



楊敏德女士
Ms Marjorie YANG Mun-Tak

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Ms Marjorie Yang Mun-Tak is one of the most powerful people in the global garment industry and one of *Fortune* magazine's top 50 businesswomen in the world. As Chairman and CEO of The Esquel Group, she oversees operations in nine countries involving 47,000 employees. She received a degree in mathematics from the Massachusetts Institute of Technology (MIT) before getting an MBA from the Harvard Business School. These are all remarkable achievements. However, what makes Ms Yang truly extraordinary is that she has not only transformed Esquel into a leading high-quality garment manufacturer, she has demonstrated that corporations can be both successful and socially responsible.

At Esquel, Ms Yang has built up the business to an annual turnover of US\$500 million while at the same time raising the working and living conditions of her employees as well as the outside community. She holds the view that if she improves the lot of her workers and the environment, she will also make her company stronger.

One good example is how Ms Yang openly addresses the issue of HIV/AIDS. Instead of avoiding the topic, Esquel started a campaign to help workers better protect themselves from this deadly disease. Seminars and exhibitions are held for employees. Programs like this underscore many of her initiatives. She introduced a code of ethics, or "eCulture" at Esquel as a way of life. She has brought cross-training programs to help workers improve efficiency that has benefited workers' lives as well as the company with a more flexible and committed workforce.

Determined to continue and grow the vision of her father, Ms Yang has led the Company through an expansion from a Hong Kong garment factory established since 1978, to a global textiles and garment manufacturer specializing in high quality shirts. Fully recognizing the valuable contributions of the Company's dedicated workforce throughout the years, Ms Yang always gives high priority to employee benefits and encourages creativity.

At Esquel every piece of product has to meet a very high quality standard. To ensure effective quality control throughout the whole production process, Ms Yang built a vertically integrated operation, from cotton farming through to delivery of finished product as well as retail support. New technologies such as Radio Frequency Identification (RFID) technology to track cotton bales and Electronic Supply Chain Management together with best practices are adopted to ensure quality and efficiency, and to eliminate wastage. Ms Yang's insistence on high quality standards has helped earn the trust of world-renowned brands such as Abercrombie and Fitch, Tommy Hilfiger, Nordstrom, Hugo Boss, Marks & Spencer and Polo Ralph Lauren.

Thanks to Ms Yang's enthusiasm and great leadership, Esquel has become a leading global cotton shirt solutions provider. She believes education adds value to her company and to this traditional industry. Apart from the comprehensive educational and training programs launched throughout the Company, Esquel offers many opportunities for new graduates to start their career in the exciting and transforming garment industry.

楊敏德女士是全球成衣界中最顯赫人物之一，被《財富》雜誌評為全球企業首五十位最具影響力的女性。她於麻省理工學院獲學士學位，主修數學，並於哈佛大學商學院獲得工商管理碩士學位。目前她擔任香港溢達集團董事長，其工廠分佈在全球九個國家，僱員達到47,000人。這些都是驕人的成就。可是，令楊女士真正不同凡響的，不僅是將溢達集團轉型為世界領先的高品質成衣製造商，更重要的是，她向世界展示，企業成就與社會承擔，可以並行不悖。

在擴展溢達集團使其年營業額達到五億美元的同時，楊女士亦不斷提升員工的工作和生活條件，並促進社會的發展。她認為，如果員工生活質素和社會環境都得到改善，公司的實力定會增強。

其中一個好例子，是楊女士如何正視愛滋病的問題。溢達集團對這課題並非避而不談，而是積極舉辦研討會及展覽，幫助員工提高警覺和自我保護，遠離這種危疾。楊女士的許多舉措都突顯出同樣的理念，她為企業引入德育指引及多元化訓練項目，提昇員工知識水平和工作效率。員工的生活得以改善，而公司亦因擁有這隊適應性強，願意承擔的員工而獲益良多。

楊女士矢志秉承及開拓她父親的宏願，帶領溢達集團，由一家於1978年成立的本地製衣廠，發展成為一間業務遍及全球的紡織廠及成衣製造商，專注生產高質素襯衣。她一直以來都完全認同專心致志的員工對公司的重要性，所以她十分重視員工福利及鼓勵員工發揮他們的創意。

溢達集團的每一件產品，均須符合高質量的標準。楊女士建立了一套涵蓋由種植棉花到付運製成品和零售支援的一條龍綜合營運系統，以便在整個生產過程中作出有效的品質監控。她採用無線射頻識別技術這種嶄新科技來追查每捆棉花的動向。配合電子供應鏈管理系統和其他各種有效的營運措施，以確保生產品質及效率，和減少浪費。楊女士這種對高質量的堅持，吸引了很多知名客戶，比如「Abercrombie and Fitch」、「Tommy Hilfiger」、「Nordstrom」、「Hugo Boss」、「馬莎(Marks & Spencer)」及「Polo Ralph Lauren」等。

憑藉楊女士的熱誠和她的領導才能，溢達集團成為世界知名的跨地域襯衣製造方案供應商。楊女士深信教育可以為她的公司及傳統製衣業帶來裨益。除了在溢達集團內舉辦各式各樣的教育及培訓項目，集團

The Esquel mission is executed without frivolity. Ms Yang believes good leadership requires transparency, accountability and discipline, as well as social responsibility and integrity. These qualities have helped the company to weather challenges such as the end of the quota era for textiles and the threat of SARS. They have also enabled Esquel to set an example in Asia as a company that is both viable and socially conscious.

In addition to improving working conditions, Ms Yang has wider concerns. She believes there is no time to waste in addressing environmental and sustainability issues, particularly in China. She has installed high-capacity wastewater treatment facilities in all of Esquel's manufacturing centers in China to control polluting discharges. She has also led her company in sponsoring conferences on sustainable development and invested money in schools and libraries in rural regions of China, to raise education levels and teach children about sustainability. Esquel sends mobile "Eco-labs" around Xinjiang and has touched 86,000 kids over a period of three years.

Her opinions and achievements have attracted the attentions of many people from outside the garment industry. She is a member of the National Committee of the Chinese People's Political Consultative Conference. She sits on the boards of Swire Pacific Limited and The Hongkong and Shanghai Banking Corporation Limited. She is also a member of the MIT Corporation and the Court of The Hong Kong University of Science and Technology, and is involved with MBA programs at Harvard, MIT, Tsinghua, Fudan and Lingnan universities.

Ms Yang is concerned about the loss of interest in the study of science and technology. She is keen to share her own enthusiasm with young people to encourage them to think out of the box, live an exciting life and aspire to achieve more than a high-paying job.

Dynamic, thoughtful and engaged, Ms Yang is changing the face of global business leadership. One can only wonder about the source of her inspiration. Surprisingly, when she left Harvard to join a New York investment bank, her sights were set on becoming one of the Masters of the Universe, as described in Tom Wolfe's book *Bonfire of the Vanities*. In 1978, her father called her back to Hong Kong. He was ill and she hurried home to be by his side. Soon after his recovery, Mr Yang continued his journey in the garment industry and set up his own company – Esquel, right at the time of China's economic liberalization. To support her father's budding business, Ms Yang gave up her desire to conquer the investment-banking world and took up a much broader, more generous ambition.

As she advises MBA students, success should not be measured by salary alone. Managers can add value to their companies and bring about a better living not just for themselves, but also for all of the people who work in their companies. Companies must bring about good for the community and not just take from it. In this regard, Ms Yang is rightly considered one of the most successful businesswomen in the world. She sums up her approach in a characteristically direct and effective way: her mission is not to make great cotton shirts, but to make her corner of the world a little happier.

Mr Pro-Chancellor, I have the honor to present to you, on behalf of The Hong Kong University of Science and Technology, Ms Marjorie Yang Mun-Tak, for the award of Honorary Fellowship.

亦提供大量就業機會，讓畢業生可以在充滿挑戰及日新月異的製衣行業開展他們的事業。

言必信、行必果。楊女士相信好的領導需要高透明度、敢於負責、一絲不苟、有社會責任感和正直誠實。這些特質幫助溢達集團應付紡織品配額時代結束所帶來的挑戰，以及沙士的威脅。此外，在公司持續增長和擔負社會責任兩方面，溢達集團都成為亞洲企業的榜樣。

除了改善工作條件外，楊女士對整體社會亦事事關心。她深信，處理保護環境和持續發展的問題是刻不容緩的，尤其是在中國。為了控制污水的排放，溢達在中國內地所有的製造中心，都安裝了高容量廢水處理裝置。為提高中國的教育水平和向孩童們灌輸持續發展的理念，她不斷贊助討論持續發展課題的會議，並給偏遠地區捐款，幫助當地居民修建學校和圖書館。溢達集團利用一輛「小小流動實驗室」在新疆省各地推廣環境保護訊息。在三年內，已有86,000名孩童到過該實驗室參觀。

楊女士的理念和成就並不局限於製衣業。她擔任全國政協委員，同時亦擔任太古公司和滙豐銀行的董事。她是麻省理工學院和香港科技大學顧問委員。目前她還參與哈佛大學、麻省理工學院、清華、復旦和嶺南大學的工商管理碩士課程的工作。

楊女士亦關注大眾對學習有關科學和技術科目的興趣。她很希望跟年輕人分享她對學習該等科目的熱誠，從而鼓勵他們擴闊視野，追求多采多姿的人生，及從工作中獲得高薪厚祿及其他多方面的得著。

楊女士精力充沛、思維慎密、熱心參與各項事務，一改環球企業家的形象，她才華橫溢，使人耳目一新。但令人驚訝的是，她當年離開哈佛大學到紐約加盟一間投資銀行時，她的目標是要成為國際大亨，正如湯姆·沃爾夫的《夜都迷情》中描寫的那樣。1978年，她的父親患病，要求她返港，她急忙回到他的身邊。父親病癒後不久，就在楊女士的支持下著手創辦溢達集團，那時正值中國大陸實行經濟開放政策。楊女士放棄了在投資銀行界大展宏圖的心願，發展更為博大的抱負。

正如楊女士對工商管理碩士生所提的勸勉，成功不能單用金錢來衡量。管理人員能夠為他們的公司增值，不僅改進自己的生活，更可以為所有員工帶來更好的生活。而企業方面就必須取之社會、用之社會。單在這一點，楊女士已肯定是世界上最成功的商界女強人之一。她用特有的直率而高效的方式總結了成功之路：她的使命不僅是製造最好的棉襯衣，而是令她觸及的世界，更為快樂。

副監督先生，本人謹代表香港科技大學，恭請閣下頒授榮譽大學院士予楊敏德女士。