

The Hong Kong Productivity Council Wins Directors Of The Year Awards Zhang Mengying

香港生產力促進局理事會獲頒傑出董事獎



▲ HKPC Council members come from a wide range of industries, providing constructive advice and insight from different perspectives. 生產力局理事會成員來自不同界別，從多角度提供有建設性的意見和見解。

The Council of the Hong Kong Productivity Council (HKPC) has been awarded the Directors Of The Year Award 2021 in the Statutory/Non-profit-distributing Organisations category as well as the Special Recognition of Excellence in Board Diversity Award by The Hong Kong Institute of Directors. The awards are a testament of the HKPC's good corporate governance practices overseen by the HKPC Council.

The HKPC pursues the mission of driving technologies to enhance the productivity of Hong Kong enterprises, with a view to turning Hong Kong into an international innovation and technology hub. Against this mission and vision, HKPC provides a comprehensive range of services anchoring on six strategic areas: small and medium enterprise (SME) and start-up support, digitalisation, and cyber security, FutureSkills, intelligent manufacturing, reindustrialisation, and smart and green living.

Mr Willy Lin, Chairman of the HKPC, said that the year 2022 marks the 55th anniversary of the organisation. Since its establishment, the HKPC has been committed to helping Hong Kong enterprises upgrade and transform through adopting new technologies and nurturing technological talents.

To achieve this, the HKPC management work closely with Council Members for guidance and advice on development strategies, industry needs, market trends and best practice in internal operation.

“Our Council Members provide constructive advice and insight from different perspectives and actively participate in HKPC’s initiatives and programmes,” said Mr Lin.

Bringing together diverse thinking to enhance internal governance

Mr Lin attributes winning the Directors Of The Year Awards and Special Recognition of Excellence in Board Diversity to the efforts of the whole Council. As the special recognition suggests, the HKPC Council embraces diversity to draw upon a broad spectrum of expertise, experience, and insight from Council Members to lead the organisation to grow and flourish.

“Non-government members of the Council come from a wide range of industries, from manufacturing, finance, legal, to accounting. There are also representatives from the academia. They help us understand market trends and their good governance practices,” said HKPC Executive Director Mr Mohamed D Butt.

In addition, there are also labour representatives in the HKPC Council to offer advice on labour rights and relations, to promote amicable relations and mutual understanding between employers and employees.

In addition to the diverse background of the Council Members, Mr Butt pointed out that the gender ratio is also relatively high even among public organisations, with 57



▲ Mr Willy Lin, Chairman of HKPC (left) and Mr Mohamed D Butt, Executive Director, HKPC (right)
生產力局主席林宣武先生(左)及生產力局總裁畢堅文先生(右)

percent male and 43 percent female members in the Council.

Mr Lin added that the diversity of the Council Members helps HKPC understand current industry trends and enhance market sensitivity. With new members from different backgrounds joining the Council every year, the HKPC benefits from the new ideas brought in. It pushes them to go beyond established boundaries to develop new service offerings to help the local industry thrive under the ever-changing

market environment.

“We welcome Council Members, who are leaders in their own industries, to share with us their concepts and ideas so that HKPC can expand its knowledge and networks,” said Mr Lin.

“Council Members can let us know what’s going on in society today and make sure that the solutions that the HKPC develops are up-to-date,” he added.

HKPC is a government-supported public organisation that receives 28 percent of its annual funding from the Government and provides integrated support services to enterprises on a self-financing basis. Both Mr Lin and Mr Butt noted that for such an organisation, corporate governance plays a key role in ensuring efficiency in operation.

Mr Lin likens companies and institutions to trees.

“Without effective corporate governance, a tree will slowly rot from within,” he stressed.



▲ Mr Willy Lin (right), Chairman and Representative of The Council of Hong Kong Productivity Council, received “Directors Of The Year Award 2021” presented by Dr Carlye Tsui (left), CEO of HKIoD.
生產力局主席林宣武先生(右)代表生產力局於香港董事學會行政總裁徐尉玲博士(左)接過「2021年度傑出董事獎」獎座。

The HKPC has also enhanced its internal governance, which is conducive to the organisation's proper operation.

The Council has an Audit Committee that oversees all compliance matters, and the audit team reports directly to the Audit Committee Chairman to ensure fairness and impartiality, Mr Butt said.

“The HKPC is a public organisation, but at the same time we are engaged in a large number of commercial projects. Every time we hold a town hall meeting, the executive director emphasises the importance of compliance and integrity to staff members,” said Mr Lin.

“We also invite the ICAC to review our operations and conduct training from time to time to ensure that a compliance culture is embedded in our internal systems and standards and the daily workflow of every staff member,” he added.

Listening to the industry and developing tailored strategies

In a fast-changing market, Mr Lin values the understanding of market and industry developments.

In 2021, the HKPC commissioned PwC to conduct a study to assess the socio-economic benefits that HKPC brings to industry. The results showed that for every dollar of public funding that the HKPC receives, it generates HK\$8.7 in economic benefits for Hong Kong.

Such encouraging results are due to the HKPC's understanding of market trends, so it has the confidence and ability to lead the industry and create economic benefits.

Mr Lin states that the HKPC has a “3C principle” to grasp market trends and strengthen corporate governance, namely Communication, Collaboration and Caring.

The ultimate goal behind understanding industry dynamics is to provide timely and appropriate support for industry, which is particularly important during the pandemic.

In this regard, the HKPC has made efforts in many areas.

Mr Lin shared that HKPC conducted a large-scale industry consultation exercise between late 2020 and early 2021 and held 83 industry consultation sessions to collect views from stakeholders on the future direction of HKPC. The sessions were attended by 113 trade associations and organisations, representing over 46,000 members.

“These companies were open in sharing their views with us, which is very helpful for our future work,” Mr Lin said.

In terms of Government funding support, the HKPC has observed that many industry players are not fully aware of Government funding schemes which provides financial support to local companies to meet challenges and seek new opportunities.

With the support of different government departments, HKPC has organised the SME Fund Fair as an annual event since 2019, with the aim to introduce over 50 Government funding schemes in Hong Kong and Mainland China to SMEs. The event includes free one-on-one consultation for SMEs and start-ups in different sectors.

At the same time, HKPC organises exhibitions with different themes to keep different industries up-to-date on the latest technology developments and industry trends. The events also serve to create a platform for idea exchanges between different industries.

In response to the growing interest in Environment, Social and Governance (ESG), the HKPC has set its goal to achieve carbon neutrality by 2040. “Green tech” will



▲ HKPC organises exhibitions with different themes (such as 5G Future Hall shown here) to keep industries up-to-date on the latest technology developments to promote cross-sectoral idea exchanges.

生產力局定期舉辦不同主題展覽(5G新世代應用展館)，讓不同業界了解最新的科技發展及行業趨勢，讓不同業界交流對話。

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14/7	2:15pm - 4:15pm	Data Protection in Property Management Practices 物業管理的資料保障	\$750/ \$600*
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also be the theme of an exhibition in HKPC in the first half of 2022/23 year.

The organisation is working hard to promote ESG, trying to introduce the core of it to enterprises and teaching them how to achieve ESG requirements more effectively and easily.

Mr Lin said that ESG is not just a report, companies should evaluate and improve every step of their production before they can reap the benefit of ESG to achieve sustainability development.

He thinks that ESG should be considered as a worthwhile investment for companies with a looking forward stance. “If a company does not do well in environmental protection, it will need to purchase carbon credits in the future,” Mr Lin pointed out.

“But if they prepare for ESG early and introduce ESG standards in their production lines, they will ultimately earn carbon credits. Investing in and buying greener machine is not a waste, it is a production tool.”

Mr Butt added that many SMEs do not even know what ESG means yet. However, international conglomerates are more aware of its importance and impact.

“Nowadays, many foreign manufacturers will assess suppliers’ ESG qualification when they buy goods from Mainland China or Southeast Asia, with a score given to potential suppliers. Only when the suppliers reach a certain score can they make a deal. To help Hong Kong companies catch up on the trend, the HKPC provides ESG consultation services,” said Mr Butt.

Using technology to meet market challenges



▲ HKPC Council and Standing Committee meetings are held regularly
生產力局理事會及常務委員會定期開會

The COVID-19 pandemic has accelerated the digital transformation of companies. It has always been the HKPC’s goal to empower businesses with technology.

For SMEs, it is especially important to use technology to meet market challenges, but they rarely have the time and ability to access relevant information.

“When companies come to us, Mr Butt will lead a team to discuss with them on how to solve their pain points and difficulties, and provide a ‘one-stop’ solution,” said Mr Lin.

“There are millions of technologies in the world, and the goal of the HKPC is to introduce the right ones to companies.

Based on his observation, Mr Lin said that with the increasing adoption of smart technologies in the manufacturing industry, there will be more jobs related to FutureSkills.

He believes that FutureSkills include the ability to manage and adapt to advanced technologies. Companies having advanced

technologies will stay competitive in market by achieving intelligent production and meeting international standards.

Mr Butt also believes that digitalisation is a major trend in the future, and that the management of a company should adopt intelligent management and production processes in order to maintain its competitiveness. 

香

港生產力促進局（生產力局）理事會榮獲香港董事學會頒授2021年度「法定／非分配利潤組織」組別的「傑出董事獎」及董事會多元化卓越嘉許獎，展示生產力局在理事會成員監督下實現有效的內部管治。

生產力局的使命是推動科技發展，提高香港企業的生產力，促進香港成為國際創新科技中心。為實踐以上使命，生產力局為企業提供全方位綜合服務，涵蓋六大範疇包括中小企及初創企業支援、數碼轉型及網絡安全、培訓未來技能、推動智能製造、加速香港再工業化，以及發展智慧及綠色生活應用技術。



▲ HKPC organizes a variety of activities with participation of government officials and industry members

生產力局舉辦不同活動，邀請政界及業界參與

生產力局主席林宣武先生表示，今年正值生產力局成立55週年，自成立以來致力透過創新技術和培育人才，協助香港企業升級轉型。

為此，生產力局管理層與理事會成員緊密合作，在發展策略、行業需求、市場趨勢及優化內部運作上提供指導和建議。

林主席介紹：「我們的理事會成員從不同角度提供有建設性的意見和見解，並積極參與生產力局的工作。」

凝聚多元思維 提升內部管治

林主席表示，今次獲頒「傑出董事獎」及多元化卓越嘉許獎，主要有賴整個團隊的努力。這個獎項引證了生產力局理事會的多樣性，憑藉理事會成員廣泛的專業知識、經驗和洞察力引領機構穩健成長及蓬勃發展。生產力局總裁畢堅文先生介紹：「理事會成員中非政府成員來自不同行業，有製造業、金融界、也有法律界、會計界等範疇，也有來自學術界的代表，有助我們了解市場趨勢及良好的企業管治思維。」

此外，生產力局理事會中也有勞工界代表，

分享有關勞工權益和勞資關係的建議，以促進勞資雙方的友好關係和理解。

除了理事會成員背景多元化，畢總裁指出，生產力局理事會成員的男女比例為：男57%：女43%，在公營機構中屬相當不俗。

林主席補充，理事會成員的多樣性有助生產力局了解當前的行業趨勢，提高市場敏感度。他介紹，每年都有來自不同背景的新成員加入理事會，有助刺激新思維，跳出框框，從而開拓新的服務，助本地企業在充滿變化的市場中蓬勃發展。

他說：「我們歡迎各行各業有經驗的理事會成員分享他們的理念和想法，助生產力局增進知識和拓展網絡。他們讓我們緊貼社會大小事，從而確保生產力局制定出來的方案是貼地的。」

生產力局是由政府支持的公營機構，每年獲資助28%的經費，以自負盈虧的方式為企業提供綜合支援服務。林主席及畢總裁表示，有效的企業管治在確保機構順利營運中擔當著重要角色。

林主席將企業、機構比喻為一棵樹，他直言，沒有有效的企業管治，一棵樹會從內部

慢慢腐爛。

生產力局亦提升內部管治，有利於機構的合規營運。畢總裁介紹，理事會設有審計委員會，監管所有合規事務，審計團隊直接向審計委員會主席匯報工作，以確保公平公正。

林主席說：「生產力局是一個公營機構，但同時我們接觸大量商業項目，每逢Town Hall大會，總裁都會和員工強調合規、誠信的重要性。我們不時會邀請ICAC來審查我們的營運、培訓是否達標，以確保所有內部系統和規條、以及員工的日常工作流程符合標準。」

聆聽行業聲音 制定貼地策略

在瞬息萬變的市場經濟中，把握行業先聲，擁有「市場觸覺」，是林主席相當看重的要素。

2021年，生產力局委託PwC（羅兵咸永道）作為第三方機構進行研究，評估生產力局為業界帶來的社會經濟效益。結果得出，生產力局每接受1元的公帑，可以為香港社會產生8.7元的經濟效益。

如此鼓舞人心的結果全因生產力局對市場趨勢有充分把握。具備對市場趨勢的把握，才有信心及能力引領行業，進而創造經濟效益。

林主席總結，生產力局有一個3C原則來把握市場動向及鞏固企業管治，就是溝通（communication）、協作（collaboration）及關愛（caring）。3C的目標最終是了解業界動態，作出適時、適切的支援，這一點在疫情之下尤其重要。

在這一方面，生產力局作出多方努力。林主席介紹，生產力局於2020年底至2021年初進行了大規模的業界諮詢，舉辦了83場業界諮詢會集思廣益，從中訂出生產力局未來發展的方向。共有113家商會和機構參與諮詢，代表超過46,000名會員的聲音。



▲ Council members visit HKPC to understand its latest developments and R&D achievements. 理事會成員參觀生產力大樓，以了解該局最新發展及科研成果。

他續言：「這些企業非常坦承地和我們分享他們的心聲，有助我們未來工作的開展。」

在政府資助基金方面，許多業界人士並不了解政府提供的資助計劃內容。故此，生產力局和不同的政府部門合作，自2019年起每年舉辦中小企政府資助基金博覽（SME Fund Fair），旨在介紹香港及中國內地逾50項政府資助基金資訊及支援計劃。展覽現場更為不同行業的中小企和初創企業提供「一對一」免費諮詢服務。

同時，生產力局亦會定期舉辦不同主題展覽，讓不同業界了解最新的科技發展及行業趨勢，提供平台讓不同業界交流對話。

有見環境、社會和企業管治（Environment, Social and Governance, ESG）漸受關注，生產力局亦訂下2040年實現碳中和的目標，並會於2022/2023上半年設立綠色科技展館（Green Hall）。

生產力局着力推動ESG，致力向企業介紹ESG核心，以及通過什麼方式可以更加有效地、簡易地達到ESG要求。

林主席直言，ESG並不只是一份報告，企業應該對生產的每一個環節進行評估和改進，

方可享受ESG帶來的效益，實現可持續發展。

他介紹，對有前瞻性的公司而言，ESG應被視為值得投資的項目：「如果企業在環保方面做得不好，將來亦需要購買碳信用（Carbon Credit）。但如果及早佈局，在生產線上已經引入ESG的標準，實際上已經是賺取碳信用了，積少成多。投資、購買更加環保的機器，不是消耗資金，而是生產工具。」

畢總裁補充：「許多中小企業甚至不知道ESG包含什麼，然而，國際企業更加意識到其重要性和影響。現在很多外國廠商到內地或東南亞採購時會對供應商做ESG評估，給他們打分。只有達到某個標準的分數才能夠採購。為了幫助本地企業趕上潮流，生產力局也有就此提供諮詢服務。」

利用科技 應對市場挑戰

新冠肺炎疫情加速企業數碼轉型。而運用科技給企業賦能，一直是生產力局的目標。

對於中小企業，運用科技應對市場挑戰尤其重要，但他們甚少有機會、能力接觸到

相關資訊。

林主席介紹：「每逢企業到訪，總裁都會帶領團隊和企業商量如何解決他們的痛點，給予一個『一站式』的方案。世界上有千萬種科技，生產力局的目標就是將合適的科技介紹給企業，我們並不需要高端的火箭科技（Rocket Science），最重要是企業用得稱心、合適。」

林主席觀察總結，隨著製造業越來越廣泛採用智能技術，將會有更多與未來技能（FutureSkills）相關的工種。他認為，未來技能主要包括管理的能力與適應先進科技的能力。擁有先進技術的企業將透過實現智能生產和達至國際標準，在市場上保持一定的競爭力。

畢總裁亦認為面對未來，數字化是一個重大的趨勢，企業的管理層應該採用智能化管理模式及生產流程，企業方可保持競爭優勢。 

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香港董事學會為香港代表專業董事的首要組織，其宗旨是促進所有公司的持久成就；為達成使命，

學會致力提倡優秀企業管治與釐訂相關標準，以及協助董事的專業發展。

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