

# Corporate Governance 企業管治

## Principles

Our corporate governance framework is guided by the “4Ts” concept of being Traceable, Truthful, Thoughtful and Transparent. The same set of principles is also applied in managing various issues relating to our environmental, social and governance practices. These support the Group to better achieve our strategic objectives for the sustainable evolution of our business.

## 原則

我們的企業管治框架以「4Ts」概念：可尋、可信、可頌、可知作為指導方針。同一套原則同時應用在管理不同的環境、社會及管治事宜上，有助本集團更有效地達成可持續增長和發展的策略目標。

Enhance accountability via institutionalised structures and measures to drive better utilisation of resources and fulfillment of stakeholders' interests  
通過制度化的架構和措施加強問責，以更有效運用資源和實現持份者的利益

### TRACEABLE 可尋

### TRANSPARENT 可知

Implement transparent disclosures and constructive dialogues to foster genuine mutual understanding with stakeholders  
透過透明公開的披露和建設性對話，徹底促進與持份者的相互了解

### TRUTHFUL 可信

Uphold long-established culture of integrity to safeguard the fundamental interests of stakeholders and build trusting relationships with them  
堅持長久建立的誠信文化，保障持份者的基本利益及彼此建立互信關係

### THOUGHTFUL 可頌

Embrace leaders with independent mindset, versatile expertise and business acumen who steer our long-term pursuit for sustainable business growth and attainment of common values with stakeholders  
推舉具獨立思維、擁有全面的專業知識和商業頭腦的領袖，帶領我們長期追求可持續的業務增長和實現持份者的共同價值觀

## Framework

We have developed a systematic framework for managing our corporate governance, covering stakeholder relations, board governance and corporate management. More details can be found in our Corporate Governance section in Annual Report 2018.



Scan the QR code to refer to our Corporate Governance section in Annual Report 2018  
掃描二維碼參閱2018年報內的「企業管治」章節

## Continuous improvement

To maintain our high standard of corporate governance, we focus on continually improving our engagement with stakeholders, the Board's role and function and its oversight of our business strategy, actions and performance. Priorities of the Board that support our continuous improvement are highlighted below.

### Stakeholder relations

- Attaining better alignment of values and interests by interactive engagements with a wider spectrum of stakeholders.

### Board governance

- Striking a balance between tradition and innovation, and preserving core values of the Group at all times while implementing changes to adapt to the fast-changing business environment.
- Striving to enhance the diversity of the Board to bring along comprehensive considerations in forming Board decisions.
- Investing in advanced technologies and infrastructure that can generate sustainable value for the Group and our stakeholders in the long run.

### Corporate management

- Producing more timely and insightful performance analytics, enables better evaluation of operational effectiveness, the optimisation of corporate resources, and the exploration and capture of business opportunities.
- Enhancing the organisational and management structure such that Group policies are standardised for centralised control while regional units have considerable autonomy which facilitates the dynamic and effective operation and evolution of our business.
- Integrating the reporting and communication of risk profiles and mitigation plan evaluation into our risk management framework, strengthening accountability at all levels of management and enabling informed decisions to be made which balance efficiency and risk control.

## 框架

我們訂立了一套系統性的企業管治框架，涵蓋持份者關係、董事會管治和企業管理。詳情可參閱2018年報內的「企業管治」章節。

## 持續優化

為了維持我們高水平的企業管治，我們致力持續改善與持份者的關係、加強董事會的角色和功能，以及其對商業策略、行動與表現的監督。董事會支持持續優化的首要事項詳列如下。

### 持份者關係

- 與更多不同界別的持份者互動溝通，以尋求彼此認同的價值觀及平衡各方利益。

### 董事會管治

- 在傳統和創新中取得平衡，持續堅守本集團核心價值的同時，推陳出新以順應瞬息萬變的業務環境。
- 致力提高董事會的多元化，以助董事會決策時能有全面的考慮。
- 投資在先進科技和基礎建設上，長遠為本集團和持份者創造可持續價值。

### 企業管理

- 編製更多適時和具洞悉力的業務表現分析，以助評估營運成效、企業資源是否用得其所，並探索和捕捉市場機遇。
- 優化組織和管理架構，規範本集團的政策以便集中管理，同時讓地區單位享有高度自主，可因地制宜靈活運作，推進業務發展。
- 將匯報和溝通風險形勢及緩解計劃評估納入我們的風險管理框架，加強各級別管理層問責制度，在效率和風險控制上取得平衡，知而後決。

## Sustainability Governance

Our established governance structure oversees, provides direction and monitors and reviews our performance to ensure the effective delivery of our sustainability commitments.

### Management structure, roles and responsibilities

Throughout our Group, we have assigned roles and responsibilities to the Board and within our management structure to effectively adopt a two-way communication flow that enables a top-down setting of strategic direction for the Group and a bottom-up implementation, monitoring, reporting and analysis of actions and performance, as outlined in the table below.

## 可持續發展管治

我們已建立的管治架構督導、指引、監察和審視我們的表現，以確保有效地達成我們的可持續發展承諾。

### 管理架構和職能分工

在本集團內，董事會和管理架構皆有指定的職能分工，確保有效地採用雙向溝通模式，一方面把公司的策略方針從上而下地傳達開去，同時將執行和監察各項行動和表現進行分析和呈報結果，如下圖所述。

