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**Corporate Governance Excellence Awards**  
公司管治卓越獎

**Category for Hang Seng Index Constituent Companies**

**恒生指數成份股公司組別**

Industrial and Commercial Bank of China Limited  
中國工商銀行股份有限公司

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**恒生綜合指數成份股公司組別**

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**Honourable Mention**  
特別嘉許獎

Lifestyle International Holdings Limited

利福國際集團有限公司

Jointly Instituted & Organised by  
聯合創立及舉辦



香港上市公司商會  
THE CHAMBER OF HONG KONG LISTED COMPANIES



香港浸會大學  
HONG KONG BAPTIST UNIVERSITY

公司管治與金融政策研究中心  
CENTRE FOR CORPORATE GOVERNANCE  
AND FINANCIAL POLICY

## ICBC 中国工商银行

## Industrial and Commercial Bank of China Limited 中國工商銀行股份有限公司

HK Stock Code 香港股份代號: 1398

Industrial and Commercial Bank of China Limited (ICBC) is a leading bank in the world, providing a comprehensive range of financial products and services to 7,033 thousand corporate customers and 607 million personal customers.

ICBC was ranked the 1st place among the Top 1000 World Banks by The Banker, ranked 1st place in the Global 2000 listed by Forbes and topped the sub-list of commercial banks of the Global 500 in Fortune for the sixth consecutive year, and took the 1st place among the Top 500 Banking Brands of Brand Finance for the third consecutive year.

中國工商銀行有限公司（工行）位處世界領先大銀行之列，向全球700多萬公司客戶和6億多個人客戶提供全面的金融產品和服務。

工行連續六年蟬聯英國《銀行家》全球銀行1000強、美國《福布斯》全球企業2000強及美國《財富》500強商業銀行榜首，並連續三年位列英國Brand Finance全球銀行品牌價值500強榜單榜首。

### JUDGES' COMMENTS

A multiple times winner of the HK Corporate Governance Excellence Awards, ICBC continues to impress the judges with its holistic and strategic approach to governance, risk management and internal control that helps the world's largest bank attain exceptional performance in domestic and international markets.

ICBC boasts a highly professional and capable board, strengthened with individuals with strong international government and financial regulatory credentials. This highlights the ambition of the bank to aspire to the highest international governance standards and allows the bank to be well-versed with international regulatory demands and trends by being able to be directly engaged with overseas regulators.

Since picking up its last Hong Kong Corporate Governance Excellence award in 2016, ICBC has updated and enhanced its array of rules and regulations governing anything from risk management, compensation, related party connections to procedures for general meetings. Trainings on corporate governance are provided to employees of the entire organisation and at branch and subsidiary level to ensure all employees realize their responsibility in upholding governance values and ethics.

In line with strategic business focuses, new committees for Social Responsibility and Consumer Protection and U.S. Risk have been formed. The latter allows the bank to better cater to the risks and challenges facing foreign-invested banks operating in the U.S.

To tackle anti-money laundering risks, a major concern for banks worldwide, ICBC utilizes technologies such as big data and artificial intelligence to analyse transactions and monitor irregularities, and continually upgrades the surveillance process.

Extensive risk management measures are applied across the bank's functions, as well as to the loan portfolio. Non-performing loans ratio declined for 11 consecutive quarters. On the other hand, the inclusive finance loans have recorded strong year-on-year growth on the back of the bank's strategy to aid low income population.

The panel of judges congratulates ICBC for its continual strive for excellence in corporate governance, a critical task for a bank of its size, scale and reach.

### 評獎委員評價

中國工商銀行（工行）歷屆曾多次摘得「香港公司管治卓越獎」的殊榮，但其在管治、風險管理及內部控制方面的整全策略方針，仍給評獎委員留下深刻印象。此方針有助於這間全球最大的銀行在國內外市場取得卓越表現。

工行擁有非常專業化且精幹的董事會，個別成員更具備深厚的國際政府及金融監管資歷。這凸顯了工行渴望達致最高國際管治標準的雄心，並使其能夠與海外監管機構直接溝通，從而深刻洞悉國際監管要求和趨勢。

自2016年上一次獲得香港公司管治卓越獎以來，工行更新並加強了多項規則規章，涵蓋從風險管理、薪酬、關聯交易到股東大會程式的各個方面。同時，工行向整個組織以及分支機構和附屬公司級別的員工提供公司管治培訓，使全體員工明白自己於維護管治價值觀和道德一事上的責任。

為配合其策略業務重點，工行新成立兩個專門委員會——社會責任與消費者權益保護委員會以及美國區域機構風險委員會。其中，美國區域機構風險委員會使工行能更好地應對在美國經營的外資銀行所面臨的風險和挑戰。

為應對全球各地銀行的主要關注點之一——反洗黑錢風險，工行運用大數據、人工智慧等技術分析交易，監控違規行為，並不斷升級監控流程。

工行對其各職能部門及貸款組合實施廣泛的風險管理措施。不良貸款率連續11個季度下降。另一方面，在工行援助低收入群體策略的支持下，普惠金融貸款按年增長強勁。

評獎委員會祝賀工行在追求卓越公司管治方面能努力不懈，對於一間擁有如此龐大規模、雄厚實力和廣闊業務範圍的銀行而言，這一點至關重要。





## CNG New Energy Holdings Company Limited 中國廣核新能源控股有限公司

HK Stock Code 香港股份代號:1811

CNG New Energy Holdings Company Ltd. (CGN) is a major energy corporation under the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) of the State Council. It is the largest nuclear power operator in China and the largest nuclear power construction company worldwide. It has over 30-years' experience in R&D and employs 39,000 people worldwide.

CGN is focused on the development of clean energies such as nuclear power, nuclear fuel, wind power, and solar power. It has operating nuclear plants at Daya Bay, Ling Ao, Hongyanhe and Ningde, amongst others.

中國廣核新能源控股有限公司(中廣核新能源)是國務院國有資產監督管理委員會轄下之主要能源集團。集團為全中國最大核能營運商，同時是全球最大核能發電廠建造商。集團擁有超過30年研發經驗，全球雇員達39,000人。

中廣核新能源專注發展清潔能源，例如核電，核燃料，風電和太陽能。集團營運多家核電廠，包括大亞灣，嶺澳，紅沿河，寧德等

### JUDGES' COMMENTS

CGN New Energy Holdings' commitment to strive for corporate governance excellence is evident in its overhaul of its board structure in 2018 to provide stronger leadership and more independent oversight. That resulted in a streamlined board, from 11 members to 7, with only one executive, three non-executive and three independent non-executive directors. A new Investment and Risk Management Committee was established to take charge of this important area, while strategy development was put under the direct oversight of the entire board, rather than at the committee level.

There are well laid-out board policies, covering a wide spectrum from connected transactions, whistleblowing, board diversity to inside information disclosure and many more, backed up by adequate directors training, frequent regulatory updates and on-site inspections. Directors are fully apprised of company performance, through monthly financial updates and quarterly reports on operations, safety trends and compliance. There is an annual board performance evaluation while clear policies for board directors' appointment, such as age and tenure limits and succession are in place.

As a renewable energy producer, the company operates a sprawling geographical business network. To ensure sound and ethical business practices are adopted by the entire organisation, even at remote locations, detailed staff manuals and guidelines, as well as training are provided. For assurance, detailed audit plans are made to cover all external plants and locations within a three-year audit cycle. No major fraud issues have arisen while there was zero fatality and just one reportable injury case among the 45 projects in the year of 2018, a commendable feat for an energy projects company.

On social responsibility, the contents of the company's ESG reports have been upgraded and third-party assured. The company utilizes 5G technology to manage its solar and wind farms to minimize its very own energy consumption; it also focuses on poverty alleviation, for example, by helping build fish farms using solar energy to enable the fish farmers to reduce operating costs and make extra revenue by selling the energy generated.

### 評獎委員評價

中國廣核新能源矢志追求卓越公司管治的承擔，體現在其2018年為增強領導力、獨立監督而展開的董事會架構改革。改革後的董事會較之前精簡，成員從11名減至7名，由一名執行董事、三名非執行董事和三名獨立非執行董事組成。同時，針對投資及風險管理這一重要範疇，集團設立投資及風險管理委員會，而策略制定則由整個董事會（而非由委員會）直接監督。

中廣核新能源制定了完善的董事會政策，涵蓋從關聯交易、舉報、董事會多元化到內幕消息披露等諸多方面，並輔之以充份的董事培訓、頻繁更新監管動態及實地考察等舉措。通過月份財務更新和有關營運、安全趨勢與合規的季度報告，董事全面瞭解公司表現。集團實施董事會年度績效評估，同時設立明晰的董事會委任政策，就年齡、任期限制和繼任等事項作出規定。

作為可再生能源生產商，中廣核新能源經營著龐大的地理業務網絡。為確保整個組織（即使在偏遠地區）採用健全、符合道德的業務做法，集團制訂了詳細的員工手冊及指引，並提供員工培訓。作為保障，集團制定詳細的審核計劃，在三年審核週期內涵蓋所有外地廠房和業務地點。在2018年的45個項目中，死亡人數為零，須上報的受傷案例僅一例，且並無發生重大欺詐問題，對於一間能源項目集團而言，這無疑是一項值得稱許的成就。

社會責任方面，中廣核新能源更新了其ESG（環境、社會及管治）報告的內容，並由協力廠商提供認證。公司利用5G技術管理其太陽能和風電場，最大程度減少自身能源消耗。集團還致力於扶貧事業，例如，幫助養魚戶建造太陽能養魚場，降低經營成本之餘，更能夠通過出售產生的能源，開拓收益來源。





晶苑國際集團有限公司  
CRYSTAL INTERNATIONAL GROUP LIMITED

## Crystal International Group Limited 晶苑國際集團有限公司

HK Stock Code 香港股份代號: 2232

Crystal International Group (Crystal) was founded in Hong Kong in 1970. Today, it has around 20 self-operating manufacturing facilities spanning across five countries. With a workforce of approximately 80,000, it delivers over 470 million pieces of apparel a year to well know apparel brands in the world.

The Group's development is based on its corporate culture of caring "For The Greater Good" — where the good of customers, colleagues, society and the global environment are the priorities. Its belief in sustainability allows it to create "shared value" for shareholders and stakeholders through the business process.

晶苑國際集團 (晶苑) 於1970年成立。如今，集團有約20座配備自動化製造設施的工廠，分佈於五個國家，員工人數約80,000人，每年主要為全球知名的服裝品牌交付超過4億7千萬件成衣。

集團一直按照「大我為先」企業文化發展壯大，其中客戶、員工、社會及全球環境的利益是優先考慮因素。集團透過可持續發展創造「共用價值」，透過業務過程為股東及持份者創造價值。

### JUDGES' COMMENTS

Although listed just two years ago, Crystal's corporate governance endeavors go way back in time. The Group first formulated a board back in 1995 comprising external directors. This was unusual for a privately-held family business and reflected the vision of the founder in striving for excellence through independent advice. To this day, its board still comprises capable individuals with solid background in various disciplines.

The judges are pleased to note many best practices in corporate governance, including board performance review every two years, and the separation of roles of Chairman and CEO. Risks are put under the direct oversight of an Executive Committee chaired by the CEO, complemented by a detailed risk assessment process and internal control systems, the effectiveness of which is audited by the internal audit function, reporting directly to the Audit Committee.

A comprehensive corporate governance manual covering all operational and control areas has been developed to give guidance to employees. External stakeholders are also actively engaged via multiple communication channels.

Crystal views a listing on the stock exchange as an opportunity to further drive its governance. Such conscientiousness and dedication won the praise and confidence of the judges who believe the Group is worthy of a Corporate Governance Excellence Awards in the Category for Newly-listed Companies. The judges hope to see continuous improvement in the coming years, especially in diversifying the board in age and gender.

### 評獎委員評價

儘管上市剛兩年，但晶苑的公司管治工作由來已久，自1995年就首次設立由外部董事組成的董事會。對於一間私人家族企業而言，這特別的做法，反映了創始人希望通過獨立建議追求卓越的願景。時至今日，其董事會仍由在不同範疇具有紮實背景的有能之士組成。

令評獎委員會欣然的是，集團在公司管治方面的諸多最佳實踐都可圈可點，包括每兩年對董事會績效進行一次審查，以及董事長與行政總裁的職權分離。由行政總裁擔任主席的執行委員會負責直接監督風險，並輔以詳細的風險評估流程和內部控制系統，而內部審計職能部門（直接向審核委員會報告）則負責審核其有效性。

集團制定全面的公司管治手冊，涵蓋營運和控制的所有方面，為員工提供指引。集團亦透過多種溝通管道與外部持份者積極溝通，一加強治理。

晶苑將在聯交所上市視作進一步推動其管治的良機。這種盡責精神和專注態度贏得了評委會的讚許和信任，他們認為，集團奪得新上市公司類別公司管治卓越獎，乃實至名歸。評獎委員會希望集團在未來幾年持續改善，尤其在董事會的年齡和性別多樣化方面。



## ChampionREIT

冠君產業信託

## Champion REIT

冠君產業信託

HK Stock Code 香港股份代號: 2778

Champion REIT is a Real Estate Investment Trust established and listed in 2006. Champion REIT is a trust formed to own and invest in income producing office and retail properties and is one of the 10 largest REITs by market capitalization in the Asia excluding Japan region. The Trust's focus is on Grade A commercial properties in prime locations. It currently offers investors direct exposure to 2.93 million sq. ft. of prime office and retail floor area by way of two landmark properties in Hong Kong, Three Garden Road and Langham Place.

Champion REIT's key objectives are to provide investors with stable and sustainable distribution and to achieve long-term capital growth.

冠君產業信託為一項房地產投資信託基金，於 2006 年立成並上市。冠君產業信託擁有及投資於提供租金收入的寫字樓及零售物業。以市值計算為亞洲區內除日本外十大房地產投資信託基金之一。信託主要投資位於優越地點的甲級商用物業。現時擁有的花園道三號及朗豪坊兩幢地標級物業，總樓面面積達 293 萬平方呎。

冠君產業信託的主要目標是為投資者提供穩定和可持續的分派，並達致長遠資本增值。

### JUDGES' COMMENTS

Managing a REIT requires the manager to engage with a multitude of stakeholders to address their needs and concerns in order to sustainably grow the value of the units. In this respect, the manager of Champion REIT has done an outstanding job and the panel of judges is happy to recognize it with a Sustainability Award.

The Champion REIT manager embarks on a three-year journey in sustainability which aims to achieve environmental benefits, enhance tenants- and shoppers-experience and deliver all-rounded wellness, ultimately creating a sustainable culture.

A dedicated Sustainability Working Group was set up to develop and implement the sustainability strategy, with direct involvement of the board of directors. Green and wellness are the two main themes. Green measures include refurbishing its Three Garden Road property to fit the standards of Well at Platinum level; reducing carbon footprint by installing solar panels at properties and deploying IoT (Internet of things) sensors that monitor carbon level at indoor carpark spaces to control ventilation, both aimed to reduce energy usage (30% lower at car parks alone) and operational costs. Green features can also be found in the tenant mix, green elements in the leasing contracts, and requirements on suppliers and contractors. The Wellness measures aim to promote a healthy and balanced lifestyle for staff, tenants and the community through mental and physical health seminars and sporting events.

The success of these initiatives is well recognized. In 2019, Champion REIT earned a Green Star and Grade A Rating on Public Disclosure in the Global Real Estate Sustainability Benchmark and is included in the Hang Seng Corporate Sustainability Benchmark Index for the fourth consecutive year.

### 評獎委員評價

管理房地產投資信託，需要管理人與各界持份者緊密接觸，解決他們的需要和關注事項，以可持續的方式提升單位元價值。鑒於冠君產業信託在這方面的出色表現，評獎委員會欣然向其頒授可持續發展獎。

冠君產業信託管理人展開為期三年的可持續發展征程，旨在實現環境效益，提升租戶和購物者體驗，促進身心健康，並最終締造可持續發展的文化。

冠君產業信託成立了專門的可持續發展工作小組，在董事會的直接參與下制定並實施可持續發展策略。環保和健康是兩項主要議題。環保措施包括：翻新其花園道三號物業，以符合白金級Well標準；在物業上安裝太陽能電池板並設置可監控室內停車場車位碳水準的IoT（物聯網）感應器，以控制通風，減少碳足印。這兩項措施旨在減少能源消耗（僅停車場就降低30%的能源消耗），同時降低營運成本。在租戶組合、租賃合約中的環保要素以及對供應商和承包商的要求中，也無一不體現出環保理念特色。健康措施旨在通過為員工、租戶和社區而設的身心健康研討會及各項體育活動，倡導健康、平衡的生活方式。

這些舉措大獲成功，受到廣泛認可。2019年，冠君產業信託在「全球房地產可持續發展基準」評估中獲得「綠色之星」嘉許和公開披露A評級，並連續第四年獲納入恒生可持續發展企業基準指數。





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### JUDGES' COMMENTS

To understand the commitment to ESG and sustainability of Crystal, one needs look no further than the number of the sustainability reports it has published, and their quality. Listed just two years ago, the Group has already issued 10 Sustainability reports -- clear evidence that sustainability is never a compliance issue but a promise it makes to the environment and stakeholders.

As a garment manufacturer, protecting the environment is always a huge challenge. The Group overcame this by making huge investments in building a sustainability framework way back in 2007. Through years of refinement, its sustainability initiatives are now matched to the Social Development Goals (SDG) advocated by the United Nations.

The framework encompasses the environment, product integrity, innovation, employee care and community engagement. Environmental protection is achieved by low carbon manufacturing process, making use of renewable energy where possible, adopting energy recovery techniques and using energy efficient machineries. This is coupled with water conservation technologies that recycle up to 80% of the water used. The Group has zero discharge of hazardous chemicals owing to sophisticated chemical management, monitoring and testing processes. To compensate carbon emission, a total of 2.5 million trees have been planted since 2007. The manufacturing process is highly automated to achieve operational and resources efficiency as well as promote worker productivity and workplace safety.

Product quality and safety are attached with great importance and are assured by vigorous testing in one of its 10 in-house laboratories. The Group is also an ardent supporter of women empowerment with its CARE Programme which provides training to female workers to enable personal growth.

With a forward-looking approach, the Group has begun its 3rd 5-years Sustainability Plan (2018-2022) that targets to reduce carbon by 10%, reduce water usage by 8%, plant one million trees, empower 40,000 females and attain 10,000 voluntary hours during the period. Many of these parameters are well on target already. The judges are confident that the sustainability journey of Crystal will continue to thrive and a Sustainability Award is well-deserved.

### 評獎委員評價

如欲瞭解晶苑對ESG（環境、社會及管治）以及可持續發展之承擔，我們只需看看該集團已發佈的可持續發展報告數量以及品質。該集團上市僅有兩年，卻已發佈10份可持續發展報告——此事表明，對該集團而言，可持續發展絕不是一項合規事宜，而是對環境以及持份者作出的承諾。

環境保護對服裝製造商而言必是不小的挑戰。為此，該集團早在2007年就已斥資制定可持續發展框架。經過多年的改進，其可持續發展舉措現已達到聯合國倡議的社會發展目標(SDG)。

該框架涵蓋環境保護、產品完整性、創新、僱員關懷以及社區參與五個方面。該集團透過低碳製造流程、盡力利用可再生能源、採用能源回收技術以及節能設備來實現環保目標。此外，集團亦採用節水技術回收利用高達80%已用水。得益於縝密的化學物管理、監控及檢測流程，該集團實現了危險化學物的零排放。作為碳排放的補償，其自2007年起總共已種植250萬棵樹。高度自動化的製造流程不僅能確保作業與資源利用維持高效，亦能提升工人生產力及工作場所安全。

該集團非常重視產品品質及安全，下設10間內部實驗室，以嚴格檢測確保產品符合標準。集團亦透過為女性職工提供培訓並激發其個人發展的CARE計劃，積極支持女性賦權。

該集團著眼於未來，已啟動第三個五年可持續發展計劃（2018-2022年），旨在於期內將碳排放減少10%、耗水減少8%、植樹一百萬棵、賦予40,000名女性力量以及推動員工參與10,000小時義務工作。上述許多工作已見進展良好，勢可達成目標。評獎委員會相信晶苑的可持續發展之路會繼續碩果豐收，授予可持續發展獎項乃實至名歸。





## Li & Fung Limited 利豐有限公司

HK Stock Code 香港股份代號: 494

Li & Fung Limited (Li & Fung) is a Hong Kong based supply chain manager primarily for US and EU brands, department stores, hypermarkets, specialty stores, catalogue-led companies, and e-commerce sites. Its product range includes apparel, furniture and home furnishings, beauty and personal care products, fashion accessories and general merchandising.

Li & Fung has some 17,000 people work in more than 230 locations in over 40 different markets.

利豐有限公司(利豐)是紮根香港之供應鏈管理企業，主要服務歐美品牌，百貨公司，大型超市，特色商店，網購企業和電商網站。產品類型多元化，包括成衣、傢具及傢品，美容和個人護理，時尚飾物及一般用品。

利豐業務範圍遍及40多個市場之230多個點，雇用超過17,000人。

### JUDGES' COMMENTS

As one of the world's largest supply chain companies with a business network of 230 offices around the world, employing nearly 17,000 people, Li & Fung truly takes to heart its responsibilities to the society, community, and the environment. Realising the huge impact of its business footprint, the Group adopts a holistic sustainability strategy to engage with people, improve supply chain sustainability, manage carbon footprint and improve the lives of the people along the supply chain.

The Group puts great emphasis on the welfare of its staff and workers, many of them in developing countries. Efforts would be made to foster human rights and ethical labor standard, provide safe and healthy workplaces and give education to enable workers to grow and give back to their communities. Special care is given to combat abusive labour practices, such as modern slavery and child labour. There is a whole process of due diligence, investigation and monitoring of the factories dedicated to this cause.

In energy reduction, through its supply chain sustainability programme, the Group works side-by-side with factories to plan on energy consumption. For example, special energy sensor packages are provided to factories for analyzing energy consumption patterns and detecting how usage can be reduced. This has resulted in up to 15% reduction in energy.

The panel of judges believes these people-focused and collaborative approaches, on top of the organisation-wide plastic and carbon reduction initiatives, and staff volunteering programmes, make Li & Fung stand out in sustainability, and an Award is well-deserved.

### 評獎委員評價

利豐業務網絡遍及全球，在各地設230間辦事處，僱員近17,000人，是全球規模最大的供應鏈公司之一，因而甚為重視對社會、社群以及環境的責任。鑒於其業務足跡的巨大影響，該集團採用整全的可持續發展策略，促進人與人之間的互動、改進供應鏈可持續性、管理碳足印，以及改善供應鏈環節上涉及的人群生活。

該集團許多員工與工人生活在發展中國家，集團十分重視其福祉。集團努力推進人權與道德勞工標準，提供安全健康的工作場所以及教育，讓工人發展自我及回饋社會。該集團尤其關注於反對虐待勞工行為（如現代奴隸和童工），設有專門應對此問題的全面盡職審查、調查與監察工廠流程。

在能源減耗方面，該集團透過其供應鏈可持續計劃，與工廠攜手制定耗能計劃。例如，集團向工廠提供專門的能源感應器套件，用於分析耗能模式以及檢測如何能夠減少能源使用。此舉已使耗能下降最多15%。

評獎委員會認為，上述以人為本的合作方式，加上組織內部全面的塑膠削減與碳減排舉措，輔之以員工義工計劃，令利豐達致卓越的可持續發展表現，獲獎乃實至名歸。





## Lifestyle International Holdings Limited

### 利福國際集團有限公司

HK Stock Code 香港股份代號:1212

Lifestyle International Holdings Limited (Lifestyle International) is a Hong Kong-based retail operator that specializes in the operation of mid to upper-end department stores in Hong Kong. Currently, the Group operates two SOGO stores in Hong Kong, one in Causeway Bay, another in Tsim Sha Shui, with a third one under construction in the Kai Tak area.

Characterized by the “one-stop shopping” concept with unparalleled brand equity, the Group’s department stores offer a wide variety of goods ranging from daily necessities to luxury products as well as personal care services, such as beauty salons.

利福國際集團有限公司 (利福國際) 是紮根於香港的零售營運商，在香港專門經營中高檔次百貨店。目前集團在香港營運兩家崇光百貨，分別位於銅鑼灣和尖沙咀，另外第三家崇光百貨店正於啟德地區籌建中。

在「一站式購物」概念及優越的品牌認受性下，集團的百貨店提供廣泛種類的貨品，從日常必需品至奢侈品以及個人護理服務，例如美妍中心。

## JUDGES' COMMENTS

As a premium retail operator in Hong Kong managing two famous Sogo department stores, Lifestyle International has to deal with fluctuating business environment as retail sentiments shift quickly.

To cope with the challenges, the Group has in recent years strengthened its board leadership. Measures included diversifying the board with more female (22%) and independent directors (45%) and replacing long-serving directors, successfully bringing in wider and newer perspectives to the board. The Board chairman is also non-executive. Directors are dedicated, with 67% of them holding less than two other directorships. INEDs come from a diverse background, from retail, property development to the academia, and they play a key role in the board, chairing all three board committees of audit, remuneration and nomination. The audit committee is 100% independent and it would meet with the external auditor without the presence of executive directors and management. Furthermore, the Board chairman would meet with INEDs annually without the presence of other directors to encourage free expression of views.

The panel of judges is pleased to see the improvements made to the board and the many productive measures to promote independence and positive results, and decided to award Lifestyle International with an Honourable Mention as encouragement.

## 評獎委員評價

作為管理兩間知名崇光百貨的香港高級零售營運商，利福國際必須因應零售市道迅速變化而應對業務環境的利淡轉變。

為應對挑戰，該集團近年來增強董事會領導力。相關措施包括增設更多女性(22%)及獨立董事(45%)來促進董事會的結構多元化，以及更換長期在任的董事，從而成功地為董事會賦予更寬闊、更新穎的視角。董事會主席亦是非執行董事。董事均能投入職務，其中67%的董事擔任不超過另外兩個董事職位。獨立非執行董事具多元化背景，來自零售、物業開發以及學術範疇，並分別擔任董事會轄下審核、薪酬及提名全部三個委員會的主席，在董事會發揮重要作用。審核委員會全部由獨立董事組成，並會在執行董事及管理層避席的情況下與外部核數師溝通。此外，董事會主席每年都會在其他董事避席的情況下與獨立非執行董事會面，以鼓勵他們自由表達觀點。

評獎委員會對董事會的改進以及旨在提高獨立性與積極成果的眾多建設性舉措表示滿意，決定向利福國際授予特別嘉許以茲鼓勵。

