

Dr Edmund TSE Sze-Wing, GBS

Doctor of Business Administration *honoris causa*

Citation

With his ancestral root in Toi Shan, Dr Edmund TSE Sze-Wing is a third generation local born Chinese. Having received his primary and secondary education from the Chinese school Pui Ching Middle School, he was nurtured with all-round extra-curricular activities that fostered in him the faith that “It is more blessed to give than to receive”. He was admitted into The University of Hong Kong in 1957 and graduated in 1960 with a Bachelor of Arts degree. He majored in Mathematics which taught him to apply logical thinking in his favourite game: bridge. In fact, he became an accomplished bridge player, representing Hong Kong in many regional and world championships. As an outstanding Mathematics graduate, Dr Tse was referred by his professor and started his career as an actuarial trainee at AIA in 1961. Over the past 57 years, Dr Tse has been serving the same company AIA in various capacities. He is now the Non-Executive Chairman of AIA Group Limited, the largest independent publicly listed pan-Asian life insurance group.

An industry veteran, Dr Tse was named President and CEO of AIA in 1983, and Chairman and CEO in 2000. Throughout the period, AIA was a member company of the New-York-based American International Group, Inc (AIG), a world leader in insurance and financial services. In 2003, he was inducted into the Insurance Hall of Fame, the most prestigious award in the insurance industry, in recognition of his exceptional contributions to the advancement of the insurance field and innovation in the development of insurance benefits for society. Dr Tse was the first Chinese person to be awarded this prestigious award. Dr Tse has always been regarded as the principal architect of AIG’s global life insurance platform, and credited for introducing the agency system, now a dominant distribution channel in the industry, to Taiwan in 1970, and to China in 1992.

In Taiwan, for instance, the traditional approach was selling insurance products to relatives and friends. Dr Tse built up a new agency approach, involved cold-calls to reach specific targets, and offered innovative insurance products catering to varying needs for protection. The new agency system bore fruit as its total premium income increased 20-fold in the ten years following 1970. Today the business he found is the second largest life insurance company in Taiwan.

In China, Dr Tse introduced the agency concept and system when AIA was granted a license to operate in Shanghai in 1992. Today, the agency system remains the core distribution channel and accounts for 70% of AIA Group’s new business value. AIA remains the only 100% foreign-owned life insurance company in China.

Excellent as a leader, Dr Tse is full of vision and passion for his business. “Insurance is good” and that is why he is passionate about it. He shared a strong view on the importance of insurance with Winston CHURCHILL who remarked that *“If I had my way, I would write the word ‘insure’ upon the door of every cottage...., because I am convinced, for sacrifices so small, families and estates can be protected against catastrophes which would otherwise smash them up forever”*. As Dr Tse rose progressively through the corporate hierarchy until he reached the power pinnacle as AIG’s Senior Vice Chairman in 2001 and Co-Chief Operating Officer in 2002, his responsibilities included overseeing the Group’s global life insurance operations covering over 130 countries and jurisdictions. Until his retirement from AIG in 2009, Dr Tse was instrumental in building up market-leading franchises across Asia and other emerging markets. He may thus be recognised as living up to his ideal of helping to make the world a safer place for all.

Dr Tse's career model bears eloquent witness to the dynamic capabilities of the Hong Kong professionals to take lead in the competitive environment of transnational businesses, a leadership ability that spearheads the dynamic growth of Hong Kong in its recent history. At AIA, this ability exemplified in form of an ability to "work with people" whereby all available options were opened for discussion among the involved in each country market before arriving at a consensus for effective implementation. Dr Tse played a key role in strategy formulation by making sure the objectives being set were not only realistic and achievable but stretchable and challenging enough to ensure more than 20% growth each year. The buy-in, trust and commitment from below accounts for market leader status in the Asia-Pacific (ex-Japan) region based on life insurance premiums. As Dr Tse helped to build AIA into the largest life insurance company in the world, his working colleagues have stood to benefit substantially. AIA has been the multinational company with the largest number of Million Dollar Round Table (MDRT) members in the world for four consecutive years since 2015. The company has a particularly high percentage of the long-serving staff and agents who are its most valuable asset. Dr Tse has shown a strong sense of belonging to the company and takes pride in flourishing AIA's unique family culture. The company provides care of family especially for those under difficult times and life crisis, and hence motivates its sales force to work hard for the greater good.

Dr Tse's dedication extends beyond his own company to the community of insurance professionals. He was the longest-serving member on the Insurance Advisory Committee to the Hong Kong Government where he provided his professional recommendations to promote the insurance industry. In strengthening the insurance sector, Dr Tse contributes to the interest of building up Hong Kong as an international financial centre. Dr Tse also worked closely with many local governments and communities to promote the industry's development, advising on regulations and operations. In recognition of his outstanding contributions, Dr Tse received numerous awards including the Gold Bauhinia Star issued to him by the HKSAR Government in 2001. He was made an honorary fellow and an honour degree of Doctor of Social Science from his alma mater The University of Hong Kong in 1998 and 2002 respectively. In 2003, he was inducted into the prestigious Insurance Hall of Fame. Finally he was awarded the first ever Lifetime Achievement Award at the Pacific Insurance Conference in 2017.

In 2011, following the independent listing of AIA on the Hong Kong Stock Exchange, Dr Tse assumed the role of Non-Executive Chairman. While continuing his stewardship of the company, Dr Tse now devotes more time to philanthropic programmes. As Chairman of the AIA Foundation and Edmund & Peggy Tse Foundation, he oversees the Foundation's allocation of large amounts of money to a variety of programmes relating to education, community and medical institutions.

Honourable Chancellor, in recognition of his professional success, exceptional contributions to insurance industry, and benevolent contributions to the economic, social and cultural well-beings of Hong Kong, China and across Asia, may I present to you Dr Edmund TSE Sze-Wing for conferment of the degree of Doctor of Business Administration *honoris causa*.

Citation written and delivered by Professor Esther LI

謝仕榮博士

榮譽工商管理學博士

贊辭

祖籍台山的謝仕榮博士，是家族的香港第三代。他於香港培正小學及香港培正中學肄業，讀書時有機會參與不同的課外活動，培養了「施比受更有福」的信念。謝博士於1957年入讀香港大學，1960年畢業，獲頒文學士學位(主修數學)。大學期間，他醉心橋牌，因而掌握了邏輯思維，其造詣出色，曾代表香港參加區域和世界錦標賽。當年這位優秀的數學畢業生得到教授的推薦，於1961年加入友邦保險任職見習精算師，踏出了事業的第一步。謝博士於過去57年一直效力友邦保險，出任過不同的職務。現時他是友邦保險集團的非執行主席。友邦保險是泛亞地區最大的獨立上市人壽保險集團。

作為資深業者，謝博士於1983年獲委任為友邦保險總裁兼行政總裁，2000年出任主席兼行政總裁。這段期間，友邦保險是美國國際集團(AIG)旗下的公司，總部設於紐約，美國國際集團是世界保險及金融服務的翹楚。2003年，謝博士入選為「全球保險名人堂」，這是保險業享負盛名的選舉，表彰他對推進保險業及社會保險福利發展的傑出貢獻，他也是首位獲此殊榮的華人。謝博士一直被視為美國國際集團全球人壽保險的幕後軍師，他於1970年將代理人制度引入台灣，並於1992年把該制度引入中國，從此成為了保險業主要的分銷渠道。

台灣的傳統保險業以前通常只向親友銷售保險，可是謝博士建立了一股新的保險代理人力量，採用主動致電新客人的方法，擴闊目標對象，並提供創新的保險產品，以滿足不同的投保需求。自1970年起，在往後的10年，新的代理人制度取得了成果，總保費收入增加了20倍。今天友邦是台灣第二大人壽保險公司。

謝博士於1992年把代理人概念和制度引進中國，友邦保險獲得上海的經營牌照。今天，代理人仍是核心的分銷渠道，佔該集團新業務價值的70%。友邦保險至今仍是中國唯一由外資全資擁有的人壽保險公司。

謝博士是優秀的領袖，對事業充滿遠見和熱情。「保險是好的！」這是他熱愛保險業的原因。他引用了英國首相邱吉爾一番話來表達保險的重要。邱吉爾曾這樣說：「要是由我決定，我會在每所小房子的門外寫上『保險』這個詞……因為我深信，只要付出少許金錢，家庭和財產便可得到保障，就算經歷災劫，仍可以捲土重來。」謝博士在總公司平步青雲，於2001年成為美國國際集團的高級副主席，2002年擔任聯席營運總裁。他的職責包括監督集團所覆蓋的130多個國家與及管轄區的全球人壽保險業務。謝博士於2009年退休，放下了美國國際集團的工作，在此之前，他一直致力為集團在亞洲和其他新興市場建立領先市場的業務。謝博士可以說是把工作的熱忱付諸行動，對保障世界的安全發揮了重要作用。

謝博士的事業發展模式，正好反映香港專業人士在跨國企業競爭環境中發揮領導作用的能力。這種領導能力推動了香港在近幾十年來的蓬勃發展。在友邦保險，這種能力體現為「與人合作」的精神；當事情在達成共識之前，每個備選的方案都會給相關國家的市場討論，從而更有效地推展計劃。謝博士在制定策略方面扮演重要角色，他會確保訂立的目標不單是實際可行，還要有足夠的彈性和挑戰性，保證公司每年的發展能夠有20%的增長。受到員工的認可、信任和承

諾，是該公司佔據亞太地區(除了日本)市場領先地位(以人壽保險費計算)的原因。謝博士幫助友邦保險發展成為世界最大的人壽保險公司，他的同事從中也獲益良多。友邦保險自2015年以來，連續四年擁有世界上最多百萬圓桌會會員的跨國公司，而長期服務的員工和代理人佔特別高的比例，他們均是公司內最有價值的資產。謝博士對公司有很強烈的歸屬感，並對友邦獨特的家庭文化感到自豪。友邦照顧員工的家庭，特別支援遇上困難和危機的員工，因而能激勵銷售隊伍更努力為公司工作，爭取更好的業績。

謝博士的熱誠和投入工作的精神，不光得到公司的肯定，更影響了保險界專業人士。他長時間擔任港府委任的保險業諮詢會委員，是任期最長的委員。他為促進香港保險業的發展，提供了專業的建議，謝博士對建立香港成為國際金融中心作出了不少貢獻。此外，他亦與多個地方政府及社區緊密合作，促進保險業的發展，並就規管和營運提供意見。由於他的傑出成就和貢獻，謝博士曾獲頒授多個獎項，包括2001年獲香港特區政府頒授的金紫荊星章，亦分別於1998年及2002年獲母校香港大學頒授名譽大學院士銜及名譽社會科學博士學位。他在2003年獲選為業界享負盛名的「全球保險名人堂」的成員，並於2017年獲太平洋保險會議頒發大會有史以來首個終身成就獎。

當友邦保險於2011年在香港證券交易所獨立上市後，謝博士改任為友邦保險的非執行主席。謝博士繼續管理公司的同時，現在花更多時間支持慈善事業。作為友邦保險基金會及謝仕榮、衛碧堅基金會的主席，他負責監督基金會大量資金的分配，用以支持教育、社區和醫療機構等各種慈善項目。

校監閣下，為表揚謝仕榮博士的專業成就，對保險業的不凡成就，以及對香港、中國和整個亞洲的經濟、社會和文化福祉的貢獻，本人謹恭請 閣下頒授榮譽工商管理學博士學位予謝仕榮博士。

贊辭由李令儀教授撰寫及宣讀

Dr Edmund TSE Sze-Wing, GBS

Doctor of Business Administration *honoris causa*

Address

Chancellor and HKSAR Chief Executive Carrie LAM, Council Chairman Rex AUYEUNG, President Leonard CHENG, distinguished guests and fellow graduates,

Good afternoon.

Along with Professor Joseph LAU Shiu-Ming and Mr PAN Sutong, we are deeply honoured to be here today for the conferment of Honorary Doctorate Degrees by Lingnan University. I would like to express our sincere gratitude to the University.

Lingnan University is dedicated to offering a liberal arts education that blends the best of East and West, to foster the development and capability of students, and to encourage students and teachers to give back to society through original research and knowledge. The countless awards and outstanding achievements have made us very proud to be part of Lingnan University.

Today the spotlight should be on the PhD, Master and Postgraduate Diploma graduates. Please accept my hearty congratulations because you have achieved your first goals through your endless pursuit of knowledge and untiring efforts, which have all contributed to the recognition and appreciation you are receiving today. May I also take this opportunity to congratulate the families, friends and teachers of the graduates. They would not have come to where they are today without your care, support, encouragement. I am especially thrilled to share this special moment with all of you.

The most exciting part of life is to learn and to make continuous progress. Education is like a spark to the candle of life. It has an impact on every part of life. Education is the most important motivation for social progress, pushing society forward for positive change. When I look back, I am immensely grateful to the many teachers and friends I met in school and work because these relationships have benefitted me for my entire life. That is why I am so willing to find the time and devote the effort to education. Today, I would like to share with you my two cents on the value and direction of higher education in Hong Kong.

For over a century, Hong Kong has undergone different stages in the development of higher education. From the elitism approach in the 1980s to the popularisation approach in the 1990s, and the universalisation approach since the turn of the century, there has been rapid development in higher education in the last two decades, not only in terms of the cluster of talent formed by the Chinese and foreign elites. There are many outstanding experts and world-class scholars in Hong Kong universities. In fact, the higher education colleges and universities have built internationally renowned faculties, and their academic research outcome is comparable to that of the world's top universities.

With the challenges of globalisation, increasing international competition, the rise of China, and the constant changes in all Asia Pacific countries, there is an urgent need to further enhance the quality of higher education to maintain Hong Kong's competitive edge.

I believe **Hong Kong should leverage its unique geographical and cultural advantages in developing higher education.** These advantages include its cosmopolitan atmosphere

combining East and West, its open society with an impressive cluster of talent, its rich information system, and its global vision, among many others. Therefore, while Hong Kong focuses on the systemic structure of higher education and resources management, let's not forget the strategic advantage Hong Kong has in terms of its economy, geography and culture, especially the emphasis on East and West cultural integration, the advocacy of innovation and technology, and the new cultural values in this new era, which will contribute to the leadership and prosperity of Hong Kong, China, Asia and the entire world.

At the same time, **the Hong Kong higher education sector should work more closely together to strive for win-win partnerships by consolidating their core competitiveness, and strengthening and promoting their world-leading status in a broader sense.** To become a world-leading integrated university is the long-term goal and vision for all Hong Kong higher education institutions, but it takes time to achieve this because of many constraints. But if we can give the intrinsic meaning of "world-leading" a modern interpretation, we mean putting more emphasis and effort into developing the academic arena, faculty, specific research areas, and the curriculum, all areas in which the local higher education colleges and universities have a competitive edge. Parts of the overall Hong Kong higher education system have reached the top-rated level internationally. For example, the Risk and Insurance Management programme at Lingnan University received recognition from the International Insurance Society. Lingnan University's curriculum design is ranked one of the most outstanding in the world along with the other eight top higher education colleges and universities in America, Europe and South Korea. This is just an example of how different universities can be world leaders in their unique areas of strength. Cooperating and promoting each other's leading status in the broader sense help enhance the overall standing and impact of Hong Kong in terms of the global higher education market.

Moreover, **in accordance with the modern trend of diversification, Hong Kong's higher education institutions should advocate diversification** and excellence in education to leverage their advantages and faculty strengths. They must develop their own specialised areas and encourage originality to seize and meet the opportunities and demand to fulfil the emerging needs of our diversified society. Some 85 per cent of the undergraduate students at Lingnan University participated in overseas exchange programmes. I admire the University's efforts to encourage and support the students in this way to broaden their horizons and knowledge. This is an important element of a diversified, global, outward-looking education.

These are some of my rough observations about higher education in Hong Kong, but please forgive me, because there are many experts and gurus in this assembly.

Once again, allow me to thank Lingnan University for conferring us these Honorary Doctorate Degrees. We sincerely hope Lingnan University will continue its efforts to teach inspirationally and cultivate students with outstanding ability, who will continue to drive social progress and contribute to the special power of human civilisation.

Thank you very much.

謝仕榮博士

榮譽工商管理學博士

謝辭

校監林鄭月娥行政長官、校董會主席歐陽伯權太平紳士、鄭國漢校長、各位嘉賓、各位同學：

大家好！

今日承蒙嶺南大學頒授榮譽博士學位，本人及劉紹銘教授和潘蘇通先生均深感榮幸。謹此首先向嶺南大學致以我們由衷的謝意！

嶺南大學致力於提供融合中西的博雅教育、培養學生全方位的卓越才能、並鼓勵師生通過原創性的研究和知識回饋社會。所獲佳績無數，成就斐然，能成為嶺南大學的其中一分子，我們深感自豪。

今日真正的主角應是在座取得博士學位、碩士學位及深造文憑的各位同學。衷心祝賀你們憑藉對真知的不斷求索和不懈努力，獲得今日的認同和嘉許。同時也衷心祝賀各位同學的家人、朋友及師長，你們的關愛、支持和鼓勵，促成了今日的成果。可以在此與各位分享這別具意義的時刻，本人尤感喜悅！

人生的精彩之處在於不斷學習、不斷進步。教育猶如點燃生命中學習的火種，影響每個人生命的進程。教育更是社會進步最重要的推動力，推動社會的前行和蛻變。回顧我過往經歷，感恩學校及工作中遇上很多良師益友，令我畢生受益。我亦因此一直很樂意並努力為下一代的教育略盡綿力。今日我想談談本人對香港高等教育的一些粗淺看法：

香港發展高等教育已超過一百年歷史，經歷了由八十年代的精英化到九十年代的大眾化，直至踏入二十一世紀後的普及化的轉變。尤其是近二十多年間，香港的高等教育迅速發展，不僅匯集了一批中外精英、傑出專家及世界級學者，一些高等院校更已經建立了國際一流的學術院系，取得的學術研究成果也與全球頂級高校比較不遑多讓。

面對全球化的衝擊、日趨激烈的國際競爭、中國內地的崛起及亞太區各個國家態勢的持續轉變，進一步發展及提升高等教育的質素對於保持香港的競爭優勢甚為關鍵。

本人認為，**香港高等教育應繼續發揮其獨有的地域和文化優勢**。香港是匯集東西文化的國際都會，社會開放，人才匯聚，資訊豐富，擁有全球化的視野。因此，香港的高等教育除注重在系統結構、資源政策等方面的檢視外，也應突顯香港在經濟地理文化方面的戰略優勢，強調融合東西方文化精髓，倡導科技創新及新時代下的新文化價值，為香港、中國內地乃至亞洲及全球的繁榮發展培養新的領導力量。

同時，**香港的高等教育應該提倡合作共贏，凝聚核心競爭力，形成並宣導廣義的世界領先地位**。成為世界領先的綜合大學是香港不少高等院校奮鬥的長期目標，但由於不同因素的局限，實現這一目標尚需時日。如果我們對「世界領先」的內涵賦予新的詮釋，強調並著力發展香港區域內各高等院校具有優勢的一些學術領域、學系或具體學術科研項目及課程，香港高等院校整體體系已經接近甚至已經達到國際一流的水準。例如，嶺南大學的「風險及保險管理課程」獲國際保險學會嘉許，與另外八所來自歐美、韓國的頂尖學府，並列全球卓越課程設計高等院校之一。這

正是不同高等院校，可以在不同領域領先同儕的例子。合作推廣更具廣義的領先地位，有助提升香港在全球高等教育市場的地位及影響力。

此外，**香港的高等教育需要因應多元化的時代趨勢，倡導多元卓越教育**，發揮各個高等院校及其學系的既有優勢，開發各自獨有的發展空間，鼓勵原創，充分把握並滿足多元社會下應運而生的各種新的機遇及需求。嶺南大學的本科生當中，有百分之八十五的同學會參與海外交流計劃。我非常欣賞嶺南大學能夠鼓勵並支持同學擴闊視野、增廣見聞，此乃多元化教育的重要一環。

以上粗淺看法，請恕本人冒昧，畢竟在座很多都是高等教育的專家。

最後，再次感謝嶺南大學向我們頒授榮譽博士學位。我們衷心祝願，嶺南大學繼續春風化雨、作育英才，為推動社會進步及人類文明發展貢獻力量。

謝謝各位。