

# Best Corporate Governance Awards 2017

## Judges' Report



Hong Kong Institute of  
**Certified Public Accountants**  
香港會計師公會

# 2017 最佳企業管治大獎

## Best Corporate Governance Awards

### Hang Seng Index Category

Diamond

CLP Holdings Limited

Gold

Hong Kong Exchanges and Clearing Limited

### Non-Hang Seng Index (Large Market Capitalisation) Category

Gold

Hysan Development Company Limited

Special Mention

Swire Properties Limited

### Non-Hang Seng Index (Medium Market Capitalisation) Category

Platinum

The Hongkong and Shanghai Hotels, Limited

Gold

Li & Fung Limited

Gold

Pacific Basin Shipping Limited

### H-share Companies and Other Mainland Enterprises Category

Platinum

Lenovo Group Limited

Gold

COSCO SHIPPING Ports Limited

### Public Sector/Not-for-profit Category

Platinum

Airport Authority Hong Kong

Gold

Mandatory Provident Fund Schemes Authority

Gold

Securities and Futures Commission

### Sustainability and Social Responsibility Reporting Awards

Winner - Hang Seng Index Category

CLP Holdings Limited

Winner - Public Sector/  
Not-for-profit Category

Airport Authority Hong Kong

Special Mention - Non-Hang Seng Index  
(Large Market Capitalisation) Category

Swire Properties Limited

### Commendation on Internal Control and Risk Management

Hang Lung Properties Limited

### Commendation on Board and Audit Committee Operation and Functioning

Prudential Plc.

### Commendation on Website Corporate Governance Information

China Telecom Corporation Limited

COSCO SHIPPING International (Hong Kong) Co., Ltd.

Hospital Authority

# Introduction

## Background, Aims and Scope

### *Background*

The annual Best Corporate Governance Awards (“BCGA” or “Awards”) organised by the Hong Kong Institute of Certified Public Accountants (“the Institute”) are now in their 18th year and they continue to be a landmark on Hong Kong’s corporate governance (“CG”) scene.

The Awards play an important role in encouraging improvements in the quality of CG, while reflecting changing attitudes and expectations among shareholders, investors and other stakeholders. This year, the Awards Organising Committee introduced some further refinements to ensure that the Awards can continue to achieve their objectives. These included:

- Separating the category for non-Hang Seng Index (“HSI”) mid-small market capitalisation companies into two categories – one for medium market capitalisation companies and another for small market capitalisation companies. The aim is to encourage companies of different sizes to improve their CG (particularly small and medium-size listed companies) by benchmarking themselves against the best of their peers.
- Refining the new awards introduced in 2016 for specific areas of CG. These are commendations for: (i) internal control and risk management (“IC & RM”); (ii) board and audit committee operation and functioning (“B & AC”); and (iii) website corporate governance information (“website CG”). The purpose is to recognise listed companies and public sector organisations<sup>1</sup> that have performed strongly in these particular and important areas of CG, but whose all-round performance does not quite meet the standard needed to win a diamond, platinum or gold award in one of the main categories.

As always, the Institute wishes to express its gratitude for the continuing support given to the Awards by the Hong Kong SAR Government, financial services regulators, investor groups, and the business, academic and professional communities. The Institute also acknowledges all the companies whose CG is reviewed in the BCGA for agreeing to be assessed against their peers and measured against the highest standards of CG in Hong Kong.

### *Aims and scope*

The BCGA aims to (i) establish benchmarks of CG best practice in Hong Kong and (ii) encourage more companies to refer to those benchmarks and improve their own CG standard.

Primarily through disclosures in annual reports and corporate social responsibility (“CSR”)/ sustainability reports, the reviewers and judges seek to identify those companies that have firmly established good governance and socially responsible and sustainable practices as part of their corporate culture.

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<sup>1</sup> Hereinafter, in this report, the term “companies” is used generally to refer to both listed companies and public sector organisations, unless the context suggests otherwise. In the detailed commentaries on the annual reports of the award winners, references to “company” also include references to the listed group.

## Categories and Judging Criteria

There are six main awards categories, namely:

A. Companies listed on the Hong Kong Stock Exchange (“SEHK”):

### *Main Board*

i. Hang Seng Index (“HSI”)-constituent companies

### *Main Board or Growth Enterprise Market (“GEM”)*

- ii. Non-HSI-constituent companies (large market capitalisation)
- iii. Non-HSI-constituent companies (medium market capitalisation)
- iv. Non-HSI-constituent companies (small market capitalisation)
- v. H-share companies and other Mainland enterprises

B. Public sector/Not-for-profit organisations

In all of the above categories, diamond, platinum and gold awards may be presented. Significant improvement awards (“SIAs”) are available for companies that demonstrate that they have made substantial progress in their CG practices and disclosures, while special mentions are intended for other companies that have made notable efforts to implement good CG.

The judging criteria for the main CG awards cover:

- Overall presentation
- Promptness of reporting
- Quality of disclosure in relation to the following information:
  - CG statement and practices
  - Capital structure
  - Board structure, including composition and diversity, and board functioning
  - Management discussion and analysis, including operating and financial review and strategic outlook
  - Remuneration policy and details of directors’ and senior management’s remuneration packages
  - Nomination committee’s work and policies and nomination processes
  - Risk management and internal control
  - CSR and environmental reporting
  - Connected transactions and relationships
  - Other voluntary disclosures relating to, e.g., audit committees, internal audit and investor relations

- Compliance with the CG-related disclosure requirements of the Companies Ordinance (Cap. 622) (“CO”) and the listing rules governing the listing of securities on the SEHK main board or GEM, as appropriate.
- Quality of presentation of compliance information.

The criteria on risk management and internal control and CSR and environmental reporting have been revised to take account of the upgraded requirements issued by Hong Kong Exchanges and Clearing Limited (“HKEX”).

There are also separate awards for sustainability and social responsibility (“SSR”) reporting and the commendations for the specific areas of CG referred to above. For these awards companies’ performance in the relevant area is assessed on the basis of criteria specifically-designed for that area.

## Review and Judging Procedures

This year, the initial vetting process covered over 700 annual and CSR/ sustainability reports. As indicated above, the primary source of information (except in the case of the awards for website CG) continued to be annual reports and, for the SSR Awards, CSR/ sustainability reports. Annual reports undergo a preliminary review to see whether a more in-depth analysis of the relevant companies’ CG performance is merited. Companies may be filtered out at this stage for a variety of reasons: E.g., if they have a qualified audit opinion (depending on the reasons), their shares have been suspended for a prolonged period, they have been sanctioned by the Securities and Futures Commission (“SFC”), or simply because their standard in key areas of CG is clearly insufficient for them to be considered further.

The reviewers then undertake detailed assessments of the companies that pass the initial vetting stage and produce shortlists of the best candidates to be referred to the judges for final decisions. The work of the reviewers includes the following:

- Main Categories of Awards:  
Performing detailed reviews of CG information to identify the potential awardees, based on the results of two rounds of “quality reviews” and a “compliance review”. The compliance review is conducted on those companies selected for a second quality review (based primarily on their scores), in order to confirm their full compliance with the mandatory CG-related disclosure requirements under the CO and the listing rules, including the latest environmental, social and governance (“ESG”) reporting requirements.
- SSR Awards:  
Conducting a more detailed assessment of the CSR/ sustainability reporting of those companies that obtain high marks in the CSR section in the first quality review and others known to be leaders in Hong Kong in this area of reporting.

- Commendations for specific areas of CG:

Additional assessments are performed on the companies which, during the first round of quality reviews, achieve high scores on IC & RM or B & AC, as appropriate. For the evaluation of website CG, the candidates are identified during the initial vetting process and then the information provided on their website is given a more detailed assessment.

- SIAs:

Companies are invited to nominate themselves if they consider that they have made substantial improvements to their CG. If necessary, interviews will be conducted to hear directly from the companies concerned about the improvements that they have made to their CG practices.

## Judging Considerations

BCGA focuses on voluntary information in annual reports (or CSR/ sustainability reports), and CG structures, processes and practices that exceed the statutory and regulatory requirements and which are indicative of a strong CG culture. The reviewers and judges will also consider other publicly-available information, including news and media reports that may reflect on companies' actual CG practices.

The reviewers and judges assess the scope of CG-related information, the quality of the information provided, both form and substance, and the standard of the related governance practices. They endeavour to take an overall view of a company's CG performance and gain an impression as to whether a good CG culture has been established within that company. They also consider whether efforts are being made towards further improving standards. Where applicable, they will consider the transparency of information contained in companies' annual reports on matters of public interest or concern that may reflect on the CG of those companies.

## Recent Corporate Governance Developments

CG around the world continues to develop, in terms of regulatory changes and non-government initiatives. This applies no less to Hong Kong than other major markets. Some of the notable developments since the conclusion of the 2016 Awards, both domestic and international, are mentioned below.

### *Hong Kong*

In January this year, HKEX published a report *Review of Disclosure in Issuers' Annual Reports to Monitor Rule Compliance*<sup>2</sup> on the findings and recommendations from its review of listed companies' annual reports for the financial year ended between January and December 2015. In general, HKEX appeared to be satisfied with companies' disclosures but found that they could further improve their disclosure of information to enhance accountability to shareholders. Matters of particular relevance to the Awards included:

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<sup>2</sup> For this and other references in the Judges' Report, see the Appendix

- Regarding the business review section in the management discussion and analysis:

Sufficient information should be provided to make a reasonable assessment of business and financial performance, especially in relation to principal risks and uncertainties, environmental policies and compliance with relevant laws and regulations, key relationships with employees, customers and suppliers, and financial key performance indicators (“KPIs”).

- Continuing connected transactions:

Internal control procedures should be put in place to ensure that continuing connected transactions will be conducted in compliance with the connected transaction rules. Internal audit should be involved to review these transactions and the adequacy and effectiveness of the internal control procedures.

The findings should be provided to independent directors, who should ensure that they have sufficient information to review the transactions and the internal control procedures.

In June, HKEX launched a consultation to seek public feedback on a package of proposals to broaden capital markets access in Hong Kong and strengthen Hong Kong’s listing regime through two separate consultation papers, namely the *New Board Concept Paper and Consultation Paper on the Review of the Growth Enterprise Market (GEM) and Changes to the GEM and Main Board Listing Rules*. These papers contained proposals aimed at widening capital markets access by opening up to a more diverse range of issuers, improving the quality of the HKEX’s markets and enhancing Hong Kong’s competitiveness as a global financial centre.

In a submission to HKEX on the consultation, regarding companies with non-standard governance structure, including weighted voting rights (“WVR”), the Institute commented that, while there was no objection, in principle, to HKEX exploring the feasibility of permitting companies with different voting right structures to be listed in Hong Kong, changes should not be made without a holistic review of the implications of WVR on investor protection. Companies with WVR structures should explain and justify the adoption of a WVR structure and have effective safeguards to protect the interests of ordinary shareholders before being permitted to list. Furthermore, the overall structure of the market should not be made unnecessarily complicated (e.g., with a proliferation of different boards). From recent public announcements, it would appear that the government/ HKEX is taking these views on board.

Good CG should also encompass good financial reporting. In July 2017, HKEX published *Financial Statements Review Programme Report 2016*, summarising key findings from its latest review of 100 periodic financial reports, released by listed issuers between February 2016 and April 2017. Except for three cases, which were referred to the Financial Reporting Council, HKEX found no significant breaches of the listing rules that required further action. The report also highlighted areas for further improvement, including providing management commentary that is useful for investors, and certain specific recommendations were made in this regard; the need for rigorous assessment on impairment of assets and conducting an early impact assessment

of applying key Hong Kong Financial Reporting Standards (“HKFRSs”) in issue but not yet effective. The report noted that for a financial report to be an effective communication tool, the overarching principle is that the “information provided should be relevant, material and entity-specific”. Directors were also advised to ensure that their finance department has the necessary resources and training to perform its role in financial reporting.

Following a consultation by HKEX on proposed changes to the ESG Reporting Guide in 2016, the corresponding rule amendments, and the upgrading of the general disclosures in the guide from recommendations to “comply or explain”, as well as the revised recommended disclosures, took effect for accounting periods beginning on or after 1 January 2016. Most of the listed companies reviewed in the 2017 Awards, therefore, should already have taken the new requirements into account.

The upgrading of the KPIs in the “Environmental” Subject Area of the guide from recommendations to “comply or explain”, applies to accounting periods beginning on or after 1 January 2017. However, it is noted that some companies have already adopted this change in advance, in their 2016 reports, aiming to provide stakeholders with more information ahead of any requirement to do so.

HKEX has recently published the findings of its latest review of listed issuers’ CG practices, *Analysis of Corporate Governance Practice Disclosure in 2016 Annual Reports*. The review involved analysing the disclosures made by 1,428 issuers (approximately 72 per cent of all issuers listed as at 31 December 2016) in their 2016 annual reports, covering the financial period from 1 January to 31 December 2016. Key findings included:

- 34% complied with all 78 Code Provisions (“CPs”) in the CG Code and CG Report part of the listing rules.
- 94% complied with 75 or more CPs.
- Nearly all complied with 70 or more CPs.
- Issuers with a larger market capitalisation achieved a higher overall compliance rate than those with a smaller market capitalisation.

The last observation, in particular, is consistent with the findings of the Awards’ reviewers and judges that the CG standard of larger companies is on the whole higher than that of small- and medium-size entities.

HKEX has recently published two consultation papers. The more directly relevant paper, *Review of the Corporate Governance Code and Related Listing Rules*, seeks public views and comments on proposed changes to the CG Code and Report, as well as related amendments to the listing rules, covering independent non-executive directors (“INEDs”) and board diversity. The Institute will consider the proposals and provide comments to HKEX where appropriate.

## *International*

Integrated reporting (“<IR>”) continues to impact private and listed entities and public sector organisations.

In Hong Kong, for example, we have seen a number of companies adopting <IR> for ease of presentation. Internationally, this trend is also growing:

- The International Integrated Reporting Council (“IIRC”) reported in a newsletter that, Eumedion, representing institutional investors’ interest in CG in the Netherlands, found that the number of integrated reports published by listed companies in that country increased this year by more than 55%. Accountancy Europe identified <IR> as the most promising initiative in place to improve interconnectivity between financial and non-financial information reporting.
- The Financial Reporting Council in the United Kingdom (“UK FRC”) recently conducted a consultation on amendments to its guidance on the strategic report which encourages businesses to consider a number of issues including non-financial reporting. Welcoming the launch of this guidance, the IIRC CEO stated: “We know that investors increasingly assess the quality of corporate reporting as a proxy for the quality of management, and the evidence shows that businesses practicing Integrated Reporting benefit from lower borrowing costs as well as higher performance.”
- In its report for 2016, IIRC has pointed out that <IR> is becoming more widespread around the world. However, the complexity of the corporate reporting system remains an obstacle to better reporting. Whilst investors are increasingly engaged, it will take time to bring about real behavioural change that builds the bridge between better reporting and better capital allocation.

Family-controlled businesses continue to be an important segment of Asian markets and their CG is, therefore, a matter of interest to the investing public. The CFA Institute has recently published a report, *Corporate Governance for Asian Publicly Listed Family-controlled Firms*, which outlines areas on which to focus due diligence when investing in family-controlled companies and suggests that, to remain competitive, Asian family firms must innovate, expand outside of traditional markets, and professionalise. A robust CG structure will help family firms meet international standards and investor expectations.

COSO, the Committee of Sponsoring Organizations of the Treadway Commission, recently released its highly anticipated enterprise risk management (“ERM”) Framework: *Enterprise Risk Management – Integrating with Strategy and Performance*. It not only highlights the importance of ERM in strategic planning, but also emphasises embedding ERM throughout an organisation, as risk influences strategy and performance throughout the organisation.

Other financial markets are also updating their CG regulations to maintain competitiveness. The UK Government has put forward a number of proposals for CG reform via a green paper on the following three areas:

- Executive pay - Reforms concern company responses to significant shareholder opposition to their executive pay; CEO pay ratio reporting; remuneration committee responsibilities; clearer disclosure with respect to the share-based incentive components of remuneration policies, and increasing the vesting and holding periods for share-based remuneration.
- Greater employee and other stakeholder input at board level - Reforms will involve mandatory disclosure of how boards have regard to non-shareholder interests, adoption by the board of an employee engagement mechanism, and informal guidance in relation to employee and other stakeholder engagement.
- CG in large privately-owned companies - Reforms include a new CG code for such companies and mandatory disclosure of their CG arrangements.

The UK FRC is consulting on some of these proposals as part of its review of the Governance Code; the intention is that the proposed reforms should apply to company reporting commencing after June 2018.

Although Asian countries have generally not been leading the way in the development of CG, many are now giving more attention to raising standards in their markets. The Financial Service Agency in Japan issued a revised Stewardship Code at the end of May 2017, which, among other things, calls for institutional investors to be more actively involved in monitoring the stewardship activities of their asset managers; more proactive in engaging with investee companies and more transparent in disclosing voting decisions. In South Korea, a stewardship code was issued in December 2016; and the Thai Securities and Exchange Commission published a new "*Investment Governance Code for Institutional Investors*", as well as a new edition of its "*Corporate Governance Code for Listed Companies*."

# Commentaries

## Observations in 2017

The judges have maintained the approach whereby diamond, platinum, and gold awards each represent a certain standard of CG quality and are not simply given out to the first, second and third place companies in a particular category.

It is felt that the overall quality of voluntary CG disclosures this year remains similar to last year. However, the 2016 - 2017 reporting cycle is the first period in which all listed companies are required to put in place an ESG report in accordance with the amended ESG Reporting Guide under the listing rules. So, for many companies, particularly small and medium-size enterprises, their resources and attention may have been directed towards understanding and complying with these new requirements, leaving them less able to devote efforts towards enhancing other aspects of their CG during the year.

The judges' decision to give out just one diamond and three platinum awards this year, which is the same as in 2016, is evidence that the standard of voluntary CG improvements has reached a plateau. The judges hope that next year, when the bulk of companies are more familiar with the recent changes in the CG-related requirements, in particular those regarding ESG reporting and risk management and internal control, including internal audit, they will look more holistically at their CG standard and identify where they can improve their practices and provide more and/or better quality information to investors and other stakeholders. At the same time, it should be acknowledged that the regulatory changes mentioned above have raised the bar and have resulted in more extensive disclosures in annual reports. It is important that companies use these changes as an opportunity to establish more effective and integrated internal processes and to improve their communication with stakeholders, and do not simply treat them as a further exercise in compliance and box ticking.

On the positive side, overall, the judges are giving out three more awards this year, and are pleased to have been able to find the first winners of commendations in the specific areas of IC & RM and B & AC. This is encouraging, albeit the awardees are generally companies with a relatively larger market capitalisation, which can be expected to have more resources available. It is hoped that, in the long run, these commendations will incentivise more companies, particularly smaller companies with less resources, to take action to improve their CG step by step, if they are not able to make more comprehensive changes in one go.

It is disappointing that the judges have not been able to identify any companies in the Non-HSI (Small Market Capitalisation) Category that merit an award, although several companies were shortlisted in the final stages of the competition. This is the first year in which the mid-to-small cap group of companies have been divided into two separate categories and the winners of awards are all in the medium market cap category. While one of the aims of creating two categories was to allow companies of different sizes to be assessed against their peers and, hopefully, encourage keener competition, the judges are not prepared to compromise fundamental standards just to give out more awards. Small cap companies are often growth companies, which are likely to be looking for more investment in the future. It will benefit such companies if they start improving their CG practices and establish a reputation for high standards, with a view to attracting a solid, long-term investor base and reducing their cost of funds as they grow. However, the overall finding in this category is that while companies are performing the basics to a reasonable level, they are not going much, if at all, beyond mere compliance. This is not sufficient to merit one of the Institute's highly-regarded awards for good CG.

There is also some disappointment that no candidates were shortlisted for SIAs. The Institute was pleased to receive several self-nomination forms and applauds and encourages the companies that took that first step; however, after a close examination, the review panel was of the opinion that the improvements identified resulted primarily from changes to the minimum CG requirements, such as those referred to above, or they were not sufficiently above the minimum standard to merit an award. Nevertheless, we thank those companies that submitted nominations and the Institute looks forward to seeing them continuing their improvements with the aim of winning an SIA or other award in the future.

A positive note this year has been the improving scope and quality of website CG information. The judges are pleased to be able to announce more winners of commendations for website CG, including a repeat winner from the public sector.

There are some first-time awardees this year, which is a promising sign, and more companies good enough to be shortlisted, but which, in the end, just fell short of the standard needed to win an award. All of this indicates that the Awards continue to have a constructive and valuable role to play.

## Observations of Judges and Reviewers on Specific Areas of Strength and Weakness

The judges and reviewers wish to highlight a few specific areas of CG performance in the private sector and public sector to be commended and encouraged, as well as areas for further improvement. These include the following:

1. Although the minimum standard of CG has been raised significantly in recent years, by the kind of changes referred to above, e.g., concerning the ESG Reporting Guide and the CG Code provisions on risk management and internal control, including internal audit, and also board diversity, the best performers in most categories are still able to achieve high scores on the strength of their voluntary additional disclosures and practices. These companies are also likely to be early adopters of any changes in requirements, as they see the benefits of a good CG regime to the long-term success and sustainability of the company.
2. The general quality of reporting in relation to risk management and internal control has improved markedly in recent years with more companies exceeding the minimum requirements. Good performers are providing more information about their systems and processes. They categorise and analyse the principal types of risk that they face, describe their control and mitigation measures to address those risks, and also indicate whether the identified risks have increased, decreased or remained the same during the year. This helps investors understand better the nature and patterns of emerging risks.
3. The introduction of upgraded ESG requirements seems to have provided an impetus for some companies to produce more extensive and meaningful CSR/ sustainability reporting. Generally, the reviewers and judges observed a growing maturity in this area of non-financial reporting, reflected in a larger number of SSR candidates shortlisted this year.
4. A number of companies, awardees among them, are progressively moving in the direction of <IR>. This is a welcome development and it can be seen that the provision of key information in the annual reports and CSR/ sustainability reports of those companies that make reference to <IR> is commonly well presented, focused and succinct.
5. In the light of comments above on the importance of good financial reporting, the judges encourage companies and their audit committees to consider, where appropriate, including reference in their annual reports to significant ongoing work on assessing the impact on the company of new and revised financial reporting standards.

6. Some areas where further improvement is still called for include the explanations given for specific appointments and resignations of directors. Shareholders would quite rightly be concerned if they cast their votes for a director who subsequently resigns without an adequate explanation being given.
7. Companies (including public sector organisations), generally, still need to enhance the transparency of the process and criteria for the selection and appointment of directors, including executive directors (“EDs”) and INEDs. Greater commitment needs to be shown by many companies to developing and implementing board diversity policies. The value of having a diverse, knowledgeable and multi-dimensional board should not be underestimated. Experience shows that it is a mistake to believe that having a uniform, compliant and passive board is an advantage to the business.
8. Public sector organisations should consider providing more details on the work done by the board and committees, including the significant matters considered and the corresponding actions taken to address the key issues. Additional information on their whistleblowing policies would also be useful.
9. In the small market cap category, the judges look forward to seeing improvements in areas such as the following: greater representation of INEDs on the board, more substantial disclosures on board and audit committee meetings, and information on whistleblowing arrangements.
10. Even for the better performing companies, the judges point to areas where there is room for them to improve their CG and to learn from best practices and CG requirements in other markets. Areas of possible improvement include: the provision of information on succession planning, particularly in family-controlled businesses; linkages between executive pay and other metrics and KPIs (such as the company’s safety record); further breakdowns of data on work injuries and fatalities (e.g., between employees and contractors); more information on board diversity objectives and the breakdown of gender diversity in the workforce; and more information about board and director evaluations.
11. The judges reiterate the message that companies could do more to improve the disclosure of the remuneration packages of their senior management, and the breakdown of these. It is an area where only a few companies are doing enough. This is regarded as relevant and important information by investors and other stakeholders, particularly on boards where there are many non-executive directors (“NEDs”) and few EDs.
12. More companies are engaging a third party to perform limited assurance on their ESG reports, although the nature and scope may vary between reports. While, in principle, assurance is useful, on the grounds that it may add to the confidence investors have in such reports, because there is currently no standardised format or approach, some judges are of the view that voluntary practices in this area should not be stifled, but should be encouraged to continue and be given the time and space to develop.

# Hang Seng Index Category

## DIAMOND AWARD

### CLP Holdings Limited

#### Board of Directors:

##### EXECUTIVE

Richard Kendall Lancaster (Chief Executive Officer)  
Geert Herman August Peeters

##### NON-EXECUTIVE

The Hon Sir Michael Kadoorie, *GBS* (Chairman)  
William Elkin Mocatta (Vice Chairman)  
John Andrew Harry Leigh  
Andrew Clifford Winawer Brandler  
Lee Yui Bor

##### INDEPENDENT NON-EXECUTIVE

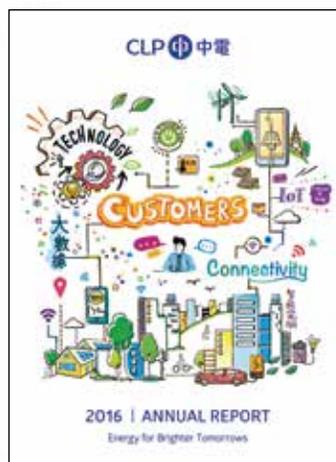
Vernon Francis Moore, *BBS*  
Sir Roderick Ian Eddington  
Nicholas Charles Allen  
Cheng Hoi Chuen Vincent, *GBS, OBE, JP*  
Law Fan Chiu Fun Fanny, *GBS, JP*  
Lee Yun Lien Irene  
Zia Mody

#### Audit Committee:

Vernon Francis Moore, *BBS* (Chairman)  
Nicholas Charles Allen  
Law Fan Chiu Fun Fanny, *GBS, JP*  
Lee Yun Lien Irene

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. CLP Holdings Limited (“CLP”)’s Annual Report, which adopts <IR>, continues to stand out amongst its peers in terms of presentation and content. The report is easy for non-technical readers to understand, helped by the graphics, charts and diagrams.
2. The chairman and CEO demonstrate long-term strategic thinking, with climate change and technological advancement being identified as two key factors that define the company’s operating environment.
3. The board of CLP has 14 directors, with more than half being INEDs. As only two EDs sit on the board, the company’s senior management plays a key role in running the business; their detailed profiles are disclosed, demonstrating that the company is led by a professional team. An independent performance evaluation of the board was conducted by a third party, with the result published on the company’s website.
4. There is a discussion of the policy and principles underlying the determination of the remuneration of NEDs, including the various indicators to which CLP refers to help in the process.
5. CLP also discloses details of the remuneration of the senior management by base remuneration, allowances and benefits, annual incentives, long-term incentives and provident fund contributions. This good practice is still rare among Hong Kong listed companies and public sector organisations.
6. The report again includes an “Accounting Mini-series” section, which illustrates a new hedging accounting model under HKFRS 9 by providing examples, using plain language and diagrams. This remains a useful part of the presentation and disclosure in CLP’s Annual Report.
7. Since early 2000, CLP has used the publication of the annual reports and sustainability reports to act as a vehicle for promoting the company’s charity initiatives, i.e., making donations to relevant beneficiaries, subject to a cap.
8. CLP publishes a separate Sustainability Report together with an “In Essence” version which focuses on the most material topics. Further details can be found under the SSR Awards, pages 38-39.

# Hang Seng Index Category

## GOLD AWARD

### Hong Kong Exchanges and Clearing Limited

#### Board of Directors:

##### EXECUTIVE

LI Xiaojia Charles (Chief Executive)

##### INDEPENDENT NON-EXECUTIVE

Chow Chung Kong\*, *GBS, JP* (Chairman)

Apurv Bagri

Chan Tze Ching Ignatius, *BBS, JP*

Freshwater Timothy George\*

Fung Yuen Mei Anita\*, *BBS, JP*

Gil-tienda Rafael\*

Harrison John Barrie\*

Hu Zulu Fred

Kwok Chi Piu Bill, *JP*

Lee Kwan Ho Vincent Marshall, *BBS*

Leung Ko May Yee Margaret\*, *SBS, JP*

Williamson John Mackay McCulloch

Wong Sai Hung Oscar

\* Government Appointed Directors

#### Audit Committee:

Harrison John Barrie (Chairman)

Chan Tze Ching Ignatius, *BBS, JP*

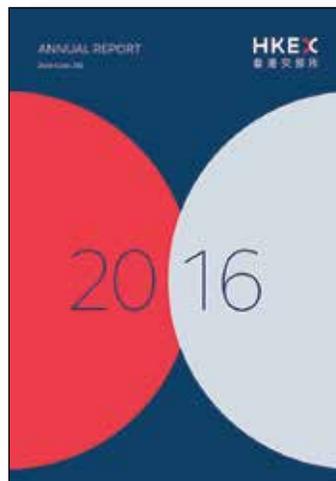
Fung Yuen Mei Anita, *BBS, JP*

Kwok Chi Piu Bill, *JP*

Williamson John Mackay McCulloch

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. The Annual Report of HKEX incorporates useful tables and charts, and is well structured in terms of reporting governance-related issues.
2. The “Corporate Governance” section includes informative content on board diversity, directors’ training and the responsibilities of the directors, chairman and CEO. 12 out of 13 of HKEX’s directors are INEDs. An external consultant was engaged to conduct board evaluations for the company and certain subsidiaries.
3. The report states explicitly the board’s overall responsibility for evaluating and determining the nature and extent of the risks, which include ESG risks, that the company is willing to take in achieving its strategic objectives, and for maintaining sound and effective risk management and internal control systems, as well as for reviewing the systems. HKEX faces a number of principal risks and uncertainties which are explained in a table, together with its key mitigation measures.
4. HKEX adopts a recommended CG Code practice in disclosing the remuneration of the company’s senior management on an individual and named basis, enhancing transparency to the investor community and the public.
5. The company has established an ESG committee. This is led by the board chairman, which is not common in other entities and demonstrates a positive commitment from the top in this important area of CG-related practices and disclosure.
6. HKEX has published a separate CSR report which makes effective use of cross-references, graphics, tables and charts and provides information on its CSR performance in the four cornerstones of marketplace, workplace, community and environment.

# Non-Hang Seng Index Category (Large Market Capitalisation) Category

## GOLD AWARD

### Hysan Development Company Limited

#### Board of Directors:

##### *EXECUTIVE*

Irene Yun Lien Lee (Chairman)

##### *NON-EXECUTIVE*

Hans Michael Jebsen, *BBS*

Siu Chuen Lau

Anthony Hsien Pin Lee

Chien Lee

Michael Tze Hau Lee

##### *INDEPENDENT NON-EXECUTIVE*

Frederick Peter Churchouse

Philip Yan Hok Fan

Lawrence Juen-Yee Lau

Joseph Chung Yin Poon

#### Audit Committee:

Joseph Chung Yin Poon (Chairman)

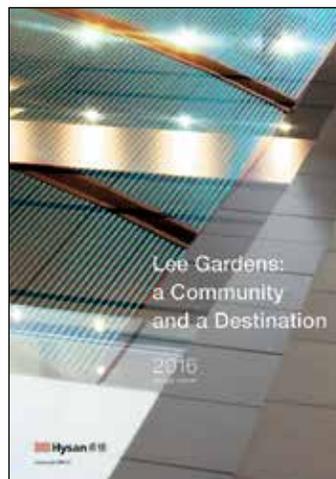
Frederick Peter Churchouse

Philip Yan Hok Fan

Anthony Hsien Pin Lee

#### Auditors:

Deloitte Touche Tohmatsu



## Findings

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1. Hysan's Annual Report is not unduly lengthy, yet it covers the key features of good CG succinctly and in a well-presented way, including risk management and internal control and the company's performance against the upgraded ESG Reporting Guide and CG Code.
2. The company indicates where its practices exceed the CG Code provisions, demonstrating Hysan's strong commitment to high standards of CG.
3. The board comprises a majority of non-executive members, including four INEDs. Board evaluation of the full board and committees is facilitated by means of questionnaires and in 2016 this was enhanced via an electronic platform. The scope of evaluation is wide, including (i) board's roles (including director responsibilities and relationship with the committees); (ii) board composition (size; knowledge, experience and skills; independence); (iii) board meetings and processes (including satisfaction with the integrity of financial statements and accounting policies; risk management process); board actions (including strengths and weaknesses); and (iv) training.
4. Hysan has further enhanced its risk management and internal control plan to cover cybersecurity, one of the emerging risks, and a whistleblowing policy to allow whistleblowers to raise concerns to a designated independent third party, who reports to the Audit Committee.
5. Hysan has informative disclosures on treasury and capital strategy and management, assisted by diagrams.
6. There is detailed cross-referencing with the revised ESG Reporting Guide in the "Responsible Business" section of the report. This covers the areas of environment, workplace quality, health and safety, community contributions, etc.

# Non-Hang Seng Index Category (Large Market Capitalisation) Category

## SPECIAL MENTION

### Swire Properties Limited

#### Board of Directors:

##### EXECUTIVE

John Robert Slosar (Chairman)  
Guy Martin Coutts Bradley (Chief Executive)  
Mei Shuen Michelle Low

##### NON-EXECUTIVE

Martin Cubbon  
Patrick Healy  
Siang Keat Raymond Lim  
Merlin Bingham Swire

##### INDEPENDENT NON-EXECUTIVE

Stephen Edward Bradley  
Cho Chak John Chan, *GBS, JP*  
Lily Ka Lai Cheng  
Paul Kenneth Etchells  
Spencer Theodore Fung  
Sing Cheong Liu, *JP*  
May Yihong Wu

#### Audit Committee:

Paul Kenneth Etchells (Chairman)  
Martin Cubbon  
Cho Chak John Chan, *GBS, JP*

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. The highlights in Swire Properties' 2016 Annual Report achieve a good balance between business performance and social responsibility.
2. The company is committed to ensuring that its affairs are conducted with high ethical standards, as indicated in its statement of governance culture. The company has put in place a number of measures in relation to procedures and internal controls for the handling and dissemination of inside information.
3. The Annual Report contains a clear statement of the board's responsibilities for risk management, based on the relevant CG Code principle, which include evaluating and determining the nature and extent of the risks the company is willing to take and ensuring that the company establishes and maintains an effective risk management and internal control system.
4. Notes to financial statements are supported by relevant accounting policies and, where applicable, critical accounting estimates and judgments made, for investors' and the reader's easy reference and understanding; the company's disclosures under "Property, Plant and Equipment" provide an example of this.
5. The company discloses key business strategies, providing additional information on how shareholder value will be created over the long term.
6. Swire Properties discusses highlights of its sustainable development strategy, SD2030, which is given impetus by the chief executive becoming the chairman of the company's Sustainable Development Steering Committee in 2016. The strategy covers places, people, partners, and environment and economic performance. The company also publishes a separate Sustainable Development Report. Further details can be found under SSR Awards, page 41.

# Non-Hang Seng Index Category (Medium Market Capitalisation) Category

## PLATINUM AWARD

### The Hongkong and Shanghai Hotels, Limited

#### Board of Directors:

##### EXECUTIVE

Clement King Man Kwok (Chief Executive Officer)  
Peter Camille Borer  
Matthew James Lawson

##### NON-EXECUTIVE

The Hon Sir Michael Kadoorie, *GBS* (Chairman)  
Andrew Clifford Winawer Brandler (Deputy Chairman)  
Ronald James McAulay  
William Elkin Mocatta  
John Andrew Harry Leigh  
Nicholas Timothy James Colfer

##### INDEPENDENT NON-EXECUTIVE

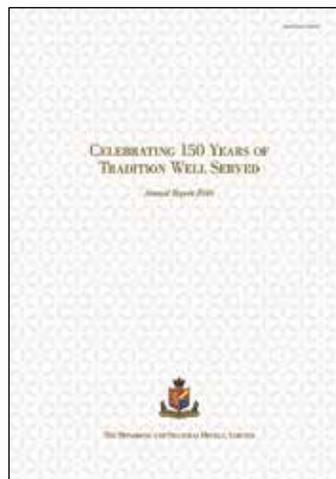
The Hon Sir David Kwok Po Li, *GBM, GBS, OBE, JP*  
Patrick Blackwell Paul, *CBE*  
Pierre Roger Boppe  
William Kwok Lun Fung, *SBS, OBE, JP*  
Rosanna Yick Ming Wong, *DBE, JP*  
Kim Lesley Winsler, *OBE*

#### Audit Committee:

Patrick Blackwell Paul, *CBE* (Chairman)  
William Kwok Lun Fung, *SBS, OBE, JP*  
Andrew Clifford Winawer Brandler

#### Auditors:

KPMG



## Findings

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1. The Annual Report of The Hongkong and Shanghai Hotels, Limited (“HSH”) looks at the company’s past, present and future, and reflects on the Peninsula hotels’ tradition and glamour in a series of photographs, as it celebrates its 150th anniversary.
2. The report has moved further towards <IR>, providing a connected view of the different aspects of the company’s performance.
3. The majority of the board is non-executive, accounting for 80% of the 15 board members and including six INEDs. Boardroom diversity has been improved by taking into account a diverse mix of skills, knowledge, age, race, gender and experience. Gender diversity extends to the senior management/ key functions level, where there is close to a numerical balance.
4. HSH describes in a table its principal risks, including the risks of declining spending on luxury goods, cybersecurity and terrorism, whether these are increasing or remain the same, and the underlying key controls and risk treatments. The rationale for changes in principal risks is also provided.
5. HSH’s report contains a business and financial review section, supported by tables, charts and statistics to analyse its performance. Both positive and negative aspects are covered to give a balanced view. There are also interesting discussions on the company’s philosophy of focusing on quality rather than size and on some of the key risks and issues facing the international tourism and hotel industries.
6. In a section entitled, “Training for the Future”, the report emphasises the importance of people to the business and introduces the company’s Corporate Management Trainee (CMT) programme, as well as several of the employees on the programme. The CMT strives to retain and nurture future leaders for a long career with the company.
7. HSH has published a separate Corporate Responsibility and Sustainability Report, covering progress towards the company’s Vision 2020 ambitions in areas such as staff development, social responsibility and community service, etc. The company’s auditors have undertaken a limited assurance engagement on elements of the report.

# Non-Hang Seng Index Category (Medium Market Capitalisation) Category

## GOLD AWARD

### Li & Fung Limited

#### Board of Directors:

##### EXECUTIVE

William Fung Kwok Lun (Group Chairman)  
Spencer Theodore Fung (Group Chief Executive Officer)  
Marc Robert Compagnon

##### NON-EXECUTIVE

Victor Fung Kwok King (Honorary Chairman)

##### INDEPENDENT NON-EXECUTIVE

Paul Edward Selway-Swift  
Allan Wong Chi Yun  
Margaret Leung Ko May Yee  
Martin Tang Yue Nien

#### Audit Committee:

Margaret Leung Ko May Yee (Chairman)  
Paul Edward Selway-Swift  
Allan Wong Chi Yun  
Martin Tang Yue Nien  
Jason Yeung Chi Wai\*

\* Attended the Committee meetings as a non-member

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. The Annual Report of Li & Fung Limited addresses a range of issues of importance to the company and its future, including innovation, supply chain development (the theme of the report and the company's new three-year plan) and community service, etc. The corporate message speaks of aiming to help customers navigate the digital economy and to improve the lives of one billion people in the supply chain.
2. Li & Fung confirms its full compliance with all the provisions of the CG Code throughout the year. The board invited the group chief compliance and risk management officer to attend board meetings to enhance independent reporting of CG matters. To further enhance communication between the group chairman and the NEDs, four separate meetings were held in 2016 without other EDs present. The board held eight meetings during the year with an average attendance rate of 98%.
3. The company introduces its new three-year plan (2017 – 2019) outlining three major areas of focus - speed, innovation and digitalisation of the supply chain, as the company's performance indicators, with a diagram showing the elements of the supply chain of the future.
4. The report contains useful "at-a-glance" 2016 highlights pages, which indicate that, amongst other things, the company has a gender balance in management positions worldwide. In the section "Our Supply Chain", the company details its employee engagement and sustainable sourcing activities.
5. The independent audit report includes key audit matters representing the majority of the company's assets. The notes to the financial statements indicate that, in accordance with HKAS 36 on the impairment of assets, the company completed its annual impairment test for goodwill by comparing the recoverable amounts to the carrying amounts as at the balance sheet date. The report makes a voluntary statement that "management believes that any reasonably foreseeable changes in any of the key assumptions would not cause the carrying amount of goodwill to exceed the recoverable amount."

# Non-Hang Seng Index Category (Medium Market Capitalisation) Category

## GOLD AWARD

### Pacific Basin Shipping Limited

#### Board of Directors:

##### *EXECUTIVE*

David M Turnbull (Chairman)  
Mats H Berglund (Chief Executive Officer)  
Andrew T Broomhead  
Chanakya Kocherla

##### *INDEPENDENT NON-EXECUTIVE*

Patrick B Paul  
Robert C Nicholson  
Alasdair G Morrison  
Daniel R Bradshaw  
Irene Waage Basili  
Stanley Hutter Ryan

#### Audit Committee:

Patrick B Paul (Chairman)  
Robert C Nicholson  
Alasdair G Morrison  
Daniel R Bradshaw  
Irene Waage Basili  
Stanley Hutter Ryan

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. Pacific Basin Shipping Limited (“Pacific Basin”) adopts <IR> in its Annual Report, CSR Report and internal management reports, enhancing the way the company thinks, plans and reports the story of its business.
2. The Annual Report, while short compared with most reports, covers all aspects of the company and the industry, in a succinct and readable format, with different charts to summarise each section’s main theme.
3. Pacific Basin’s disclosures include a section covering the company’s internal control mechanism, which is based on the COSO framework, with subsections on the annual assessment, system effectiveness and disclosure of inside information. The Risk Management Committee, headed by the CEO, identifies and reviews significant risks faced by the company.
4. The board comprises 10 members, six of whom are INEDs. The Annual Report states explicitly that it is of overriding importance “that each INED possesses a mindset that is independent and constructively challenges management’s views”. An explanation and rationale are provided for the appointment of a particular new INED in July 2016. An annual board evaluation is conducted by the board and Audit Committee chairmen by way of individual interviews with each director.
5. The independent audit report includes key audit matters representing the majority of the company’s assets. Notes to financial statements are supported by relevant accounting policies, and accounting estimates and judgments, for users’ and investors’ reference and understanding.
6. Although 2016 was another tough year for the shipping industry, Pacific Basin still managed to outperform the market in terms of vessel earnings and to generate positive operating cash flow. The company also won several awards, including a Safety Award from the Lloyd’s List Global Awards.
7. A separate CSR report has been published, which emphasises safety, diversity, and environmental issues, etc., in a concise and effective way.

# H-share Companies and Other Mainland Enterprises Category

## PLATINUM AWARD

### Lenovo Group Limited

#### Board of Directors:

##### *EXECUTIVE*

Yang Yuanqing (Chairman and Chief Executive Officer)

##### *NON-EXECUTIVE*

Zhu Linan

Zhao John Huan

##### *INDEPENDENT NON-EXECUTIVE*

Tian Suning

Nicholas C Allen

Nobuyuki Idei

William O Grabe

William Tudor Brown

Ma Xuezheng

Yang Chih-Yuan Jerry

Gordon Robert Halyburton Orr

#### Audit Committee:

Nicholas C Allen (Chairman)

Ma Xuezheng

William Tudor Brown

Gordon Robert Halyburton Orr

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. The board of directors of Lenovo Group Limited (“Lenovo”) comprises a significant majority of INEDs, with eight out of 11 directors being independent and a further two being non-executive. Lenovo has appointed a lead INED who is delegated with authority to take a key role in the board evaluation process and also chairs the Nomination and Governance Committee meeting and/or board meeting when the combined roles of chairman/CEO are considered and the performance of the incumbent is assessed.
2. The company has complied with the CG Code provisions and also adopted some of the recommended best practices, except that, as indicated above, the roles of the chairman and CEO are not segregated and were performed by the same person during the reporting period. The company explains that the current structure with combined roles, the appointment of a lead INED, and a board comprising a substantial majority of INEDs, provides an effective balance of power and authorisation between the board and the management.
3. Lenovo’s Annual Report contains detailed disclosures of the directors’ induction and continuous professional development training, including site visits, attending an industry congress, expert briefings and seminars, and regulatory updates; individual directors’ attendance at these training sessions and activities is indicated in a table, for ease of reference.
4. A very readable business review is provided, with analyses by product/ service and geographical sector. There are graphs, charts and bullet points highlighting key business performance matrices, as well as financial highlights and future prospects, with a brief description of the company’s strategies to address the challenging environment in certain sectors.
5. The directors’ emolument policy, long-term incentive schemes and the basis of determining directors’ emoluments, etc., are explained in the Compensation Committee Report. There is a diagram that shows how performance and bonuses are determined.
6. A separate Sustainability Report, with limited assurance, has been published to cover a number of areas of concern to stakeholders, including product responsibility, supply chain operations, employees, our planet, etc.

# H-share Companies and Other Mainland Enterprises Category

## GOLD AWARD

### COSCO SHIPPING Ports Limited

#### Board of Directors:

##### EXECUTIVE

Zhang Wei (Vice Chairman)  
Fang Meng  
Deng Huangjun  
Wong Tin Yau Kelvin, *JP*

##### NON-EXECUTIVE

Huang Xiaowen (Chairman)  
Feng Boming  
Zhang Wei  
Chen Dong  
Xu Zunwu  
Wang Haimin

##### INDEPENDENT NON-EXECUTIVE

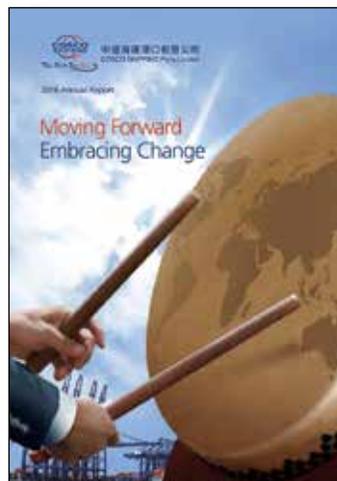
Fan Hsu Lai Tai Rita, *GBM, GBS, JP*  
Adrian David Li Man Kiu, *JP*  
Fan Ergang  
Lam Yiu Kin  
Chan Ka Lok

#### Audit Committee:

Adrian David Li Man Kiu, *JP* (Chairman)  
Fan Hsu Lai Tai Rita, *GBM, GBS, JP*  
Lam Yiu Kin

#### Auditors:

PricewaterhouseCoopers



## Findings

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1. COSCO SHIPPING Ports Ltd. underwent a reorganisation during the year to become purely a terminals operator. This is explained in the company's Annual Report, and information on its vision and strategies, as well as a useful summary of the key events in the year and operational and financial highlights are provided.
2. The board of directors comprises a large majority (73%) of non-executive directors, with 11 out of 15 directors being non-executive, including five INEDs. The chairman of the board is a NED and his role is separate from the CEO, who is one of the EDs.
3. The board has established seven committees, including a Corporate Governance Committee, to help in the execution of duties. The establishment of the CG committee demonstrates the board's commitment to set high standards of CG.
4. COSCO SHIPPING Ports complies with the provisions of the CG Code and details how its adoption of some provisions predated the requirements. The company also explains the recommended best practices of the code that it adopted in 2016. The Annual Report states that reference is also made to the OECD principles for a set of ethics to maintain high corporate accountability and transparency.
5. The board recognises its responsibility for ensuring an effective system of risk management and internal control and has put in place a well-structured mechanism based on the COSO framework. There is a full description and explanation of the company's major risks going forward and the major "countermeasures" put in place to mitigate them, and a useful breakdown of the respective responsibilities of the various different parties within the system.
6. The Annual Report contains a "Corporate Sustainable Development" section; a separate CSR report has also been published.

# Public Sector/Not-for-profit Category

## PLATINUM AWARD

### Airport Authority Hong Kong

#### The Board:

##### EXECUTIVE

Fred Lam Tin-fuk, *JP* (Chief Executive Officer)

##### NON-EXECUTIVE

Secretary for Financial Services and the Treasury

– The Hon K C Chan, *GBS, JP*

Secretary for Transport and Housing

– The Hon Anthony Cheung Bing-leung, *GBS, JP*

Director-General of Civil Aviation

– Simon Li Tin-chui, *JP*

##### INDEPENDENT NON-EXECUTIVE

Jack So Chak-kwong, *GBS, OBE, JP* (Chairman)

Andrew Fung Hau-chung, *JP*

Anita Fung Yuen-mei, *BBS, JP*

The Hon Steven Ho Chun-yin, *BBS*

Franklin Lam Fan-keung, *BBS*

The Hon Jeffrey Lam Kin-fung, *GBS, JP*

Lee Shing-see, *GBS, OBE, JP*

Lin Jing-zhen

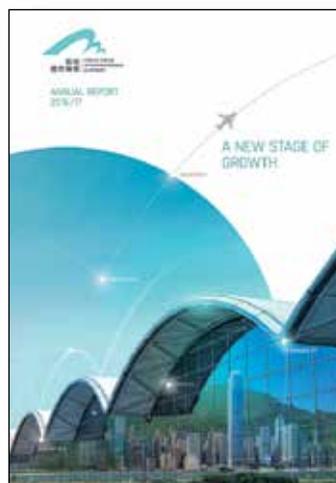
Peter To

Carlson Tong, *SBS, JP*

Billy Wong Wing-hoo, *BBS, JP*

The Hon Frankie Yick Chi-ming, *JP*

Allan Zeman, *GBM, GBS, JP*



#### Audit Committee and Finance Committee:

Anita Fung Yuen-mei, *BBS, JP* (Chairman)

Andrew Fung Hau-chung, *JP*

The Hon Steven Ho Chun-yin, *BBS*

Franklin Lam Fan-keung, *BBS*

The Hon Jeffrey Lam Kin-fung, *GBS, JP*

Secretary for Financial Services and the Treasury

#### Auditors:

KPMG

## Findings

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1. Airport Authority Hong Kong (“AAHK”) has 13 INEDs out of 17 board members; no EDs, except for the CEO, are board members. The roles of chairman and CEO are separate, and the chairman is also an INED.
2. AAHK makes good and effective use of charts and diagrams throughout its Annual Report. These illustrate, e.g., the governance structure, policy and processes, internal control, ethical responsibility, where the organisation’s practices vary from the CG Code, as well as different aspects of its business and financial reviews. AAHK benchmarks some of its services and business against other airports around the world and this is represented graphically.
3. Attendance at meetings is generally high. The average attendance rate for board meetings is 90%. For the five board committees, all of which are chaired by INEDs, the underlying attendance rate ranged between 82% and 100%. The principal duties and the key matters considered or resolved by each committee are listed out in bullets, enabling readers to have a quick overview of the committees’ functions and work in a simple and clear manner.
4. The Annual Report shows the various parties involved in AAHK’s internal control framework in a diagram and explains the roles and reporting lines of the different parties. The internal control system is reviewed annually and is evaluated based on five main components, aligned with the COSO framework. Key areas of risk are identified, with explanations of the controls in place to address these.
5. AAHK has established a code of conduct for staff and a whistleblowing policy. All staff members are required to pass an annual web-based course on the code of conduct to further enhance the ethical culture within the organisation.
6. There is a short “Sustainability and People” section, in the report covering environmental and community matters, and referring to the AAHK’s separate sustainability report. The latter covers a range of issues under the headings of “Big Picture” and “Thematic Areas”. Each topic sets out the progress made and actions taken during the reporting year, with future plans and commitments. Further details can be found under SSR Awards, page 40.

## Public Sector/Not-for-profit Category

### GOLD AWARD

#### Mandatory Provident Fund Schemes Authority

##### The Board:

##### EXECUTIVE

Diana Chan Tong Chee-ching, *JP* (Deputy Chairman)  
 Cheng Yan-chee  
 Alice Law Shing-mui  
 Cynthia Hui Wai-yee  
 Gabriella Yee Gar-bo

##### NON-EXECUTIVE

David Wong Yau-kar, *BBS, JP* (Chairman)  
 Horace Wong Yuk-lun, *SC, JP*  
 Hon Poon Siu-ping, *BBS, MH*  
 Hon Abraham Shek Lai-him, *GBS, JP*  
 Kingsley Wong Kwok, *JP*  
 Chan Kam-lam, *GBS, JP*  
 Bankee Kwan Pak-hoo, *JP*  
 Ayesha Macpherson Lau, *JP*  
 Simon Wong Kit-lung, *JP*  
 Secretary for Financial Services and the Treasury  
 – K C Chan, *GBS, JP*  
 Secretary for Labour and Welfare  
 – Stephen Sui Wai-keung, *JP*

##### Audit Committee:

Paddy Lui Wai-yu, *BBS, JP* (Chairman) (retired from 17 Mar 2017)  
 Hon Ip Kwok-him, *GBS, JP* (retired from 17 Mar 2017)  
 Philip Tsai Wing-chung, *JP* (retired from 17 Mar 2017)  
 Kingsley Wong Kwok, *JP*

##### Auditors:

PricewaterhouseCoopers



## Findings

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1. The Annual Report of the Mandatory Provident Fund Schemes Authority (“MPFA”) sets out the governance structure, the work of the Management Board and roles and work of the statutory advisory committees, in addition to summaries of the meetings held and work done by the board committees. The composition of the board, including breakdowns by gender, background/ expertise and years of service is provided. There are codes of conduct for directors and for staff.
2. The MPFA’s board, the structure of which is governed by the Mandatory Provident Fund Schemes Ordinance, consists of 12 NEDs (including the chairman) and five EDs. The terms of reference and membership of the board committees and appeal boards are set out in a separate Appendix. The report contains clearly-presented profiles/ backgrounds of board directors and the members of statutory advisory committees. The attendance of individual board members at board/ committee meetings is also summarised in a table.
3. The MPFA illustrates and explains its internal controls and risk management structure and policies in terms of the “three lines of defence” model that it has adopted. The internal audit function is performed by the risk management unit of MPFA. For finance-related internal audit exercises, the organisation uses the COSO framework based on five main components. The findings of internal audit exercises are reviewed by senior management and reported to the Audit Committee.
4. The MPFA’s positive efforts to communicate with, and respond expeditiously to, stakeholders are reflected in the disclosure of achievement of performance pledges on handling public complaints and enquiries.
5. There are clear illustrations showing the profile of staff, the turnover rate and staff costs as a percentage of total expenditure, as well as MPFA’s efforts in staff training and continuing development. During 2016-17, MPFA arranged over 8,000 hours of training for staff, indicating high-level support for staff development.
6. CSR development is overseen by the CSR Committee, chaired by the chief corporate affairs officer. CSR disclosures cover environmental protection, caring for staff, community and the organisation.

# Public Sector/Not-for-profit Category

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## GOLD AWARD

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### Securities and Futures Commission

#### The Board:

##### EXECUTIVE

Ashley Alder, *JP* (Chief Executive Officer)  
Thomas Atkinson  
Christina Choi  
Brian Ho  
Julia Leung, *SBS*  
Keith Lui

##### NON-EXECUTIVE

Carlson Tong, *SBS, JP* (Chairman)  
Albert Au, *BBS*  
Edward Cheng, *SBS, JP*  
Lester Huang, *JP*  
Teresa Ko, *JP*  
Mary Ma  
Kelvin Wong, *JP*  
William Wong, *SC*

#### Audit Committee:

Albert Au, *BBS* (Chairman)  
Teresa Ko, *JP*  
Mary Ma  
Kelvin Wong, *JP*  
William Wong, *SC*

#### Auditors:

KPMG



## Findings

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1. The Annual Report of the Securities and Futures Commission (“SFC”) utilises clear diagrams and tables to illustrate the key components of SFC’s governance framework, structure and activities.
2. SFC has eight board members who are NEDs, including the chairman, and six members who are EDs. The board regularly conducts a self-assessment exercise to assess basic board responsibilities and the performance of individual members; assessment results are reported to the board on an anonymous basis.
3. The table on board and committee attendance provides an overview of SFC’s board composition and the involvement of the directors in the work of the committees. The report indicates that meetings of the board are held at least monthly.

During 2016-17, a relatively high number of board meetings, 18 in all, were held, with an attendance rate of 91%, indicating a strong commitment on the part of board members.

4. SFC has produced an extensive operational review, covering regulation, licensing, market development and enforcement. It contains analyses of SFC’s business operations, with useful comparisons of past and current year data and case studies in relation to enforcement actions.
5. SFC engages an independent external party to conduct an annual review of its financial control procedures and policies to ensure that they are practical and robust.
6. The Annual Report provides key performance pledges as well as achievements, demonstrating active communication with its stakeholders (including the public, market participants and the intermediaries under SFC’s supervision). SFC has a CSR Committee which reports to its Executive Committee. An account of the organisation’s community-focused CSR activities is provided in the report.

# Sustainability and Social Responsibility Reporting Awards

## WINNER – Hang Seng Index Category

### CLP Holdings Limited

#### Findings

1. CLP's Sustainability Report provides investors with much useful information. The governance of sustainability is disclosed and it is clear that the board has accountability for the oversight of sustainability. The content of the report is prepared referencing the Global Reporting Initiative ("GRI")'s Sustainability Reporting Standards as well as the Electric Utilities Sector Disclosures. It also satisfies the "comply or explain" requirements, as well as the recommended disclosures of HKEX's ESG Reporting Guide.
2. There is disclosure around materiality, in relation to which a Boundary Scoping and Materiality Identification assessment has been developed to identify the material topics determined by internal and external stakeholder opinion, and also to ensure that all material business entities relevant to each topic have been included. The materiality matrix makes it clear what risks the company is exposed to and investors are provided with an analysis of how those risks are being managed.
3. The disclosure around climate change risk stands out, covering challenges, e.g., emissions, stranded assets and extreme weather events, which can pose industrial and operational risks to CLP's operations, and also opportunities, e.g., expanding the company's renewable energy portfolio, particularly in solar, where there may be supporting policies and/or a carbon price that makes renewable energy more cost competitive.
4. The section, "Social & Relationship Capital" discusses CLP's stakeholder engagement and relationships with its employees, shareholders, governments and regulators, community, industry and professional organisations, etc. It clearly demonstrates that the company is concerned about all its stakeholders and targets to achieve a long-term relationship with them.



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5. CLP's value creation journey makes an interesting read. Adopting an <IR> approach, it draws on various inputs and, through its business activities, converts them to outputs that create positive value for stakeholders.
  6. Interviews with senior management in the Sustainability Report give a wider perspective on various sustainability issues and demonstrate a commitment to ESG from the top level.

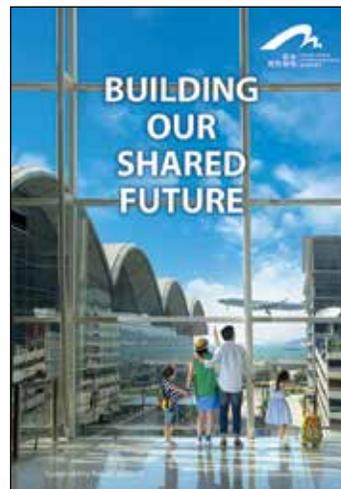
# Sustainability and Social Responsibility Reporting Awards

## WINNER – Public Sector/Not-for-profit Category

### Airport Authority Hong Kong

#### Findings

1. AAHK's Sustainability Report, available in print and electronic versions, starts with a section, "How to Read this Report", which demonstrates its user-friendly approach.
2. Top down commitment is shown in the messages of the chairman and the CEO. It is noted that the "Greenest Airport" pledge has taken AAHK beyond regulatory compliance to adopt best practice in environmental management, collaborating with its business partners to minimise AAHK's environmental footprint.
3. The report covers different stakeholders, including employees, young people, local community and suppliers, etc. In particular, the section, "A Dialogue with Young People", explains how AAHK used focus groups to explore how it could attract young talent to join the aviation industry and become an employer of choice. It indicates to young people, who will be the future leaders, the AAHK's view on sustainability. The Sustainability Report also includes a section where staff members of the Sustainability Working Group are invited to reflect their views on sustainability.
4. Case studies are incorporated to give a wider perspective on various sustainability issues and initiatives. For example, the organisation's management trainee programme has been revamped to better equip trainees to meet its present and future operational and leadership needs and challenges.
5. The underlying data for the airport-wide carbon emissions and intensity extends back to 2008. It is also noted that AAHK has commissioned a consultancy study and conducted an extensive engagement exercise, both internally and with their business partners, to establish a new carbon reduction target for 2020, with more information expected in its next report.
6. Different channels (e.g., online, telephone, post) are provided to invite feedback on AAHK's sustainability management approach.
7. The report contains an independent verification by the Hong Kong Quality Assurance Agency, confirming that it has been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines and the Airport Operators Sector Disclosures: the Core option.



# Sustainability and Social Responsibility Reporting Awards

## SPECIAL MENTION – Non-Hang Seng Index (Large Market Capitalisation) Category

### Swire Properties Limited

#### Findings

1. Swire Properties' Sustainable Development Report explains how 2016 was a milestone year for the company, with substantial progress being made in sustainable development. It launched a new sustainable development strategy, SD 2030 Strategy, which is built on five strategic pillars; and established a new SD management structure, comprising an SD Steering Committee, working groups to support each strategic pillar and a new SD Communication and Engagement Committee. Over 150 employees took an active role in the development and introduction of the SD 2030 Strategy.
2. In terms of sustainability governance, there is top-level commitment as reflected in the CE's message. The CE has taken up the chair of the SD Steering Committee, which is responsible for reviewing Swire Properties' SD strategy and ensuring that the company's operations and practices are carried out in accordance with this strategy. This is indicative of a good ESG culture.
3. There is a section entitled, "Partners", which introduces a Partners Working Group, with representatives from 25 different functional areas. Underneath this are seven subgroups, reflecting the seven focus areas of this pillar, including suppliers, tenants, customers, residential, government, NGOs and joint venture partners.
4. The section, "Sustainable Development in Action", containing a case study on redeveloping Taikoo Place, illustrates how different sustainability goals can be achieved; this redevelopment project exemplifies many important elements of the company's SD 2030 Strategy.
5. The SD report was prepared in accordance with the Core option of the GRI G4 Guidelines and HKEX's ESG Reporting Guide. In addition, the external auditor has provided a limited assurance on selected sustainability information contained in the report, in accordance with International Standard on Assurance Engagements 3000. This enhances the credibility of the report.



# Commendation on Internal Control and Risk Management

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## Hang Lung Properties Limited

### Board of Directors:

#### EXECUTIVE

Ronnie Chichung Chan (Chairman)  
Philip Nan Lok Chen (Managing Director)  
Hau Cheong Ho  
Adriel Wenbwo Chan

#### INDEPENDENT NON-EXECUTIVE

Ronald Joseph Arculli, *GBM, CVO, GBS, OBE, JP*  
Dominic Chiu Fai Ho  
Nelson Wai Leung Yuen  
Andrew Ka Ching Chan, *BBS, JP*  
Hsin Kang Chang, *GBS, JP*  
Anita Yuen Mei Fung, *BBS, JP*

### Audit Committee:

Dominic Chiu Fai Ho (Chairman)  
Andrew Ka Ching Chan, *BBS, JP*  
Hsin Kang Chang, *GBS, JP*  
Anita Yuen Mei Fung, *BBS, JP*

### Auditors:

KPMG



## Findings

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1. This is the first commendation to be given out in this new area of the Awards and the judges are pleased to have found a worthy winner in Hang Lung Properties Limited.
2. Hang Lung Properties discloses key areas of risk, their trends and the underlying mitigation measures in its Annual Report.
3. A sound system of risk management and internal control has been designed, implemented and maintained by the management, based on COSO principles and the “three lines of defence” model. Emphasis is placed on having an appropriate risk culture and a systematic approach; very importantly, the company’s risk management framework is linked to corporate strategies and integrated into day-to-day decisions and operations.
4. The Audit Committee oversees the effectiveness of the internal controls. Operational management constitutes the first line of defence. The company has established an ERM Working Group, with clearly delineated primary duties, as the second line of defence. It is chaired by an ED and comprises unit heads from all business units and support divisions. The Internal Audit Department, reporting directly to the Audit Committee on risk management and internal controls matters, acts as the third line of defence in the system.
5. There is a whistleblowing mechanism for employees, contractors and tenants to confidentially raise any serious concerns about misconduct, fraudulent activities, or malpractices in any matter related to the company. Cases are addressed to and investigated by the Internal Audit Department, which monitors and reports cases to the Audit Committee on a half-yearly basis.
6. The company adopted a corporate code of conduct in 1994 and has updated it periodically. All members of staff are made aware of issues pertaining to integrity and the company’s zero-tolerance policy for misconduct, through the code, policies, and procedures. Launched in 2013, the Hang Lung Integrity Program was established to enforce the highest standards of integrity and honesty from every process and every employee in Hong Kong and Mainland China. A total of 193 training hours were delivered to employees in 2016 as part of the programme.
7. Hang Lung Properties has also established a practice of reminding all employees of the policy governing conflict of interest situations and requiring all executive staff to complete and sign a declaration form every six months.

# Commendation on Board and Audit Committee Operation and Functioning

## Prudential Plc.

### Board of Directors:

#### EXECUTIVE

Michael Wells (Group Chief Executive)  
 Nicolaos Nicandrou  
 Penelope James  
 John Foley  
 Anne Richards  
 Barry Stowe  
 Tony Wilkey

#### NON-EXECUTIVE\*

Paul Manduca (Chairman)  
 Hon Philip Remnant, *CBE*  
 Sir Howard Davies  
 Ann Godbehere  
 David Law  
 Kaikhushru Nargolwala  
 Anthony Nightingale, *SBS, JP*  
 Alice Schroeder  
 Lord Turner

### Audit Committee:

Ann Godbehere (Chairman)  
 Sir Howard Davies  
 Alistair Johnston (until May 2016)  
 David Law  
 Hon Philip Remnant, *CBE*  
 Alice Schroeder



### Auditors:

KPMG

\* For the purposes of the UK code, throughout the year, all NEDs were considered by the board to be independent in character and judgement and to have met the criteria for independence as set out in the UK code.

## Findings

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1. This is the first commendation to be given out in this new area of the Awards and the judges are pleased to have found a good role model in Prudential Plc.
2. The CG report and the committee reports in the company's Annual Report assist readers to understand the roles and duties of the board and the respective committees. Committee information covers a summary of work done and also how the key matters are addressed by the committees.
3. There are clear divisions of responsibilities among the chairman, group chief executive, senior INED, committee chairs and NEDs.
4. Governance processes have been established for the chairman and the Audit and Risk Committee chairs to meet with their material subsidiary counterparts and keep the board appropriately updated. The board continues to put emphasis on ensuring that good subsidiary governance is maintained and best governance practices are shared between the material subsidiaries.
5. With the objective of recruiting directors from different backgrounds, with diverse experience, perspectives and skills, in 2016, the board decided to sign the HM Treasury Women in Finance Charter, aiming to have in place 30% women in senior management positions by the end of 2021.
6. Board members have a good attendance record at board and committee meetings. All the members of the Audit Committee, including the chairman, are INEDs.
7. The Audit Committee met 10 times during the year and its report is comprehensive, containing a table showing matters discussed at each meeting, covering financial reporting and the external auditor, internal control effectiveness and internal audit matters, financial crime and whistleblowing, compliance and governance. The report also describes details of how the committee addressed the relevant issues.
8. Prudential has launched an enhanced group-wide whistleblowing programme, "Speak Out", to capture and record matters raised through the group's confidential reporting process. This indicates the company's commitment to maintaining high ethical standards.

# Commendation on Website Corporate Governance Information

## China Telecom Corporation Limited

### Board of Directors:

#### EXECUTIVE

Yang Jie (Chairman and Chief Executive Officer)  
Ke Puiwen  
Sun Kangmin  
Gao Tongqing  
Chen Zhongyue

#### NON-EXECUTIVE

Chen Shengguang

#### INDEPENDENT NON-EXECUTIVE

Tse Hau Yin Aloysius  
Madam Cha May Lung Laura  
Xu Erming  
Madam Wang Hsuehming

### Audit Committee:

Tse Hau Yin Aloysius (Chairman)  
Xu Erming  
Madam Wang Hsuehming

### Auditors:

Deloitte Touche Tohmatsu



[www.chinatelecom-h.com](http://www.chinatelecom-h.com)

## Findings

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1. China Telecom Corporation Limited has a strategic approach to CG. This is evidenced by the discussion on the website around an approach to continually improving CG practices.
2. The biographies of the directors allow investors to assess the quality of the individual directors and the board as a whole. There is a clear disclosure of the procedures for shareholders to propose a person for election as a director.
3. A good deal of CG information that investors would require is included on China Telecom's website. For example, the company provides KPIs on monthly statistics in respect of mobile subscribers, wireline broadband subscribers, and access lines in service, debt maturity schedule, and also coverage by analysts, including a chart to show the percentages that suggest buying or selling, or are neutral in relation to the company's shares.
4. There are interactive features to illustrate information on stock quotations and charts, and, in particular, news charts, which allows visitors to explore the relationship between public announcements and stock prices. Also, visitors can share a specific webpage to social media.
5. In respect of the design of the website:
  - It is unique and CG information driven.
  - It provides two view dimensions to facilitate navigation, with clear layout and appropriate use of hyperlinks.
  - There is a version compatible with mobiles, which includes all information available on the desktop version.
  - An online survey is available for visitors to provide comments on the website.
  - Really Simple Syndication feeds are provided as a free service for all. This provides an easy way to gather and quickly browse information from a variety of sources, including press releases, product updates, or changes to a website.

# Commendation on Website Corporate Governance Information

## COSCO SHIPPING International (Hong Kong) Co., Ltd.

### Board of Directors:

#### EXECUTIVE

Ye Weilong (Chairman)  
Zhu Jianhui (Vice Chairman)  
Liu Gang (Managing Director)  
Liu Xianghao

#### NON-EXECUTIVE

Wang Wei

#### INDEPENDENT NON-EXECUTIVE

Tsui Yiu Wa Alec  
Jiang Simon X  
Alexander Reid Hamilton

### Audit Committee:

Alexander Reid Hamilton (Chairman)  
Tsui Yiu Wa Alec  
Jiang Simon X

### Auditors:

PricewaterhouseCoopers



[www.coscointl.com](http://www.coscointl.com)

## Findings

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1. COSCO SHIPPING International (Hong Kong) Co., Ltd. produces a separate CG section on its website, which includes a statement of the company's updated CG policy; information on the board and its committees, risk management and internal control, and shareholder communication; as well as a comprehensive code of conduct on securities transactions by directors and employees, and a directors' appointment policy.
2. A risk management and internal control section illustrates the board's responsibility for this area, the framework and approach adopted, and a diagram showing how these have been coordinated and integrated internally, etc. There are also hyperlinks to a staff code of conduct and a whistleblowing policy.
3. COSCO SHIPPING International devotes a section to explain its CSR, including its principles, covering safety, environment, employees and community. Various CSR related certifications are published to demonstrate the company's efforts in this area.
4. To enhance interactivity with stakeholders, the company has produced corporate videos and an interactive stock chart, and provides a platform for visitors to leave comments. There is also a tool box allowing users to share relevant pages to social media like Facebook, Wechat, etc.
5. It is easy to find all the relevant information on the website, with its numerous useful hyperlinks. The company makes available its interim and Annual Reports since 1997; financial highlights and statistics, and a dividend history are also provided, with the underlying information traced back to the early 2000s.

# Commendation on Website Corporate Governance Information

## Hospital Authority

### The Board:

John Leong Chi-yan, *SBS, JP* (Chairman)  
 William Chan Fu-keung, *BBS*  
 Director of Health  
 - Constance Chan Hon-ye, *JP*  
 Francis Chan Ka-leung, *JP*  
 Anita Cheng Wai-ching  
 David Fong Man-hung, *BBS, JP*  
 Andrew Fung Hau-chung, *BBS, JP*  
 Ho Wing-yin  
 Lester Garson Huang, *JP*  
 Kam Pok-man, *BBS*  
 Ann Kung Yeung Yun-chi  
 Daniel Lam Chun, *SBS, JP*  
 Franklin Lam Fan-keung, *BBS*  
 Lisa Lau Man-man, *BBS, MH, JP*  
 Stephen Lee Hoi-yin  
 Diana Lee Tze-fan, *JP*  
 Gabriel Matthew Leung, *GBS, JP*  
 P Y Leung, *JP* (Chief Executive)  
 Raymond Liang Hin-suen, *SBS, JP*  
 Hon Lo Wai-kwok, *SBS, MH, JP*  
 Ivan Sze Wing-hang, *BBS*  
 Permanent Secretary for Food and Health (Health)  
 - Elizabeth TSE Man-ye, *JP*  
 Wong Kwai-huen, *BBS, JP*  
 Priscilla Wong Pui-sze, *BBS, JP*  
 Maurice Yap Keng-hung, *JP*  
 Jason Yeung Chi-wai  
 Charlie Yip Wing-tong  
 Deputy Secretary for Financial Services and the Treasury  
 - Carol Yuen Siu-wai, *JP*



[www.ha.org.hk](http://www.ha.org.hk)

### Audit and Risk Committee:

Lester Garson Huang, *JP* (Chairman)  
 Stephen Lee Hoi-yin (Vice Chairman)  
 Kam Pok-man, *BBS*  
 Daniel Lam Chun, *SBS, JP*  
 Ivan Sze Wing-hang, *BBS*  
 Priscilla Wong Pui-sze, *BBS, JP*  
 Maurice Yap Keng-hung, *JP*  
 Jason Yeung Chi-wai  
 Paul Yu Shiu-tin, *BBS, JP*  
 Wendy Yung Wen-ye

### Auditors:

PricewaterhouseCoopers

## Findings

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1. This is the second year for the Hospital Authority (“HA”) to be recognised for the quality of its website CG information.
2. The board papers and minutes of board and administrative meetings are available on the website. This is not a common practice in either the public or private sectors.
3. The CG section provides biographical information on board members, the membership and terms of reference of different committees, which clearly illustrate their respective responsibilities, and also information on the executive management. Governing committees have been established under each hospital overseen by the HA to enhance community participation and the governance of public hospitals; committee memberships are provided.
4. Demonstrating its commitment to different stakeholders, the HA caters to the needs of minorities by providing different language options, including Hindi, Punjabi, Urdu, Indonesian, Thai, Nepali and Tagalog. Interpretation services are provided to meet the needs of patients.
5. The website design is clear, and it is easy for visitors to navigate, which is essential for members of the public to be able to obtain important information quickly.
6. Mobile apps are available to accommodate modern technology. For example, HA Touch provides handy access to useful contacts for public hospitals and clinics, fees and charges, waiting times for Accident & Emergency Departments, as well as elective surgery and specialist out-patient services new case booking.
7. Videos are available on the website to enable users to understand more about the HA and its latest alerts.

# Judges and Reviewers

The Institute would like to express its appreciation to the judges and reviewers for their invaluable contributions in reviewing, analysing and judging the entries in the 2017 BCGA.

## Judging Panel

Chairman:	Mabel Chan, president, HKICPA
Members:	Pru Bennett, BlackRock Eva Chan, Hong Kong Investor Relations Association Chris Chan, Ivey Business School Louis Cheng, The Hong Kong Polytechnic University York Chow, AIA Ada Chung, Companies Registry David Fu, The Hong Kong Institute of Chartered Secretaries Dennis Fullgrave, course director of Financial Controllershship Programme, HKICPA Ruth Kung, Hong Kong Securities and Investment Institute Henry Lai, The Hong Kong Institute of Directors Steve Ong, Hong Kong Exchanges and Clearing Ltd. Peter Pak, Hong Kong Securities Association Paul Winkelmann, Financial Reporting Council Charlix Wong, The Treasury Ivan Wong, Mandatory Provident Fund Schemes Authority K.M. Wong, Council member and chairman of Corporate Governance Working Group, HKICPA
Secretary:	Peter Tisman, director, advocacy and practice development, HKICPA
Assistant Secretary:	Wallace Wong, associate director, advocacy and practice development, HKICPA

## Review Panel

Chairman:	Patrick Rozario, Moore Stephens CPA Ltd.
Members:	<b>Quality Review</b> Derek Broadley, Deloitte Touche Tohmatsu Stephen Chan, Trinity-C Management Limited Raymond Cheng, HLB Hodgson Impey Cheng Ltd. Ricky Cheng, BDO Suwina Cheng, Lingnan University Gayle Donohue, PricewaterhouseCoopers Sammy Fung, The University of Hong Kong Vency Ip, HLB Hodgson Impey Cheng Ltd. Kevin Lam, Hang Seng Management College Stephen Lee Daniel Lin, Grant Thornton Hong Kong Ltd. Charles Lo, Charles Lo & Co. Horace Ma, S. Culture Holdings (BVI) Limited Loren Tang, KPMG Gary Wong, Pan-China Certified Public Accountants Raymond Wong, The Chinese University of Hong Kong Thomas Wong, Nexia Charles Mar Fan Ltd. James Ye, Mazars CPA Ltd. Eric Zegarra

### Compliance Review

Joel Chan, ZHONGHUI ANDA CPA Ltd.  
Mimosa Chan, Ernst & Young  
Albert Chui, Wong Brothers & Co.  
Brian Chu, HLB Hodgson Impey Cheng Ltd.  
Roy Lo, SHINEWING (HK) CPA Ltd.  
Nelson Tang, KLC Kennic Lui & Co. Ltd.

### Sustainability and Social Responsibility Review

Melissa Brown, Council member, HKICPA  
Gayle Donohue, PricewaterhouseCoopers  
Brigit Fung, Deloitte Touche Tohmatsu  
Herbert Yung, Deloitte Touche Tohmatsu  
Eric Zegarra

Secretary: Peter Tisman, director, advocacy and practice development, HKICPA  
Assistant Secretary: Wallace Wong, associate director, advocacy and practice development, HKICPA

## Supporting Organizations

The Institute would like to thank the following supporting organisations of the BCGA (in alphabetical order):

BDO	Companies Registry
BlackRock	Financial Reporting Council
Charles Lo & Co.	Financial Services and the Treasury Bureau
Deloitte Touche Tohmatsu	Hong Kong Exchanges and Clearing Ltd.
Ernst & Young	Hong Kong Investment Funds Association
Grant Thornton Hong Kong Ltd.	Hong Kong Investor Relations Association
HLB Hodgson Impey Cheng Ltd.	Hong Kong Monetary Authority
KLC Kennic Lui & Co. Ltd.	Hong Kong Securities Association
KPMG	Hong Kong Securities and Investment Institute
Mazars CPA Ltd.	Mandatory Provident Fund Schemes Authority
Moore Stephens CPA Ltd.	Securities and Futures Commission
Nexia Charles Mar Fan Ltd.	The Hong Kong Institute of Chartered Secretaries
PricewaterhouseCoopers	The Hong Kong Institute of Directors
SHINEWING (HK) CPA Ltd.	The Treasury
Wong Brothers & Co.	
ZHONGHUI ANDA CPA Ltd.	

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### Organising Committee for the Awards

Derek Broadley, chairman	Loren Tang
Stephen Chan	K.M. Wong
Clara Chin	James Ye
Eddie Kam	Wendy Yung
Stephen Lee	Eric Zegarra
Horace Ma	Peter Tisman, secretary
Patrick Rozario	Wallace Wong, assistant secretary

# Appendix

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Press release: [http://www.hkex.com.hk/news/news-release/2017/170714news?sc\\_lang=en](http://www.hkex.com.hk/news/news-release/2017/170714news?sc_lang=en)
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Press release at: [http://www.hkex.com.hk/news/news-release/2017/171013news?sc\\_lang=en](http://www.hkex.com.hk/news/news-release/2017/171013news?sc_lang=en)
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