



WORLD  
GREEN  
BUILDING  
COUNCIL

## **Governance Approaches and Models**

11:15 – 12:30



WORLD  
GREEN  
BUILDING  
COUNCIL

# World Green Building Council

## Evolution of the Board



WORLD  
GREEN  
BUILDING  
COUNCIL

# Green Building Council of Australia

## Governance Journey

# Green Building Council of Australia

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## GBCA Board Evolution

- Where are we – GBCA is a mature GBC (after 14 years)
- How did we get here - governance must have an owner, (tool - board charter)
- Why are we here - structure follows strategy

# Green Building Council of Australia

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## Elements of a Board Charter

- Role of the Board
- Role of the director (including number and term)
- Conflicts of interest
- Role of the Chair
- Role of the CEO
- Role of the Company Secretary
- Board Committees

# Green Building Council of Australia

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## Structure Follows Strategy

- Member led to mission led
- Buildings to communities
- Single sector to broader market
- Environmental focus to sustainability focus
- Ratings (activity) to outcomes (achievements)
- B2B to B2C
- Local to regional

# EVOLUTION OF THE BOARD: HKGBC EXPERIENCE



*Mr Cheung Hau-wai, Chairman of HKGBC*



# FORMATION OF HKGBC



## 4 Founding Members



CONSTRUCTION  
INDUSTRY COUNCIL  
建造業議會



BUSINESS  
ENVIRONMENT  
COUNCIL  
商界環保協會



(Funding Support)



# OUR PREDECESSORS

1996



**HK-BEAM Society**  
香港環保建築協會  
HONG KONG BUILDING ENVIRONMENTAL  
ASSESSMENT METHOD  
香港建築環境評估法

**Steer** the overall  
development of a  
local **green**  
**building rating tool**

- *Industry practitioners*
- *Building professionals*



**Member  
Representation**



**BUSINESS  
ENVIRONMENT  
COUNCIL**  
商界環保協會

2000

**Execute and  
operate** the rating  
tool including the  
**assessment  
methods**

- *Leading businesses*
- *Government*
- *Academics*
- *Community organizations*



# EVOLVEMENT OF THE BOARD

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## *Representation of the Board*



### 27 Directors

- *Professional Institutions*
- *Associations and public bodies*
- *Universities*
- *Consultants*
- *Property management companies*
- *Architecture firms*
- *Contractors*



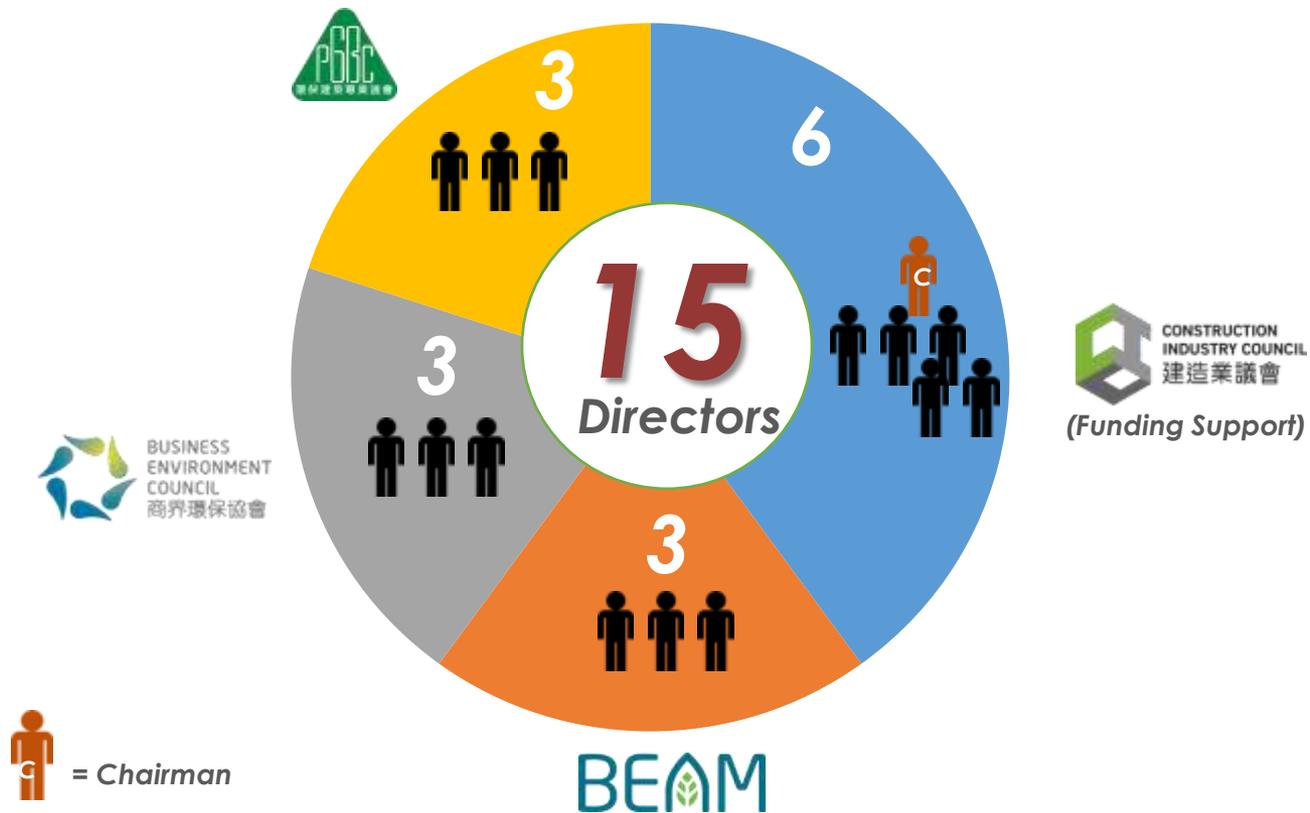
### 20 Directors

- *Property developers*
- *Real estate agencies*
- *Finance companies and banks*
- *Businesses*
- *Professional services*
- *Consultants*

# EVOLVEMENT OF THE BOARD



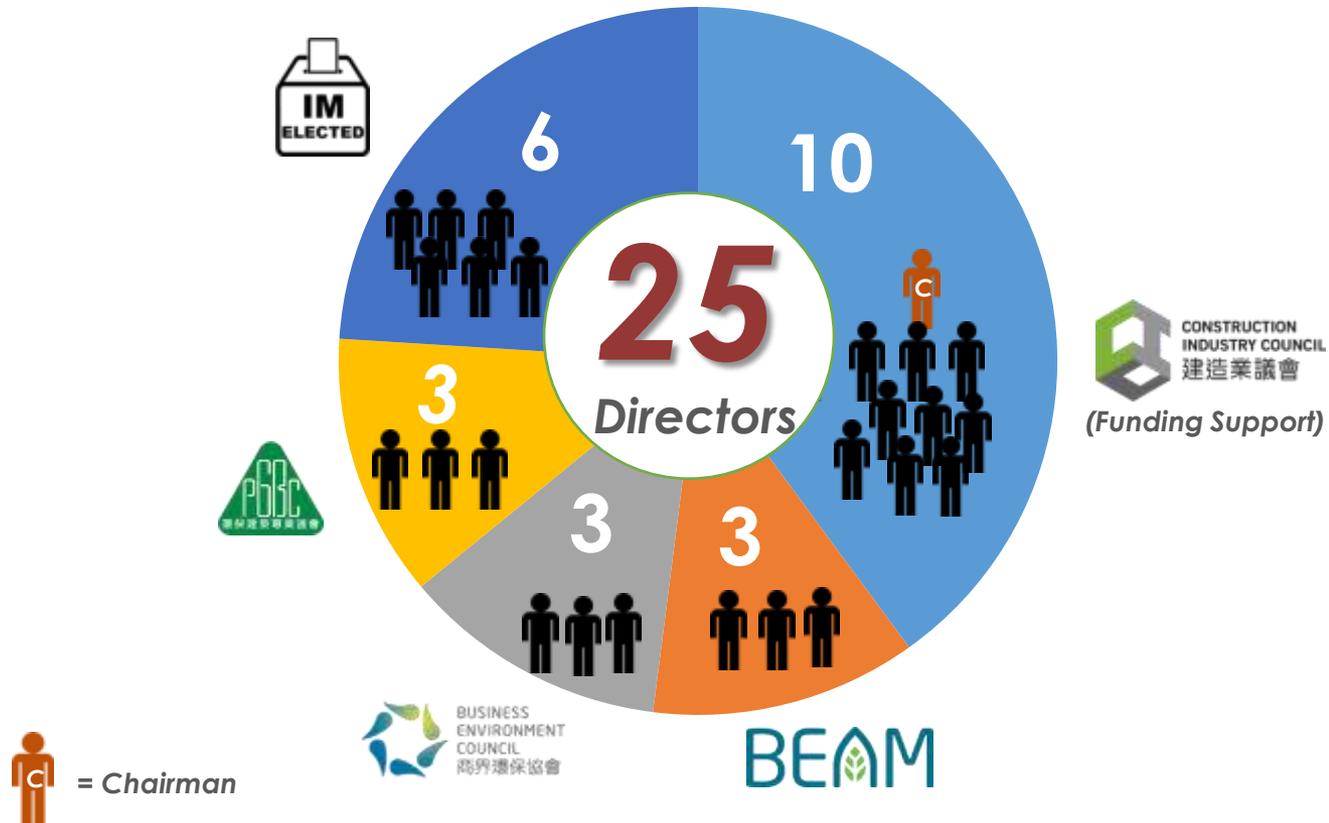
## HKGBC's Board in 2009



# EVOLVEMENT OF THE BOARD



## HKGBC's Board in 2014



# EVOLVEMENT OF THE BOARD

2014

## Institutional Members – Increased External Representation

6

Extra Directors from  
Institutional Members



- Elected from all the Institutional Members (mainly corporate members) of HKGBC
  1. *Contractors; Sub-contractors; Construction Product Manufacturers, Suppliers or Distributors*
  2. *Utility or Transportation Companies*
  3. *Property Developers, Owners or Management Companies*
  4. *Professional Services Companies or Consultants*
  5. *Finance Companies*
  6. *Public Bodies*
  7. *Professional Societies, Standard Organizations, Environmental Organizations or Non-profit Organization*
  8. *Universities, Research Institutes or Training Institutes*

Highly strengthened  
the representation  
of various industries

# ROLE OF BEAM SOCIETY IN HKGBC

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## **Agreement**

- Both HKGBC and BEAM Society are committed to promote the continued development of the rating tool – **HK BEAM**.
- HKGBC can apply BEAM and its future upgrades – **BEAM Plus**.
- HKGBC to provide **funding** for the up-grading.
- HKGBC is the **certification body** while BEAM Society is the assessment body.
- HKGBC can develop related services such as **accreditation, training and registration of qualified professionals**.

# EVOLVEMENT OF HONG KONG GREEN BUILDING RATING TOOL

	1996 - 2010	2010 till Now
Assessment Scheme	HK-BEAM	BEAM Plus
Certification Body	 <p>HK-BEAM Society 香港環保建築協會 HONG KONG BUILDING ENVIRONMENTAL ASSESSMENT METHOD 香港建築環境評估法</p>	 <p>HKGBC 香港綠色建築議會</p>
Assessment Body	 <p>BUSINESS ENVIRONMENT COUNCIL 商界環保協會</p>	 <p>BEAM 建築環保評估協會</p>
Tools	<p>New Buildings (<i>HK-BEAM / BEAM 4/04</i>) Existing Buildings (<i>HK-BEAM / BEAM 5/04</i>)</p> 	<p>New Buildings V1.2 Existing Buildings V2.0 Interiors V1.0</p> 

# DIRECTORS IN STANDING COMMITTEES



# DIRECTORS IN STANDING COMMITTEES

- Each Director can **join at most 2 Committees** as Committee Members (excluding the participation in FEC and as Committee Chair).
- **Term of Office** for all Committee Members is for **two years**.

## Formation of Committees

### *In General*

- Max. 18 Committee Members who comprise:
  - Not less than 2 Directors, one shall be the Chairman
  - One **Vice-Chairman** who shall be a Director or a representative nominated by any one **Founding Member**
  - **One representative from each Founding Member** (either a director or other nominee)
  - Max. 9 **Co-opted members** (being **Institutional Member** represented by a direct employee or Associate Member)



# GETTING BOARD MEMBERS INVOLVED

Better representation  
in the industry



Strong support for the  
Council's committees



**Public Education Committee -**  
Green Building Competition for Schools



**International & Mainland Affairs Committee -**  
Participation in the annual conference in China



**Corporate Affairs and Membership Committee -**  
Hong Kong Green Building Week



**Green Labelling Committee -**  
Launching of BEAM Plus EB v2.0

# GOVERNANCE – CONFLICT OF INTERESTS

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## **Becoming a Public Body – 15 Jul 2016**

- I. **Directors as HKGBC's Consultants**
- II. **Directors representing BEAM Society**
- III. **Directors and Funding Support Organisation**

# GOVERNANCE – CONFLICT OF INTERESTS

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## **I. Directors as HKGBC's Consultants**

- Directors should **not personally bid** for the Council's contracts.
- If a Director's company bids for the Council's contract, the Director **shall not participate** in the procurement work after.
- If the Director's company enters into contract with the Council, the Director **shall not participate** in steering the contract work.

# GOVERNANCE – CONFLICT OF INTERESTS

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## **II. Directors representing BEAM Society**

- Rating system development **consultancy**
- Approval of **funding support** for the development of rating system

# GOVERNANCE – CONFLICT OF INTERESTS

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## **III. Directors and Funding Support Organisation**

- Directors will not sit in **jury panel** of Green Building Award as they are responsible for seeking sponsorship for the event.

# GOVERNANCE – CONFLICT OF INTERESTS

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## **Declaration of Interest**

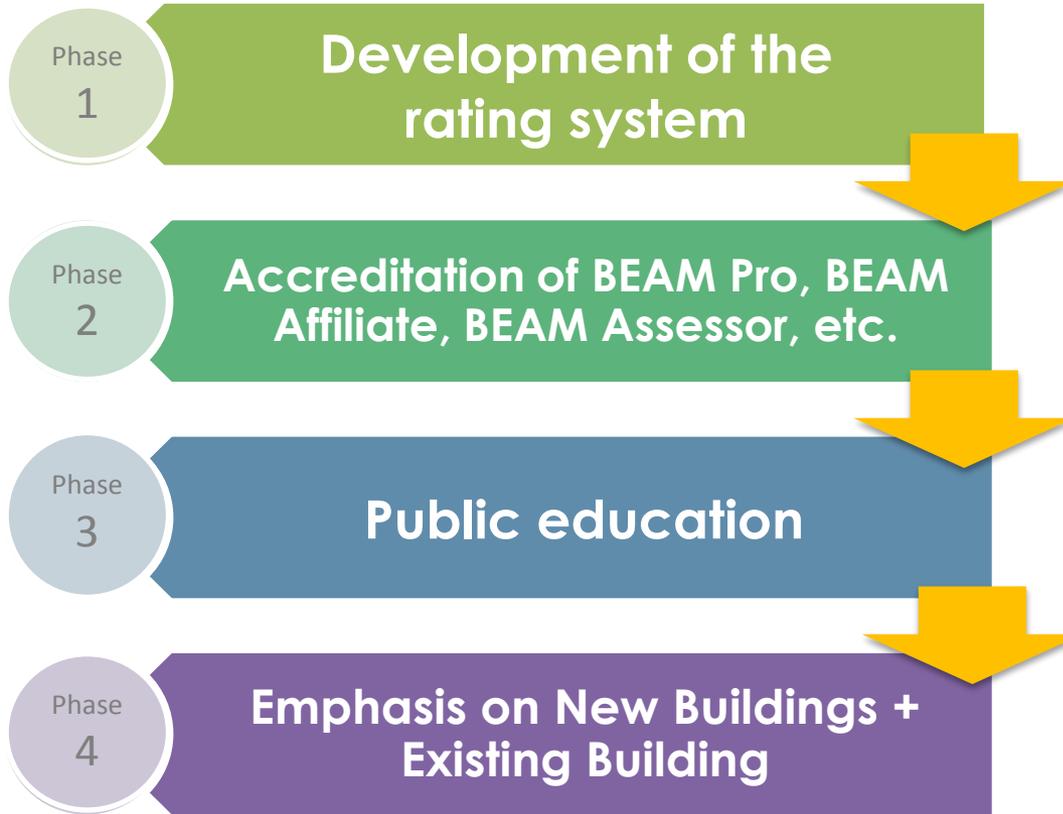
- Onus on the Director
- Director to provide sufficient information
- For board and all committees, **two-tier declaration of interest** in place, i.e. declare upon appointment, and declare when matters arise.
- Public perception
- Avoidance

# GOVERNANCE AND AUDIT

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- HKGBC starts to **audit the assessment work** carried out by BEAM Society Ltd.
- HKGBC plans to set up a **Governance and Audit Committee** to continually refine our system.

# STRATEGIC EVOLVEMENT



# WAY FORWARD

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1. **Annual retreat** to strengthen the collective impact – WorldGBC Congress and Members' Day



2. **Commitment to COP21**

- *Government Policy in HK*
- *Roles of HKGBC*
  - *Inviting developers and building owners to be the Board Members*



3. **Continual collaboration with the CIC**



# Discussion

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- How the evolution of the Board goes hand in hand with the evolution of the organisation?
- What are the roles and the level of involvement of a young Board vs the mature Board?
- What could you do to make the Board evolve along with the organisation?

# WITH THANKS TO OUR CORPORATE ADVISORY BOARD



**CITY DEVELOPMENTS LIMITED**



JPMORGAN CHASE & CO.



**PHILIPS**

**shaw** contract group®  
commercial flooring

