

# Directors Of The Year 2008 Awards

## Ambassador Linda Tsao Yang 楊曹文梅大使

Non-Executive Director 非執行董事

Non-Executive Independent Director, Bank of China (Hong Kong)  
中國銀行(香港)有限公司獨立非執行董事

楊曹文梅大使

# AMBASSADOR LINDA TSAO YANG



Asian Corporate Governance Association 2008 Conference, Mumbai, 2008



Asian Corporate Governance Association 2005 Conference, Singapore, 2005

### Citation of the Panel of Judges

Madam Yang is a well-respected figure in the corporate governance field in the banking industry. She is very committed to the implementation of corporate governance practices at the Bank of China (Hong Kong), where she is a driving force in setting the goals and strategies of the board, budgeting, formulating remuneration policies and succession planning. She also emphasizes the importance of a questioning and skeptical approach in serving as an independent director.

### 評審團評語

楊女士在銀行界中的企業管治領域德高望重，致力於在中國銀行（香港）推行企業管治實務。她積極推動銀行的董事會定立目標和策略、編制財政預算、策劃薪酬政策及承傳計劃。她亦強調作為獨立董事應抱獨立的態度，主動提出質疑。

### Message from Awardee 得獎者的話

I am greatly honored and, at the same time, humbled by the award. The achievements that have been so generously attributed to me, are not the work of me alone but the joint effort of many: my colleagues on the board of The Bank of China (Hong Kong), management, and very importantly, staff at the bank. I would like to take this opportunity to share the award with all of them.

香港董事學會榮賜我這珍貴的獎狀，真是受之有愧，其實歸功我的一切，不是我一個人能做到的，是我們中銀香港的各位董事、管理層和銀行員工，共同努力的成就，我樂與他們分享這榮譽。

Corporate governance captured my interest back in the late 1970s during an era of "Green mail". I have worked on it ever since. I have found that the pursuit of excellence in corporate governance is a journey, a labored journey that constantly tests your confidence, your patience, and your belief that the merits of good governance will be recognized and understood by corporate leaders, policy makers, and investors. But one has to soldier on inch by inch. You take every setback as another opportunity to sharpen your message, to build consensus to move good governance forward. And never, never lose your confidence that, in time, fair governance practices focused on clear delineation of responsibility, relevant authority, and accountability will prevail. As my mother would say, "Just work at it."

我對公司治理的關注，始於一九七零年代末“綠票詭詐”時期。多年來的經驗和教訓，使我深深的感到，做好公司治理，是一個漫長不斷的艱苦路程。總是在考驗你對推進良好公司治理的信心與耐性，你的信念會使你獲得企業領導者、政策制定者和投資者所承認和理解。可是，你必需一步一步的迎難而上，把每一個艱難當成一個難得的機會去深化訊息、建立共識、推動良好公司治理。堅信總有一天，一套責任明確、權限清晰及問責透明的公司治理制度將會受到各界人士的認同，一起實地推進和落實。我總記得我母親的忠告：“為之努力吧！”