

The 1.3% and her directorship success 1.3%和她的董事之道

Cora Wan 溫旭兒



In 2018, only 12.8 per cent of directors in Hong Kong were female, an average of 1.5 women per board, up from 8.9% in 2012. One-third of listed companies had no female director, and only 3.2% of chairs and 1.3% of CEOs were female. In this story, we are talking to one of the charismatic female leaders among this 1.3% - Champion REIT's CEO Ms Ada Wong. She is the award winning of the HKIoD Directors Of The Year Awards 2018 in the category of Listed Companies - Executive Directors. According to the judging panel, "Ada has demonstrated her leadership and vision to drive the company by embracing change and leveraging technology. Ms Wong is articulate, objective and analytical. She has a strategic mindset and is astutely aware of

her company's strengths and challenges. She takes a proactive approach to regulatory change to create competitive advantage. With her strong commitment to corporate governance and innovation, Ms Wong is a highly commendable entrepreneur who fully merits the Award."

A former investment banker, a CEO and a mother, Ada wears many hats, just as many young accomplished leaders. This also makes her a highly driven and balanced one. She sees through the corporate veil and understand the key success factor of business today is to bring value to the world with a well-rounded and human approach. "Sustainability is closer to us than many think. My heart feels sore every time when my son asked me warily whether we'd have to immigrate to the space one day." This has become an important inspiration and reminder for Ada in her day job to restlessly influence her team, the board, tenants as well as other players in the market to breathe sustainability into everything they do.

Behind success of board directorship

When asked about her success in board directorship, Ada shared her pathway to the CEO position. She worked on Champion REIT's 2006 IPO while at Citigroup before taking the big job. Thus, she is naturally in a more advantageous position that the board and senior management team members have already known and trusted her before joining the Company.

A former investment banker specializing in the real estate and REIT sector, knowing her stuff and having a strategic and analytical mind is a given for an outstanding professional like Ada. Becoming a director,



a CEO and an entrepreneur, however, is a level up that requires a professional to also master the art and science in the boardroom for reaching sound decisions and to motivate the entire workforce to excel in the execution of company plans. When asked about how her arsenal of skills fits in, Ada said, "I am very blessed that I have met some great mentors in my career. They have trained me to align common interests to pursue win-win results. This has had deep influence upon me, no matter when I am making proposals to the board or driving changes in the organisation or across the industry. As an example, before setting up a new policy or task force, I will make sure that the overarching strategy has considered individual sweet spot and fitting incentive for each business unit involved to represent real motivation for all the parties involved."

Aligning common interests in sustainability

Challenges often lead to new opportunities for entrepreneurs who are driven and committed to change. Ada found that it is indispensable for corporates to formulate climate change resilience and engage stakeholders to embrace sustainability.

This is along the line of her philosophy to identify the sweet spot and incentive for different parties involved, so that the ecosystem hugs closely together and becomes a very powerful change driver.

Consumer preference has become a very powerful source of energy to make sustainability measures commercially viable and living up to what investors expect of a listed company. "We leverage on technology to help us to achieve our goal to go green and enhance efficiency, such as the installation of high efficiency LED lighting," said Ada.

"Naturally, our team celebrate sustainability as true believers. We have a year-round programme for staff, with some also having an external dimension to engage wider stakeholders. We practice mindful wellness, to name a few we have Mindful Eating (a hip and fun little 'party' taken place in our landmark shopping arcade), Green Master Chef team building (fun cooking together), Chair Yoga (a theme that promotes well-being and fitness and). In fact, the ESG approach goes deeper under the skin of Champion REIT and our tenants, such that we all honor high standards in operations, from consumption to recycling," added Ada.



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Unfolding positive change across the sector

A working mom herself, Ada naturally understands the challenges faced by them to balance career and family. It goes without saying that the participation of female in the workforce is critically important for the long-term performance of an economy. “Diversity, support for working moms, pay equality, etc., are all close to our hearts at the Company,” said Ada. A good balance is often the ultimate target in diversity strategy. “We never consider just one gender or attribute, but truly embracing diversity to release best synergy. For example, at some teams, we have a much higher ratio of female to male. Thus, our consideration is whether the participation of more male staff in the division will add value, and how to make that happen.”

SSustainability is still at an early stage of development in the Hong Kong market. No one is an island in today’s world. If we would like to bring more substantive change to the society, doing a good job oneself is just a start. Ada’s care for the society extends to the larger sector. An

active leader in the Hong Kong property and REIT sector, she also serves as the Chairperson of the Hong Kong Chapter of Asia Pacific Real Estate Asia (APREA), an industry association with a mission to enhance the sector’s landscape and practices. “We are committed to becoming a positive driver for the better development of the real estate sector. The Hong Kong Chapter is planning a series of investor education initiatives to enhance the recognition of how sustainability may bring value to businesses as well as the broader community,” said Ada. 📞

在 在2018年，香港的董事之中只有12.8%是女性，每個董事會平均有1.5名女董事，較2012年的8.9%為高。 三分之一的上市公司沒有女性董事。女性主席和女性CEO僅佔3.2%和1.3%。本期專訪的便是這1.3%之一、富領導魅力的冠君產業信託行政總裁王家琦女士（Ada）。她在「2018年度傑出董事獎」中贏得上市公司類別董事獎。評審團稱：「Ada熱衷於管理革新及運用科技，展現出卓越領導才能，致力推動公司發展。她能言善道、客觀、具分析能力。Ada著重策略，

了解公司強項和所面對的挑戰，妥善應對規管轉變為公司開創競爭優勢。她積極追求良好企業管治和革新，實在值得表揚，獲獎可謂實至名歸。」

跟很多傑出的年輕領袖一樣，Ada身兼數職，為前投資銀行家、現任行政總裁、亦是一名在職母親，擁有獨到而持平的處事之道。她看穿企業的形相，深明今天的營商之道，關鍵在於全面、人性化的方針，及對世界帶來的價值。Ada表示：「可持續發展比很多人想像的更加切身。每次兒子擔心地問，我們是否有一天要移民太空時，我都感到心酸。」這亦成為了Ada日常工作的重要啟迪，推動她要積極地鼓勵團隊、董事會、租戶及其他市場參與者多方面考慮可持續發展。

成功領導董事會的背後

當被問及如何成功帶動董事會時，Ada分享了她的CEO一職之路。未出任CEO要職前，她受僱於花旗集團，冠君產業信託於2006年首次公開招股亦由她負責，故其未加入冠君產業信託前已得到董事會和高層管理人員的認識及信任。

作為具投資銀行工作經驗、了解地產和REIT的傑出專業人士，Ada的策略性思考和分析



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2018年度傑出董事獎得獎者專訪

能力使其成為是行內出色的業者。成為董事、CEO和企業家是更上一層，不但要掌握董事會的藝術與科學：助其作出精明決策，更要帶領整個團隊高效執行公司的決議、計劃。問及過往經驗如何助她執行CEO工作時，Ada表示：「我很幸運，一開始便獲很多前輩的提點。凡事應將心比己，不論是向董事會提出建議，還是推動機構或業界作出改變時，要先了解持分者多方的需要，再釐定共贏的方案，例如，在制定新政策或成立新專責小組前，我會先確定整體策略是否已考慮每個業務單位的裨益及誘因，以致能真正團結所有持分者。」

共同追求可持續發展

在瞬息萬變的環境中，公司業務肯定存在挑戰。然而，挑戰往往為積極求變的企業家帶來新機會。Ada認為，近年全球氣候變化已是不容置疑的課題，公司重視可持續發展策略，更以此凝聚租戶及其客戶，使其產生強烈共鳴的商業主題。這點配合她提出多方共贏的原則，可更有效在可持續發展的路上求變求進。

可持續發展工作在商業上是否可行？能否達到投資者對上市公司的期望？消費者偏好成為了其中的關鍵。Ada表示：「我們引入了不同節能方法及善用科技以提高能源效益，例如安裝高效的LED照明，以環保減排為目標。」

她補充：「我的團隊積極鼓勵租戶和員工樂活養生，著重全面身心靈健康，其中幾個Champion Our Wellness活動包括「食中療癒」、「辦公室椅子瑜伽」、「Green Monday團隊烹飪活動」等。作為行業先鋒，我們在管理優質物業的同時，也竭誠推動ESG，建立可持續發展的社區，讓持份者樂在其中。」

推動業界作正面轉變

作為一位在職母親，Ada自然明白平衡工作和家庭方面的難處。對任何經濟體的長遠表現，女性投身勞動市場的重要性已毋庸置疑。Ada表示：「我們著重團隊的多元性，當然包括為在職母親提供支援及平等待遇。」團隊多元性策略的最終目標是達到互補平衡。她續稱：「我們從來不單單考慮一

種性別或特質，因為我們追求多元協同效應，讓員工充分發揮所長。例如有些團隊的女性成員佔比遠高於男性成員，我們會考慮更多男性參與能否帶來增值，以及如何辦到。」

可持續發展在香港市場尚在初階。在當今世界上沒有人能獨善其身，如果我們希望為社會帶來更多實質轉變，應該由做好本身的工作著手。Ada將對社會的關懷延伸至更廣泛的領域，她不單止是地產和投資信託基金行業的活躍領袖，還出任「亞太房地產協會」的香港分會主席。Ada說：「我們致力推動房地產業邁向更佳發展。香港分會籌劃一系列講座，希望令更多人認識行業的可持續發展，以及了解其為商界和社會帶來的正面價值。」



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