member of the Hong Kong Institute of CPAs, a Director of the Hong Kong Securities and Investment Institute, an Executive Council Member of the Hong Kong Independent Non-Executive Director Association, a member of the HKTDC Professional Services Advisory Committee, and a Lay Assessor of the Medical Council of Hong Kong. These cross-sector experiences have taught me that a healthy board must embrace diverse perspectives rather than pursue superficial consensus.

At the ACFE Hong Kong Chapter, I've worked hard to create an environment of open communication on the board. I set up a directors' WhatsApp group to ensure real-time information sharing. After every board meeting, we have a dinner where members can speak freely in both formal

and informal settings. I also make sure that junior directors have an equal voice in our discussions.

Last year, we brought on five new directors and paired them with experienced directors as mentors, encouraging them to actively put forward their views in meetings. This is crucial because many corporate crises originate in a culture of boardroom silence, where no one is willing to voice a dissenting opinion. Encouraging diverse viewpoints isn't about challenging authority; it's about protecting stakeholders' interests and ensuring transparent decision-making. True fiduciary duty isn't about maintaining surface harmony – it's about making sure every major decision has been rigorously scrutinised.

HKIoD: Can you share an example where your input significantly influenced an organisation's strategic direction? How did you handle disagreements or differing opinions at the time?

Mr Tong: Board succession was indeed a matter where opinions diverged. At the time, there was no established mechanism

for refreshing the board. While everyone agreed that bringing in new blood was essential for the chapter's longevity, a sudden wholesale change could easily trigger internal concerns and disruption.

So after extensive consultation and discussion, we proposed introducing a "Director Emeritus" position and amended the bylaws accordingly. This allowed outgoing directors to continue attending chapter board events and dinners in an honorary capacity, sharing their experience with incoming directors and ensuring a seamless transition between old and new. Ultimately, over the course of three years, we completed a full renewal of the entire board.

Additionally, the chapter was facing the challenge of an ageing membership and difficulty attracting younger talent. We advocated creating a dedicated youth platform – giving members under 40 their own networking space, themed events, and leadership opportunities – to inject fresh energy and ensure the organisation's long-term sustainability.

This proposal was not unanimously supported when first raised at the board. But after multiple rounds of discussion, the



▲ Receiving the Directors Of The Year Award from the Hong Kong Institute of Directors in 2025. ACFE Hong Kong Chapter founder Professor Frank Yam (second from left in the right photo) offered his congratulations at the ceremony. 2025年獲香港董事學會頒發年度董事獎，頒獎典禮上ACFE香港分會創辦人任家明教授（右圖左二）送上祝賀。

board reached consensus, and in 2021, the Young Practitioners' Club (YPC) was officially established. The response has been enthusiastic – YPC membership now stands at close to 100. It has not only brought new ideas and activities to the chapter but has also become a vital channel for attracting young anti-fraud professionals.

HKIoD: The external environment is changing rapidly, with risks emerging constantly across geopolitics, technology, climate, and other areas. How do you ensure these emerging risks receive timely attention and discussion at the board level before they escalate into crises?

Mr Tong: In my more than twenty years of forensic investigation experience, corporate crises rarely erupt out of nowhere. Behind virtually every governance failure, there were warning signs beforehand. The real problem is usually that the board lacks adequate mechanisms to translate early warning signals into action.

The ACFE's global network is an important source of early intelligence. Through our connections with members worldwide, we can track fraud trends in other markets and bring them to board discussions before the risks spread to Hong Kong. Our strategy is "prevention over cure" – making emerging risks a standing focus of the board, transforming potential crises into strategic opportunities, and safeguarding the organisation's long-term resilience.

On cybersecurity, we advocate keeping things as simple as possible and reducing risk at the source – selecting quality third-party providers for website hosting and management. We also prioritise member data privacy: we collect only the most basic membership information and have access controls in place so that only the Membership Director can retrieve

member data.

On ESG risks, we promote transparent disclosure and communication with directors and members. For example, we set up the directors' WhatsApp group and actively update our website (www.hkacfe.com) and social media platforms (such as Facebook and LinkedIn) to maintain real-time communication. We also encourage board members to undertake risk training or participate in anti-fraud courses to heighten their awareness.

HKIoD: How do you personally enhance your digital literacy? And how has that helped you drive innovation within the organisation?

Mr Tong: Lifelong learning and continuous professional development are the surest paths to improving digital literacy – and indeed one's overall competence. In forensic investigations, mastering the data behind fact-finding means mastering the truth. I keep a close eye on the practical applications of fintech and AI in anti-fraud work, because digital literacy is the cornerstone on which directors build effective oversight systems.

On a personal level, I invest an average of over one hundred hours a year in professional development. Through my role as a Director of the Hong Kong Securities and Investment Institute, I participate in fintech expert exchange events. My learning focus isn't about becoming a specialist in



▲ Mr Tong served as the moderator for the ACFE fraud investigation training programme at the HKU campus.
湯先生於香港大學校園舉行的 ACFE 詐騙調查培訓課程中擔任主持。



▲ The ACFE Annual Dinner in December 2025, attended by Mr Joseph Chan, JP, Under Secretary for Financial Services and the Treasury (first from left in the right photo), with members gathering to network and share insights. 2025年12月舉行的ACFE週年晚宴，邀得財經事務及庫務局副局長陳浩濂先生，JP出席（右圖左一），眾多會員聚首一堂交流及分享。

every technology – it's about building sufficient digital awareness to hold substantive conversations with technical teams and to exercise independent judgement on the feasibility of innovative solutions.

To me, the essence of digital literacy isn't knowing how to operate a particular system – it's cultivating a sustained curiosity about technological trends. And that curiosity is precisely what keeps leaders forward-looking in the digital age.

HKIoD: What role have you played in talent development and succession planning, particularly at the senior leadership level?

Mr Tong: Talent is any organisation's most valuable asset, which is why we invest heavily in training and education. We strengthen member engagement by providing at least 30 hours of CPD annually, raising the professional calibre of ACFE members. We also hold an annual dinner or networking event each year to reinforce members' sense of belonging and participation.

We actively collaborate with academia and the profession. Over the past decade, for instance, we have co-organised a training

programme with the University of Hong Kong, giving young people greater exposure to the ACFE and paving the way for attracting future talent. In addition, we maintain long-standing partnerships with the ICAC and international professional bodies, hosting exchange events to promote business ethics, strengthen a culture of integrity in the business community, and proactively identify young talent.

Excellent governance means that expertise and values can be passed on. At the ACFE Hong Kong Chapter, I've driven several concrete succession planning initiatives. In 2021, we formally launched the YPC, providing a dedicated platform for young professionals. In 2024, we further amended our bylaws to create the Director Emeritus position, ensuring that the experience and institutional culture of senior directors are transmitted in an orderly manner. That same year, five new directors were appointed to take over from five retiring directors.

Senior succession planning should not be confined to technical capability; it must also encompass continuity of professional ethics. I regularly share my own experience with high-potential individuals, ensuring

that the leadership team possesses not only outstanding business skills but also the courage to uphold governance standards. Through this mentoring approach, I'm building a leadership pipeline that is aligned in values and complementary in expertise, ensuring the continuity of leadership.

HKIoD: As a director, how do you integrate environmental and social factors into everyday decision-making rather than treating them as add-ons unrelated to core business?

Mr Tong: I've always emphasised that the heart of ESG is the "G" – Governance. Holding the CESGS® (Certified ESG Strategist) qualification has reinforced my understanding that environmental and social factors are an inseparable part of risk management, not mere window-dressing for a company's image.

On the environmental front, the ACFE Hong Kong Chapter actively promotes energy conservation and carbon reduction. Our training courses use paperless digital materials, and we make use of meeting rooms outside office hours for events to minimise resource consumption.

On the social front, in 2021, we established

the “ACFE Hong Kong Chapter Award” at the University of Hong Kong, specifically for HKU undergraduates majoring or minoring in Criminology, nurturing the next generation of anti-fraud professionals. We also make regular donations to the ACFE Foundation, putting into practice the principle of giving back to society.

In my decision-making practice, I incorporate ESG into the core evaluation framework. For example, when assessing business expansion, I approach it from an anti-fraud and compliance perspective: Does this decision meet expectations of transparency? Are there hidden compliance risks? These questions may look like ESG considerations, but they are in fact the fundamental requirements of good corporate governance.

From a practical standpoint, companies that take social responsibility seriously tend to have robust internal controls and a strong compliance culture, and typically face lower fraud risk. When a company truly internalises integrity as a core business value, its ESG performance will naturally be reflected in its financial health and long-term reputation.

HKIoD: What advice would you share with aspiring directors among the younger generation?

Mr Tong: Behind this award is honour, but more importantly, responsibility. For younger professionals, I have three pieces of advice: read widely, exercise regularly, and build meaningful connections.

First, maintain a hunger for continuous learning. My motto is “Live to learn.” Today’s directors need to understand finance, technology, ESG, geopolitics, and much more simultaneously – any gap in knowledge can become a blind spot in decision-making. The point of learning isn’t to become an expert in every field, but to cultivate a broad enough perspective that you can form your own views across diverse

domains.

Second, as the saying goes, daily exercise keeps you sharp. A healthy body supports a clear mind, helping you think quickly, handle crises, and bounce back from adversity. Many successful people make a habit of rising early – not only because they manage their time better, but because they need that time to exercise before work, keeping their minds fresh for critical decisions. Staying healthy may sound like old advice, but not everyone truly practises it. Young people today tend to gravitate toward gaming; I’d encourage them to develop exercise habits that strengthen both body and mind.

Third, build meaningful connections. I encourage young people to get actively involved in professional bodies’ committees and public service roles. I started out as a Training Director, spending four years building leadership experience in training at the ACFE before taking on the presidency – progressing step by step to develop a comprehensive governance perspective.

Make friends broadly, expand your networks, and learn from professionals across different fields. Cultivate a

multi-dimensional viewpoint and empathy. Learn to listen to minority opinions and examine organisational values. When your ambition goes beyond personal achievement and extends to advancing a culture of integrity and social progress in your industry, you will naturally grow into an outstanding leader trusted by the market. 🇭🇰



▲ Mr Tong moderated an ACFE Hong Kong Chapter seminar held at the Hong Kong ICAC Headquarters, which focused on the role of accounting professionals as guardians in combating corruption and promoting ethical compliance. 湯先生於香港廉政公署（ICAC）總部主持由ACFE香港分會主辦的研討會，探討會計專業人員在打擊腐敗和促進道德合規方面的守護作用。



業管治的核心在於誠信，守護誠信需要專業與遠見兼備的領導者。特許詐騙審查師學會 (ACFE) 香港分會會長湯颺先生榮獲香港董事學會2025年度傑出董事獎，肯定他將反詐騙專業融入管治實踐的貢獻。

ACFE是全球最大的反欺詐組織，會員約95,000人，致力透過培訓及認證減少商業舞弊。湯先生現任致同中國法證調查服務主管合夥人及中國農業與食品行業領導合夥人，以及致同(香港)會計師事務所諮詢主管合夥人。

他憑藉逾二十年法證調查經驗，帶領分會完成董事會換屆、創立青年會員小組、與港大合辦十年培訓課程，並與廉政公署等機構長期合作，擴大業界影響力。

以下訪談中，湯先生就開放溝通、風險管理、人才建設及ESG決策等議題分享心得，為董事同仁提供管治啟示。

香港董事學會：作為董事，您如何在履行信託責任的同時，營造一種鼓勵董事會成員敢於提出不同意見、坦誠溝通的文化氛圍？

湯颺先生：我深信卓越管治源於多維度審視。多年來，我先後出任香港會計師公會理事、香港證券及投資學會董事、香港獨立非執行董事協會常務理事、香港貿發局專業服務諮詢委員會成員，以及香港醫務委員會業外審裁員。這些跨界經驗讓我體會到，健康的董事會必須匯聚不同見解，而非追求表面共識。

在ACFE香港分會，我致力為董事會營造開放溝通的環境，設立了董事WhatsApp溝通群組，確保資訊實時共享。每次董事會後亦安排晚餐交流，讓成員在正式與非正式的場合都能坦誠表達看法。我亦確保資歷較淺的董事擁有平等發言空間。

去年，我們新增了五位新董事，並安排資深董事擔任導師，鼓勵他們在會

議中主動提出觀點。此舉非常重要，因為許多企業危機都源於董事會的沉默文化，沒有人願意說出不同意大多數的觀點。鼓勵多元見解並非挑戰權威，而是守護持份者利益、確保決策透明的最佳實踐。真正的信託責任，不是維持表面和諧，而是確保每一個重大決策背後都是經過嚴格的審視。

香港董事學會：能否分享一個您的意見對公司策略方向產生重要影響的例子？當時遇到不同聲音或意見分歧時，您是怎樣處理的？

湯先生：董事換屆問題確實存在意見不一的情況，由於當時沒有既定換血機制，雖然加入新力軍是學會保持長青的不二法門，可是一下子進行大換血便容易觸發內部問題及擔憂。

所以，我們當時經過多次諮詢及磋商，提議加入「榮譽董事」(Director Emeritus)一職，並修改了規章，令已卸任的董事仍能以榮譽董事的身份出席學會董事會的活動、聚餐等，並向新晉董事分享經驗，無縫銜接新舊人過渡期。最終經過三年，完整地更換了整個董事會班底。

此外，當時學會正面臨會員老化及新血吸引力不足的挑戰。我們主張設立專屬青年平台，讓40歲以下的年輕會員有自己的交流空間、專題活動及領導機會，以注入新活力並確保組織長遠可持續發展。

這項建議在董事會上最初並非一面倒支持。最後經過多次討論，董事會達成共識，在2021年成立YPC(青年會員小組)。小組成立後反應熱烈，目前YPC會員人數已接近100人，不僅為學會帶來新想法和新活動，更成為吸引年輕反詐騙專業人才的重要渠道。

香港董事學會：現在外部環境變化很快，地緣政治、科技、氣候等各方面的風險層出不窮。您如何確保這些新興風險在惡化成危機之前，能夠及時在董事會層面得到重視和討論？

湯先生：在我超過二十年的法證調查經驗中，企業危機鮮有突然爆發，幾

乎每一次管治失當，事前都有跡可尋。真正的問題，往往是董事會缺乏足夠的機制將預警訊號轉化為行動。

ACFE的全球網絡是重要的早期預警來源。透過與全球會員的聯繫，我們能掌握其他市場的舞弊趨勢，在風險蔓延本港前帶入董事會討論。我們的策略是「預防勝於治療」，讓新興風險成為董事會日常焦點，將危機轉化為策略機會，保障機構長期韌性。

在網絡安全方面，我們主張盡量簡化，從源頭先減低風險，挑選有質素的網站寄存與管理服務第三方供應商。另外，我們注重會員資料私隱，只要求會員提供最基本的會員資料，亦設置權限存取機制，限定(membership director)才可讀取資料。

至於ESG風險方面，我們推動透明披露與董事及會員溝通，例如開立董事WhatsApp溝通群組、積極更新網站(www.hkacfe.com)及社交媒體平台(如Facebook和LinkedIn)，以保持實時溝通。我們亦推動董事會接受風險培訓或參與反欺詐課程，提升警覺性。

香港董事學會：請問您個人是如何提升自己的數碼素養？這對您推動機構的創新工作有什麼幫助？

湯先生：終身學習、持續進修是提升數碼素養甚至個人學養的不二法門。在法證調查中，掌握事實發現的數據即是掌握真相。我持續關注金融科技與AI在反詐騙中的實務應用，因為數碼素養是董事建立有效監控體系的基石。

在個人層面，我平均每年投入超過一百小時的專業進修，並透過香港證券及投資學會董事的身份，參與FinTech專家交流活動。我的學習重點不在成為每項技術的專家，而在建立足夠的數碼認知，能與技術團隊進行有實質內容的對話，並對創新方案的可行性作出獨立判斷。

對我而言，數碼素養的本質不是懂得操作某個系統，而是培養對技術趨勢的持續好奇心。而這份好奇心，正是

領導者在數碼時代保持前瞻視野的關鍵。

香港董事學會：在人才培養和接班人規劃方面，特別是高管層面，您發揮了什麼作用？

湯先生：人才是所有機構最寶貴的資產，所以我們投放大量時間推動培訓及教育，加強會員參與度，每年提供至少30小時CPD，提升ACFE會員的專業水平。我們每年舉辦週年晚會或交流活動，強化會員歸屬感及參與度。

我們亦積極與學術界及業界合作，例如在過去十年，跟港大合辦培訓課程，讓年輕人有更多機會接觸ACFE，為吸納專才鋪路。此外，我們與廉政公署和國際專業機構長期合作，舉辦交流活動，推廣商業道德及鞏固商界誠信文化，同時主動發掘年輕人才。

卓越的管治在於專業與價值得以傳承。在ACFE香港分會，我推動了多項具體的接班人規劃措施。2021年正式啟動青年會員小組（YPC），為年輕專業人士提供專屬交流平台。2024年，我們更修訂規章，增設「榮譽董事」（Director Emeritus）職位，確保資深董事的經驗與文化得以有序傳承，當年便有五位新晉董事獲委任，在五位舊董事退休後接棒。

高管接班人規劃亦不應局限於技術才能，更在於職業操守的延續。我經常與有潛力的人才分享自身經驗，確保高管團隊不僅具備卓越業務能力，更擁有守護管治底線的勇氣。透過這種亦師亦友的指導，我打造一支價值觀一致、專業互補的領袖梯隊，確保領導力傳承。

香港董事學會：作為董事，您如何將環境和社會因素融入日常決策，而不是把它們當作與核心業務無關的額外事項？

湯先生：我一向強調 ESG 的核心在於「管治」（Governance）。持有CESGS®（ESG策略諮詢師）資格讓我知道環境與社會因素是風險管理不可分割的一環，而非企業形象工程的點

綴。

在環境層面，ACFE香港分會積極推動節能減碳，培訓課程採用無紙化電子版講義，並善用辦公時間以外的會議室舉辦活動，減少資源消耗。

在社會層面，我們於2021年在香港大學設立「ACFE香港分會獎項」，專為主修或副修犯罪學的香港大學本科生而設，培育下一代反詐騙人才，並定期向ACFE慈善基金會捐款，實踐「取之社會，用之社會」的理念。

在決策實踐中，我將ESG納入核心評估框架。例如在評估業務擴展時，我會從反詐騙與合規視角出發，思考決策是否符合透明度期待？是否隱藏合規風險？這些問題看似ESG考量，實質正是良好企業管治的基本要求。

從實務觀察而言，重視社會責任的企業建立了完善的內控機制與合規文化，通常舞弊風險更低。當一家企業真正將誠信內化為經營價值觀，ESG表現自然會反映在財務健康與長遠聲譽之中。

香港董事學會：對於有志成為董事的後輩，您有什麼心得可以分享？

湯先生：獲獎背後是榮譽，更是責任。對於後輩，我有三點心得：多讀書、多運動、識貴人。首先，保持「持續學習」的飢餓感。

我的座右銘是「Live to learn」，今日的董事需要同時理解財務、科技、ESG及地緣政治等多元議題，任何知識空白都可能成為決策盲點。學習不是為了成為每個領域的專家，而是培養足夠廣闊的視野，讓自己能夠在各範疇有見解和想法。

第二，俗語有云「日日運動身體好」，要有健康體魄才有精明頭腦，助你快速思考，應對危機，甚至逆境自強。很多成功人士都有早睡早起的習慣，除了他們更懂得運用時間外，更因為需要早點起床在上班前稍微運動，令頭腦清晰，作出更明智的關鍵決定。身體健康是老生常談，但不是每個人也懂得看顧好身體。時下年輕人大多喜歡電玩，應該培養運動習慣，加強

身心健康發展。

第三，識貴人。我鼓勵年輕人積極參與專業機構的委員會及公職，正如我自己從培訓董事（Training Director）做起，在ACFE積累了四年培訓領導經驗後，才出任會長一職，循序漸進地建立全面的治理視野。

廣交朋友，擴闊人際網絡，在不同的專業人士身上學習，培養多維度視角與同理心。學會傾聽少數意見並審視企業價值。當你追求的不再僅是個人成就，而是能推動行業誠信文化與社會進步時，你自然會成長為一名深受市場信賴的卓越領導者。📞

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