

環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Reporting



## 企業社會責任

土地註冊處十分重視社會責任，致力成為優秀的企業公民。我們的承諾可見於以下五個主要範疇：

### 同心抗疫

為向本處職員及客戶提供安全和清潔的環境，我們已採取所需的防疫措施，包括加強各辦事處的清潔／消毒工作、在服務櫃位加裝防護膠板、提供酒精搓手液和消毒地氈，以及把客戶服務中心的長椅和排隊位置妥為分隔。根據政府的防疫政策，所有僱員和公眾人士（除獲豁免人士外）在進入本處各辦事處前必須使用「安心出行」流動應用程式。由2022年2月中旬起，政府已實施「疫苗通行證」安排，所有政府僱員（除獲豁免人士外）在進入本處處所前須符合政府現行疫苗的接種要求。

本處已因應傳染病制定詳盡的應變計劃，當中已全面評估所涉及的風險及考慮到在不同的緊急情況下如何維持各項必須的服務。本處位於金鐘道政府合署19樓的客戶服務中心在2022年2月10日曾因一名職員受到感染而需關閉，但我們按照應變計劃仍致力維持必須服務，在本處位於該政府合署其他不受影響的樓層繼續提供遞交契約、業主立案法團及查閱註冊摘要日誌的服務。

我們亦實施特別上班安排、彈性上班和午膳時間以減少人流。為配合政府擴大僱員特別上班安排，本處轄下辦事處的辦公時間在2022年2月至3月作出調整。儘管如此，我們繼續提供全面但有限度的服務，並如常維持客戶交付文書以辦理註冊的服務時間。由於在特別上班安排下，本處需要較長時間完成文書註冊工作，我們已視乎客戶的特殊情況盡力處理他們的緊急註冊要求。

## CORPORATE SOCIAL RESPONSIBILITY

The Land Registry attaches great importance to social responsibility and strives to uphold a high standard of corporate citizenship. Our commitment is demonstrated through our efforts in the following five main areas.

### *Together, We Fight the Virus*

To provide a safe and clean environment for our staff and customers, we have implemented necessary precautionary measures, such as stepping up office cleansing/disinfection, installing acrylic shielding screens at our service counters, providing alcohol hand sanitisers and sanitising mats, as well as spacing out benches and the queuing area in the Customer Centre. Pursuant to the Government's infection control policy, it is a mandatory requirement for all employees and members of the public, save for those exempted, to use the "LeaveHomeSafe" mobile app when entering our offices. Starting from mid February 2022, a "vaccine pass" arrangement has been implemented under which all Government employees, save for those exempted, are required to meet the prevailing vaccination requirement of the Government prior to their entry into our premises.

A detailed preparedness plan for infectious diseases had been formulated having fully assessed the risks involved and considered the need to ensure continued provision of essential services under emergency situations. Despite the closure of the Customer Centre on 19/F, Queensway Government Offices (QGO) on 10 February 2022 due to a staff infection case, we strived to maintain the provision of essential services, including deeds lodgement, owners' corporation and search of memorial day book services, on other unaffected office floors of the QGO in accordance with the preparedness plan.

Special work arrangement, flexible working hours and staggered lunch hours were implemented to reduce the flow of people. In alignment with the Government's expansion of the special work arrangements for Government employees, the opening hours of our offices were adjusted during February and March 2022. Notwithstanding that, the Land Registry continued to provide the full range of services, albeit on a limited scale, and maintained full service hours for delivering instruments for registration. Despite a longer time to be taken to complete the registration of instruments under the special work arrangement, we made our best endeavours to cater for urgent registration requests from customers in view of their special circumstances.



為同心對抗2019冠狀病毒病，本處的同事參與政府各項抗疫的特別行動。我們共調派60名同事到衛生署的個案追蹤辦公室和電話中心工作，他們的主要職責包括輸入資料、致電並幫助2019冠狀病毒病測試呈陽性的人士填寫網上申報表，以及協助發出檢疫令和隔離令。此外，本處約有50名同事參與不同地區的圍封強檢行動，另約有40名同事參與政府「防疫服務包」的包裝工作，並向東區的住戶派發服務包。

As a collaborative effort against the epidemic, our colleagues joined various Government's special operations to fight against the COVID-19 virus. A total of 60 staff members were deployed to the Department of Health to man the Contact Tracing Offices and the Call Operation Centre. Their main duties included data inputting, making follow-up calls to help individuals who were tested positive for COVID-19 to fill in the online declaration forms and assisting in the issue of Quarantine and Isolation Orders. Besides, about 50 staff members participated in the "restriction-testing declaration" operations in various districts. Around 40 staff members also participated in the Government's operation to pack and distribute anti-epidemic service bags for households in the Eastern District.



### 支持慈善及義工活動

本處鼓勵員工在空餘時間支持不同的慈善項目，以及積極參與義工和社區服務。在2021/22年度，本處員工參加由公益金舉辦的各項慈善活動，包括「綠色低碳日」、「公益金便服日」及「公益愛牙日」。他們也持續參與為長者舉辦的各項義工活動。

### 促進平等機會及無障礙環境

我們履行社會責任，致力消除僱傭方面的歧視（包括性別、殘疾、家庭崗位及種族等），以及促進全體員工的平等機會。

在2021/22年度，我們共有20名殘疾員工，佔本處員工總人數的3.6%。我們會為有需要的殘疾員工提供輔助器材，以助他們履行職務。

在2021年，我們亦繼續參與公務員事務局的「殘疾學生實習計劃」和「非華裔學生實習計劃」，為有需要人士提供培訓實習機會。我們共安排五位實習生在查冊及部門服務部、資訊科技管理部和常務部工作，為部門提供一般的行政及文書支援，並為實習生安排導師以提供適時的工作協助和指導。

### Supporting Charity and Voluntary Activities

We encourage our staff to support various charity programmes and actively participate in voluntary and community service in their spare time. In 2021/22, our staff took part in various charity events organised by the Community Chest, including the Green Low Carbon Day, Dress Casual Day and Love Teeth Day. They also continued to participate in different types of volunteer activities for the elderly.

### Promoting Equal Opportunities and Accessibility

We uphold our social responsibility to eliminate discrimination (including sex, disability, family status and race) in employment and promote equal opportunities for all staff members.

In 2021/22, we had a total of 20 staff members with disabilities, representing 3.6% of the total strength of the Land Registry. Technical aids were provided, where necessary, for staff members with disabilities to facilitate their performance of duties.

We also continued to provide placement opportunities for people in need through participating in the Civil Service Bureau's Internship Scheme for Students with Disabilities and Internship Programme for Non-ethnic Chinese Students in 2021. Five interns were recruited to help in the Search and Departmental Services Division, Information Technology Management Division and General Support Services Division to provide general administrative and clerical support to the office. Mentors were appointed to ensure timely assistance and guidance to the interns in undertaking their work.



在工作過程中為實習生提供協助和指導，以豐富他們的經驗。  
Assistance and guidance is provided to interns to assist in the course of their work and to enrich their experience.



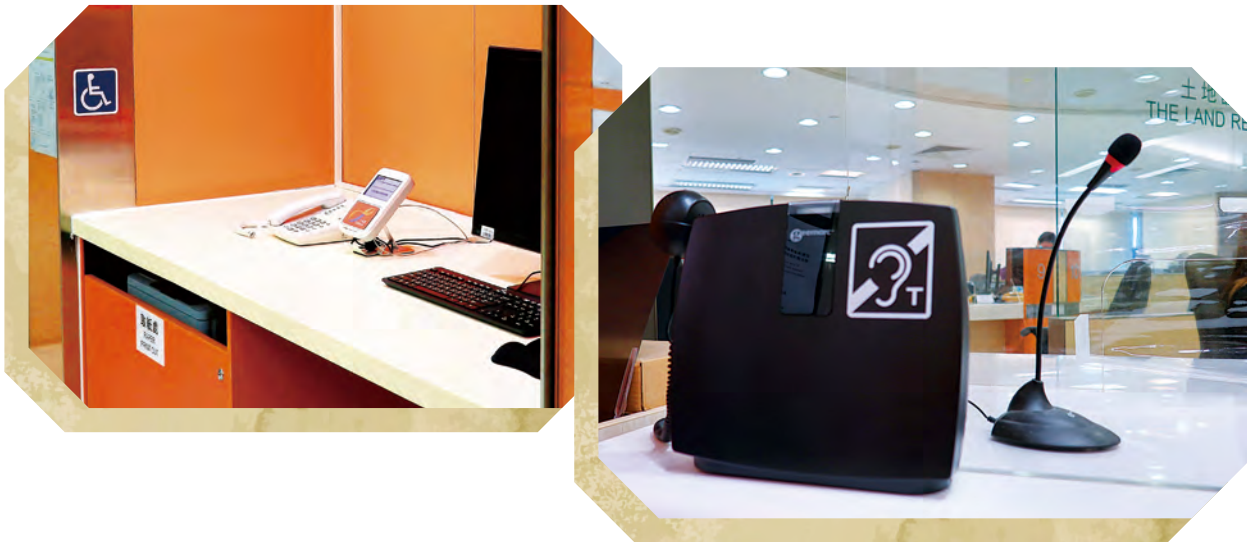
我們繼續邀請社會企業競投本處辦公室的清潔服務合約，以促進弱勢社群的就業機會。

For promoting job opportunities for the socially disadvantaged groups, we continued to invite social enterprises to bid for our office cleansing service contracts.



為確保本處的處所暢通易達，我們致力為員工和市民提供無障礙設施。我們已委任無障礙主任和助理無障礙主任，並為他們提供所需培訓，以確保能為有需要的人士提供適時協助。我們會定期作出檢討，以確保這些無障礙設施暢通易達。為表揚我們在這方面的努力，香港社會服務聯會已把我們位於金鐘道政府合署19樓的客戶服務中心列入「無障礙友善企業／機構名單」。

To ensure accessibility of our premises, dedicated efforts have been made to provide barrier-free facilities for staff and members of the public. We have designated Access Officers and Assistant Access Officers and provided necessary training for them to ensure timely assistance to people in need. Regular reviews are conducted to ensure the accessibility of our facilities. In recognition of our efforts, the Hong Kong Council of Social Service has included our Customer Centre on 19/F of the QGO in the List of Barrier-free Companies/Organisations.



### 僱員的安全、健康和關懷

人力資源是本處的資產。我們擁有一支由582名人員組成的高度專業化隊伍，當中的土地註冊主任職系是本處的骨幹人員，法律、財務和資訊科技專業人員及一般職系人員則為本處提供支援。土地註冊處人員共同執行土地註冊制度，並為香港備存必要的土地登記冊和土地紀錄。為向員工提供一個全面和易於使用的資料搜尋工具，本處設置了「知識管理系統」，以促進部門內部有系統的知識管理和分享。

本處制定「服務表現獎勵計劃」，在部門和分部層面上激勵員工，並培養員工對內和對外的客戶服務文化、提高員工的生產力，以及提升他們的士氣和貢獻。本處也設立「最佳前線員工獎勵計劃」，以表揚前線人員的優秀表現。

### Safety, Health and Care for Employees

Staff resources are our asset. We maintain a highly specialised workforce of 582 officers, with the departmental grade of Land Registration Officer forming the backbone and supported by legal, financial and IT professionals and general grades staff. The Land Registry staff collectively administer a land registration system and maintain essential land registers and land records for Hong Kong. To provide staff with a comprehensive and easily accessible tool, the Land Registry maintains a Knowledge Management System to facilitate systematic management and sharing of knowledge within the department.

We have set up a Performance Incentive Scheme to motivate our staff on a departmental as well as divisional basis. It also inculcates an internal and external customer service culture among staff, raises staff's productivity and boosts their morale and contribution. A Best Frontline Staff Award is also established to commend the exemplary performance of our frontline staff.

作為關懷員工的僱主，我們十分重視員工的健康與安全。我們在1997年成立部門安全管理委員會，負責為部門制定及推行職業安全與健康的政策。我們已頒布周全的職業安全指引和程序，並為員工提供符合人體工程學的辦公室家具和設施，以促進員工的職業健康。此外，我們定期進行巡查，以確保工作間的安全。在2021/22年度，我們就相關課題為員工舉辦23個講座／工作坊，包括急救訓練、預防筋肌勞損、體力處理操作和壓力管理等。我們亦透過外界的專業人士為員工提供輔導服務，協助他們面對與工作相關或其個人的問題。在2019冠狀病毒病的疫情下，我們為所有員工提供合適的個人防護裝備，並採取各種防護措施，以確保他們的健康和安全。

As a caring employer, we attach great importance to the health and safety of our employees. We set up a departmental Safety Management Committee in 1997 to formulate and implement departmental policy on occupational safety and health. We have promulgated comprehensive guidelines and procedures on occupational safety and provided our staff with ergonomic office furniture and equipment to promote occupational health. Besides, regular inspections are conducted to ensure that the workplace is free from safety hazards. In 2021/22, a total of 23 seminars/workshops on relevant subjects such as first aid, prevention of musculoskeletal disorders, manual handling operation and stress management were provided to our staff. We also provided counseling services through external specialists to assist staff facing work-related or personal issues. Under the COVID-19 epidemic, we provided appropriate personal protective equipment to all staff and adopted various protective measures to ensure their health and safety.

為提高員工對工作安全與身心健康的認知，我們定期透過《員工通訊》提供實用的資訊和貼士。此外，員工康樂會舉辦了不同類型的康樂活動，鼓勵同事在工作和生活之間取得平衡。

To enhance staff's awareness of work safety, mental well-being and physical fitness, we have provided useful information and tips through our Staff Magazine on a regular basis. Besides, the Staff Recreation Club has offered a wide variety of recreational activities to promote work-life balance among our staff.



我們也致力為員工提供舒適的工作環境。在2021/22年度，我們持續並進一步改善辦公室環境，包括透過重整各辦公室的佈局、綠化環境和為員工提供多用途的共享空間，營造有利員工互動和交流討論的環境。

We also strive to provide a comfortable working environment for our staff. In 2021/22, continued efforts were made to further improve the office environment through internal office reshuffling, greenery and provision of multi-purpose connecting space for staff to interact and hold discussions in a conducive environment.

在環境保護署舉辦的「室內空氣質素檢定計劃」下，我們位於九龍灣「一號九龍」的辦事處及其他所有辦事處在2021年分別獲得「卓越級」和「良好級」證書。為提供餵哺母乳的友善環境，我們提供哺乳設施，供產假後返回工作崗位並希望繼續授乳的女性員工使用。

### 環保意識及友善措施

為推動環保管理並確保部門各項業務和日常運作符合環保原則，我們已採取以下措施：

- ✘ 制定清晰的環保政策，訂明須採取行動的主要範疇；
- ✘ 公布環保管理指引；
- ✘ 定期到各個辦公室進行環保審核和突擊巡查；
- ✘ 繼續實行「減少使用」、「廢物利用」、「循環再造」及「替代使用」的環保政策，並有效使用能源和資源；
- ✘ 使用環保採購，以及要求辦公室清潔的營辦商採取環保做法；
- ✘ 透過定期的內部通訊，向員工推廣環保意識；
- ✘ 在切實可行範圍內減少用紙及重用紙張；
- ✘ 於辦公室安裝自動感應照明設備；
- ✘ 把綠化概念融入辦公室的設計；以及
- ✘ 籌備推行政府的電子檔案保管系統，引入以電子檔案取代紙本檔案的存檔方式。

涵蓋本處詳盡環保表現的《2021年管制人員環保報告》，可在[土地註冊處的網站](#)瀏覽。

Under the Indoor Air Quality Certification Scheme organised by the Environmental Protection Department, our office at One Kowloon, Kowloon Bay obtained the “Excellent” Class and all other offices achieved the “Good” Class in 2021. To offer a breastfeeding friendly environment, lactation facilities are provided for female staff members who wish to continue breastfeeding after returning to work from maternity leave.

### Environmental Awareness and Friendliness

To promote green management and to ensure that our business and daily operations are conducted in an environmentally responsible manner, the following measures were put in place:

- ✘ set out a clear environmental policy with key areas for actions;
- ✘ promulgated green housekeeping guidelines;
- ✘ conducted regular environmental audit and surprise inspections at our offices;
- ✘ continued our drive in 4-Rs (i.e. reduce, reuse, recycle and replace) and efficient use of energy and resources;
- ✘ adopted green procurement and required the adoption of environment conservation practices by office cleaning contractor;
- ✘ promoted environmental awareness among staff through regular internal communication;
- ✘ reduced and recycled the use of paper as far as practicable;
- ✘ installed lighting motion sensors in office premises;
- ✘ incorporated the greening concept in office design; and
- ✘ prepared to implement the Government’s Electronic Record Keeping System to introduce filing of electronic records, instead of paper-based records.

The Controlling Officer’s Environmental Report 2021 with detailed environmental performance is available on the [Land Registry website](#).





## 企業管治

### 管治架構

本處以問責、誠信及透明度為基石，透過制定的服務標準，力求達致最佳的企業管治水平。

### 問責

本處須分別向發展局和財經事務及庫務局負責及匯報部門的業績和財務表現。我們每年會向兩個決策局呈交中期企業計劃暨年度業務計劃，以供批核。企業計劃訂定本處未來五年的發展綱領，而業務計劃則作為評核本處每年業績的基準。我們定期與發展局開會，以檢討業務表現。發展局亦會為我們的工作給予政策指引。此外，我們與負責監督本處財務表現的財經事務及庫務局定期聯繫。

### 誠信

根據《營運基金條例》（第430章），本處可自主進行資本投資及運用資源，以靈活回應服務需求及提高營運效率。在靈活自主的基礎下，我們執行職務時須履行恪守誠信的責任。本處全體人員均須遵守部門指引及相關的政府規則和規章，以妥善履行日常職責。土地註冊處經理是本處的誠信事務主任，負責監督部門的誠信管理事宜。本處除為員工舉辦有關的培訓課程及工作坊外，亦會定期公布及傳閱有關誠信管理的指引和通告，以提升員工對誠信管理的認知。

### 透明度

本處奉行以高透明度運作的原則。根據《營運基金條例》，我們每年須呈交營運基金的年報連同經審計署署長審核的財務報表予立法會省覽。為讓公眾知悉部門業務和物業市場的情況，我們每月會發表土地註冊和查冊的統計數據。

### 服務承諾

本處自1993年成立營運基金後，每年均會檢討「服務承諾」，以貫徹我們持續提升服務質素和效率的承諾。

## CORPORATE GOVERNANCE

### Governance Framework

The Land Registry strives to achieve the best in corporate governance. We have established performance standards based on the cornerstones of accountability, integrity and transparency.

### Accountability

The Land Registry is accountable to the Development Bureau (DEVB) and the Financial Services and the Treasury Bureau (FSTB) for its business and financial performance respectively. We submit a medium range corporate-cum-annual business plan to the two Bureaux for approval each year. The corporate plan sets out the blueprint for the department's development in the next five years, while the business plan serves as the basis against which our annual performance is evaluated. We meet regularly with the DEVB to review our business performance. The DEVB also provides policy steer for our work. In addition, we maintain regular liaison with the FSTB, which monitors our financial performance.

### Integrity

Under the Trading Funds Ordinance (Cap. 430) (TFO), we have the flexibility to respond to service needs and enhance operational efficiency through autonomy in capital investment and the use of resources. Underpinning this flexibility is the duty to uphold integrity in discharging our responsibilities. All our staff conduct daily business in a proper manner in compliance with departmental guidelines and the relevant Government rules and regulations. The Registry Manager is the Ethics Officer of the Land Registry overseeing integrity management work in the department. Apart from organising training courses and workshops, relevant guidelines and circulars on integrity management are promulgated and re-circulated to staff regularly to raise their awareness in this regard.

### Transparency

The Land Registry's operation is also guided by the principle of transparency. As provided under the TFO, the Trading Fund's annual report together with the financial statements audited by the Director of Audit is required to be tabled in the Legislative Council each year. To help keep the public apprised of our work and the situation in the property market, we publish statistics on land registration and search on a monthly basis.

### Performance Pledges

As part of our continuing commitment to improving the quality and efficiency of services, we have been conducting review of our performance pledges annually since the establishment of the Trading Fund in 1993.



為配合政府就2019冠狀病毒病疫情而採取的感染控制措施，本處由2022年1月25日起採取特別上班安排，鑑於在此安排下，我們只能提供有限度的公共服務，因此在十項服務中有兩項未能達到承諾的目標。附件I (a)列出本處於年內的服務承諾和實際表現；而2022/23年度將維持2021/22年度的服務承諾，列於附件I (b)。我們會竭力履行服務承諾，為客戶提供優質服務。

## 客戶溝通

### 高效的客戶支援服務

我們致力提供卓越和專業的客戶服務。為促進以客為本的服務文化，我們透過不同渠道提供互動的客戶支援服務，例如與效率促進辦公室轄下的1823電話中心合作，以提供24小時的客戶服務熱線，並於金鐘道政府合署的客戶服務中心和位於大埔、元朗和荃灣的新界查冊中心設立一站式的客戶服務櫃位。

### 特設的客戶聯絡平台

我們亦會透過特設的客戶聯絡平台與業務伙伴（包括香港律師會及其他私營和公營機構客戶）保持緊密聯繫，以收集他們對本處服務的意見。

土地註冊處聯合常務委員會成立已久，成員包括土地註冊處處長、其下的高級管理團隊及香港律師會的代表。委員會定期舉行會議，就土地註冊事宜及本處向法律界人士所提供的服務進行商討和交流意見。

本處也透過設立兩個客戶聯絡小組（私營機構和公營機構），讓客戶了解本處的最新計劃、服務和工作程序，在業務運作和服務提供事宜上促進意見交流，以及就客戶的意見作出回應。私營機構客戶聯絡小組的成員來自法律界、專業機構及工商團體；公營機構客戶聯絡小組的成員則來自政府部門及公營機構。

土地註冊處聯合常務委員會和客戶聯絡小組的成員名單分別見附件II (a)、(b)及(c)。

In alignment with the Government's infection control measures against the COVID-19 epidemic, the Land Registry had implemented special work arrangement since 25 January 2022. Given that the public services were provided on a limited scale under the special work arrangement, the performance of two types of services (out of a total of 10) could not meet the targets pledged. Annex I (a) sets out the pledges and our actual performance for the year. The performance pledges of 2021/22 are maintained for 2022/23 which are at Annex I (b). We will intensify our efforts in meeting the performance pledges and providing quality services to our customers.

## Customer Engagement

### Efficient Customer Support Services

We strive for excellence and professionalism in providing customer service. To foster a customer-centric culture in service delivery, we provide interactive customer support services through various channels such as a round-the-clock customer service hotline in collaboration with the Efficiency Office's 1823 call centre, as well as a one-stop customer service counter at our Customer Centre at the QGO and the New Territories Search Offices in Tai Po, Yuen Long and Tsuen Wan.

### Dedicated Customer Liaison Platforms

We also maintain close liaison with our business partners, including the Law Society of Hong Kong, as well as other private and public sector customers, to collect their views on our services through dedicated customer liaison platforms.

The long-established Land Registry Joint Standing Committee (LRJSC) comprising the Land Registrar, her senior management team and representatives of the Law Society of Hong Kong, meets regularly to discuss and exchange views on land registration matters and our services provided to legal practitioners.

The Land Registry also maintains two Customer Liaison Groups (CLGs) (private and public sectors) to update customers on the department's latest initiatives, services and procedures, to facilitate exchange of views on operational and service delivery issues, and to respond to customers' feedback. The private sector group comprises representatives from the legal community, professional bodies and trade associations while the public sector group comprises representatives from the Government departments and public bodies.

The membership lists of the LRJSC and CLGs are at Annexes II (a), (b) and (c) respectively.

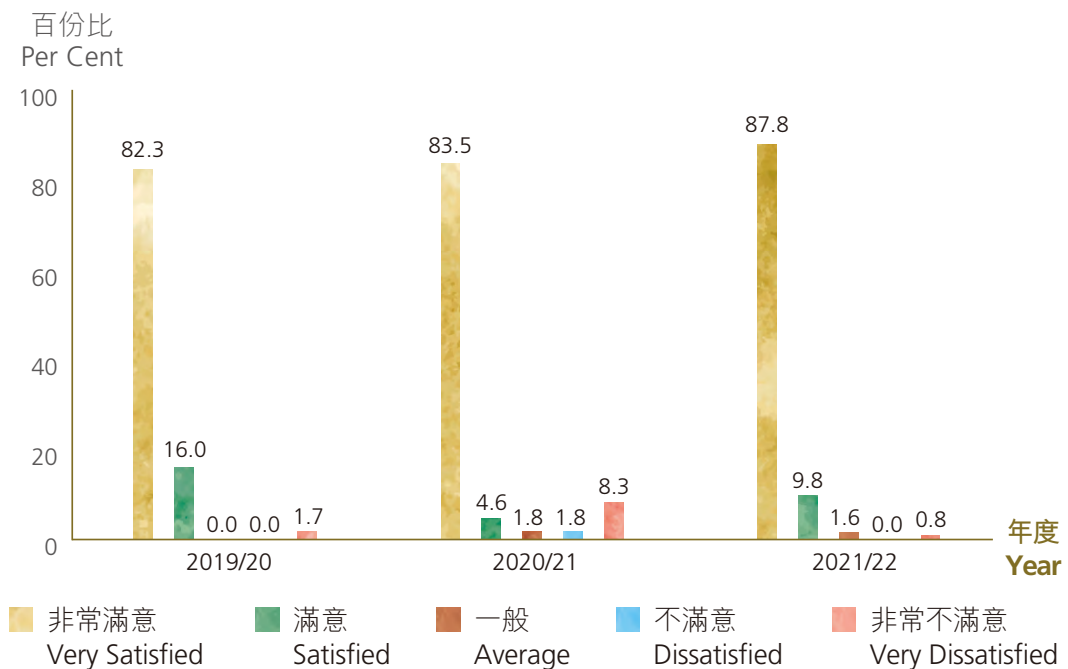
### 迅速回應客戶的意見

本處經常透過各種渠道聽取客戶的意見，以提升各項服務。我們定期進行客戶滿意度意見調查，收集客戶對我們服務的意見，以求不斷改進。在2021/22年度，我們從意見卡收到客戶對本處服務的滿意度維持高水平（「非常滿意」和「滿意」程度達97.6%），並透過客戶服務熱線、部門網站、意見卡、來信和電郵渠道接獲26個客戶表揚。

### Responsive to Customer Feedback

We always listen to our customers through various channels for service enhancements. We conduct customer satisfaction survey regularly to collect customers' feedback on our services for continuous improvements. In 2021/22, the customer satisfaction rate of the Land Registry's services received from comment cards remained high ("Very Satisfied" and "Satisfied" ratings amount to 97.6%). We received 26 commendations through our customer service hotline, the Land Registry's website, comment cards, letters and emails.

### 客戶滿意程度 CUSTOMER SATISFACTION RATE



註：由於「四捨五入」關係，個別項目的百分率數字總和可能不等於100%。

Note: Figures in percentage for individual items may not add up to 100% due to rounding.

### 完善的投訴管理制度

本處在完善的投訴管理制度下運作，並受到內部和外部的監督。我們收到由本處接獲或是經由其他政府部門轉介的11項投訴，其中有三宗個案並不屬於本處的職權範圍。所有相關投訴均已獲迅速回應及圓滿處理。

### Established Complaint Management System

We operate under a well-established complaint management system, subject to both internal and external scrutiny. There were 11 complaints received by us or referred to us by other Government offices, among which three cases were outside our jurisdiction. All the relevant complaints were promptly addressed and fully responded to.