

Interview: Mr Stanley Mok and Mr Stephen Mok

專訪莫兆光先生和莫仲堃先生

It is not unusual to find members of the same family joining The Hong Kong Institute of Directors (HKIoD). Although their occupation, position and seniority as company directors may differ, they all share the passion of striving towards director professionalism while sharing and passing on good values and high standards. We can learn from their stories. Below is our interview with one such family.

學會的會員不少來自同一家庭，雖然他們所處的行業、崗位、董事年資並不一定相同，都各自為董事專業而努力，彼此分享，傳承良好的價值，他們的故事值得我們借鏡。

Interviewees 受訪對象

Mr Stanley Mok, FHKIoD –
Managing Director of Urban Media Ltd; Council Member and Chairman of Publishing Board of The Hong Kong Institute of Directors
莫兆光先生 -
資訊推廣有限公司董事總經理，香港董事學會理事及出版委員會主席

Mr Stephen Mok, FHKIoD –
Partner, Eversheds; Fellow of The Hong Kong Institute of Directors
莫仲堃先生 -
安睿國際律師事務所合夥人，香港董事學會資深會員



▲ Mr Stephen Mok (left) poses with uncle Mr Stanley Mok after the interview for this magazine.
▲ 莫仲堃先生 (左) 跟叔叔莫兆光於受訪當天合照。

How did you first get in touch with HKIoD? What was/were the reason(s) for you to become a member of HKIoD?

Mr Stanley Mok: I joined HKIoD at its inception; it was Mr Moses Cheng who introduced the Institute to me. As the Founding Chairman of HKIoD, Mr Cheng spared no effort to recruit numerous members for the Institute through his network. Thanks for him, I became an HKIoD member in 1997.

Truth be told, the reason I was interested in joining HKIoD was for the sake of business. I knew back then that the Institute of Directors in the UK was a renowned professional body and an advocate of corporate governance. In my mind, The HKIoD would do likewise as well, so I decided to join the Institute to learn some means to improve my business operations. In addition, I also hoped to expand my network through the Institute, which boasted board members and senior executives among its members.

Mr Stephen Mok: Of course, I first heard of HKIoD from Uncle Stanley. My father (Mr Mok Yiu Kwong, retired HKIoD member), too, was an HKIoD member. In fact, I was an HKIoD member some years ago, but lost the membership due to a job change. So when a banker friend mentioned HKIoD to me recently, I saw that as an opportunity to reconnect with the Institute.

HKIoD is a recognised platform for promoting corporate governance. As a lawyer working closely with listed companies and financial institutions, I noticed that our regulatory framework is demanding that listed companies observe increasingly higher standards of corporate governance. I also see in HKIoD a bridge in helping Mainland Chinese companies and directors raise their corporate governance standards.

Stanley, compared to the time of its inception, what changes have you seen in The HKIoD?



▲ Mr Mok Yiu Kwong (left), retired member of HKIoD.
▲ 莫耀光先生(左)是本會的退休會員。

Stanley: Times have changed in these two decades, and no doubt HKIoD has undergone lots of changes too. One significant difference is in the composition of its membership – we have a lot more Mainland Chinese businessmen among us.

The number of state-owned enterprises and Mainland Chinese companies listed in Hong Kong is much bigger than that in 1997. In Mainland China, companies do business and practice governance still differently from companies in Hong Kong and the rest of the world. But directors of Mainland Chinese companies listed in Hong Kong are keen to get on track with Hong Kong's good corporate governance practices, which are well recognised by global investors. This explains the rising number of Mainland Chinese company directors joining HKIoD to pick up best practices in leadership and corporate governance.

Stephen, you and several co-workers from Eversheds have become members of The HKIoD. How do you see The HKIoD add values to your professional development?

Stephen: Being an HKIoD member gives me and my co-workers plenty of opportunities to meet with directors from different sectors. The Institute conducts various training courses regularly. I also encourage my colleagues to take up the task of being training facilitators of such programmes. These are not only channels to promote corporate governance but also excellent chance for someone to polish his or her presentation skill, which is essential for every legal practitioner. Preparing for tuition is a way to let us refresh our knowledge and improve upon it. More than that, interacting with programme attendees, who are mostly company directors, can broaden our horizons as well.

Can you share with our readers some inspirational experience and above all, you family values?

Stephen: We are a close-knit family. My father was the breadwinner of the Mok family. When he was busy making a living, Uncle Stanley looked after me and my siblings like a big brother. Uncle Stanley is 14-year older than I but 19-year younger than my father. It was he who taught me how to swim, engaged me in soccer and table tennis, and took us kids out

to go rowing, hiking and touring the countryside. We are very close all through the years.

Stanley: Speaking of shared values, our family believes in education, and Stephen's father is a great role model. He was once an Assistant Director of the Housing Department, and was awarded a Member of the British Empire (MBE) for 40 years of service there. Yet with just secondary school education, his first job was as a mechanic repairing cars. Can you imagine how much effort he had to put in to join the ranks of senior government officials? To enhance competency, he eventually completed the Diploma of Housing Management programme at the University of Hong Kong.

I am comforted that Stephen and his brothers and sisters all received higher education. Putting his children through college was no easy task for Stephen's father. They all can boast of accomplishments in their respective fields. Under God's blessings, in Stephen's generation there are professionals in the medical, legal, engineering, investment banking and aviation fields. I think my brother did a great job in setting the pace for his children. ☞

你們如何認識香港董事學會的？為何會成為學會會員？

莫兆光先生：我在香港董事學會成立之初便已成為會員，介紹我加入學會的是鄭慕智先生。身為學會的創會主席，他為學會招攬會員可謂不遺餘力。我經他引薦，在1997年成為學會會員。

實不相瞞，我加入學會還是為了生意的。我知道英國的董事學會是知名的專業機團體，致力推廣企業管治。我心目中的香港董事學會也是如此，因此希望加入學會，學習改善經營的方法。此外，學會會員多是公司董事和高層管理人員，我當然期望認識能透過學會認識他們，拓展人際網絡。

莫仲堃先生：我對香港董事學會的認識當然來自我叔叔(莫兆光先生)。我的父親(莫耀光先生，香港董事學會退休會員)也曾是學會會員。事實上我多年前也曾是會員，但後因工作轉變關係而失去了會籍。最近有位銀行界好友剛巧跟我談起了學會，成為我重新成為學會會員的契機。

香港董事學會是廣受認同的推廣企業管治平台。我的業務多與上市公司和金融集團有關，從我觀察所得，香港的法律制度對上市公司的企業管治水平，要求越益嚴格。此外，學會也可成為連接內地企業和公司董事的橋樑，協助他們提升企業管治水平。

Stanley，你覺得學會成立之今經歷了甚麼變化？

莫兆光先生：世界在這二十年變化甚鉅，學會亦肯定經歷不少變化。其中一個明顯轉變是多了來自中國大陸的商界人士成為學會會員。

現時在香港上市的國有企業和中國公司的數量遠超1997年的。中國企業的營商和管治的方式與香港和世界各地的企業頗有不同。香港的企業管治水平有目共睹，獲國際投資者認同，在香港上市的那一批中國企業的董事，都渴望與我們的企管水平接

軌。這解釋了愈來愈多中國企業的董事加入香港董事學會，以學習企業領導和企業管治的最佳常規。

Stephen，你跟幾位安睿國際律師事務所的同事成為了學會會員。加入學會如何替你們專業發展增值？

莫仲堃先生：香港董事學會讓我和同事有大量機會與來自不同界別的公司董事接觸。學會舉辦不同的培訓課程，我很鼓勵同事把握機會，擔任這類課程的導師。這些課程不單是推廣企業管治的渠道，也是鍛鍊演說技巧的大好機會，而演說能力正是每位法律工作者所必備的。準備課堂的功夫也可讓我們溫故知新、更進一步。課堂的參與者多是公司董事，我們有機會與他們互動，也可增廣見聞。

請分享莫氏一家的生活經歷和共同價值觀。

莫仲堃先生：我們是非常團結的一家人。我的父親是家中經濟支柱，當他日以繼夜地工作時，Uncle Stanley就像家中的大哥哥，照顧我和其他兄弟姊妹。Uncle Stanley比我大14歲，但比我爸爸小19歲。正是他教會我游泳、踢足球和打乒乓球，又帶我和一眾兄弟姊妹去划艇、遠足和郊遊。時至今日，我們的關係仍非常密切。

莫兆光先生：要說共同價值觀，我們一家人都相信教育的重要，而Stephen的父親就是最好的榜樣。他曾任職房屋署的助理署長，更因在房署任職逾四十年而獲勳嘉許。然而他踏足社會的第一份工作是汽車修理工，當時他僅有中學學歷。你可以想像他付出多少努力才能躋身政府高層官員之列。為自我增值，他最終完成了香港大學的房屋管理文憑課程。

我很欣慰Stephen和他的兄弟姊妹都能完成高等教育，那對Stephen的爸爸來說可不容易。蒙主祝福，一眾子侄在醫學、法律、工程、投資銀行及航行的專業範疇各自有不凡成就。我想我的哥哥為子女樹立了良好的榜樣。



▲ Uncle Stanley (left) and nephew Stephen (right) in the 1970s.

▲ 1970年代的莫兆光先生(左)與侄兒莫仲堃先生(右)。