

# 环境·社会及管治报告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Reporting



## 企业社会责任

土地注册处十分重视社会责任，致力成为优秀的企业公民。我们的承诺可见于以下五个主要范畴：

### 同心抗疫

为向本处职员及客户提供安全和清洁的环境，我们已采取所需的防疫措施，包括加强各办事处的清洁／消毒工作，在服务柜位加装防护胶板、提供酒精搓手液和消毒地毡，以及把客户服务中心的长椅和排队位置妥为分隔。根据政府的防疫政策，所有雇员和公众人士（除获豁免人士外）在进入本处各办事处前必须使用「安心出行」流动应用程序。由2022年2月中旬起，政府已实施「疫苗通行证」安排，所有政府雇员（除获豁免人士外）在进入本处处前须符合政府现行疫苗的接种要求。

本处已因应传染病制定详尽的应变计划，当中已全面评估所涉及的风险及考虑到在不同的紧急情况下如何维持各项必须的服务。本处位于金钟道政府合署19楼的客户服务中心在2022年2月10日曾因一名职员受到感染而需关闭，但我们按照应变计划仍致力维持必须服务，在本处位于该政府合署其他不受影响的楼层继续提供递交契约、业主立案法团及查阅注册摘要日志的服务。

我们亦实施特别上班安排、弹性上班和午膳时间以减少人流。为配合政府扩大雇员特别上班安排，本处辖下办事处的办公时间在2022年2月至3月作出调整。尽管如此，我们继续提供全面但有限度的服务，并如常维持客户交付文书以办理注册的服务时间。由于在特别上班安排下，本处需要较长时间完成文书注册工作，我们已视乎客户的特殊情况尽力处理他们的紧急注册要求。

## 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.

为同心对抗2019冠状病毒病，本处的同事参与政府各项抗疫的特别行动。我们共调派60名同事到卫生署的个案追踪办公室和电话中心工作，他们的主要职责包括输入资料、致电并帮助2019冠状病毒病测试呈阳性的人士填写网上申报表，以及协助发出检疫令和隔离令。此外，本处约有50名同事参与不同地区的围封强检行动，另约有40名同事参与政府「防疫服务包」的包装工作，并向东区的住户派发服务包。

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.



### 支持慈善及义工活动

本处鼓励员工在空余时间支持不同的慈善项目，以及积极参与义工和社区服务。在2021/22年度，本处员工参加由公益金举办的各项慈善活动，包括「绿色低碳日」、「公益金便服日」及「公益爱牙日」。他们也持续参与为长者举办的各项义工活动。

### 促进平等机会及无障碍环境

我们履行社会责任，致力消除雇佣方面的歧视（包括性别、残疾、家庭岗位及种族等），以及促进全体员工的平等机会。

在2021/22年度，我们共有20名残疾员工，占本处员工总人数的3.6%。我们会为有需要的残疾员工提供辅助器材，以助他们履行职务。

在2021年，我们亦继续参与公务员事务局的「残疾学生实习计划」和「非华裔学生实习计划」，为有需要人士提供培训实习机会。我们共安排五位实习生在查册及部门服务部、资讯科技管理部和常务部工作，为部门提供一般的行政及文书支援，并为实习生安排导师以提供适时的工作协助和指导。

### 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.



在工作过程中为实习生提供协助和指导，以丰富他们的经验。  
Assistance and guidance is provided to interns to assist in the course of their work and to enrich their experience.



我们继续邀请社会企业竞投本处办公室的清洁服务合约，以促进弱势社群的就业机会。

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

为确保本处的处所畅通易达，我们致力为员工和市民提供无障碍设施。我们已委任无障碍主任和助理无障碍主任，并为他们提供所需培训，以确保能为有需要的人士提供适时协助。我们会定期作出检讨，以确保这些无障碍设施畅通易达。为表扬我们在这方面的努力，香港社会服务联会已把我们位于金钟道政府合署19楼的客户服务中心列入「无障碍友善企业／机构名单」。

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.



### 雇员的安全、健康和关怀

人力资源是本处的资产。我们拥有一支由582名人员组成的高度专业化队伍，当中的土地注册主任职系是本处的骨干人员，法律、财务和资讯科技专业人员及一般职系人员则为本处提供支援。土地注册处人员共同执行土地注册制度，并为香港备存必要的土地登记册和土地纪录。为向员工提供一个全面和易于使用的资料搜寻工具，本处设置了「知识管理系统」，以促进部门内部有系统的知识管理和分享。

本处制定「服务表现奖励计划」，在部门和分部层面上激励员工，并培养员工对内和对外的客户服务文化、提高员工的生产力，以及提升他们的士气和贡献。本处也设立「最佳前线员工奖励计划」，以表扬前线人员的优秀表现。

### 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.

作为关怀员工的雇主，我们十分重视员工的健康与安全。我们在1997年成立部门安全管理委员会，负责为部门制定及推行职业安全与健康的政策。我们已颁布周全的职业安全指引和程序，并为员工提供符合人体工程学的办公室家具和设施，以促进员工的职业健康。此外，我们定期进行巡查，以确保工作间的安全。在2021/22年度，我们就相关课题为员工举办23个讲座／工作坊，包括急救训练、预防筋肌劳损、体力处理操作和压力管理等。我们亦透过外界的专业人士为员工提供辅导服务，协助他们面对与工作相关或其个人的问题。在2019冠状病毒病的疫情下，我们为所有员工提供合适的个人防护装备，并采取各种防护措施，以确保他们的健康和安

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.

为提高员工对工作安全与身心健康的认知，我们定期透过《员工通讯》提供实用的资讯和贴士。此外，员工康乐会举办了不同类型的康乐活动，鼓励同事在工作和生活之间取得平衡。

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.



我们也致力为员工提供舒适的工作环境。在2021/22年度，我们持续并进一步改善办公室环境，包括透过重整各办公室的布局、绿化环境和为员工提供多用途的共享空间，营造有利员工互动和交流讨论的环境。

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.

在环境保护署举办的「室内空气质素检定计划」下，我们位于九龙湾「一号九龙」的办事处及其他所有办事处在2021年分别获得「卓越级」和「良好级」证书。为提供喂哺母乳的友善环境，我们提供哺乳设施，供产假后返回工作岗位并希望继续授乳的女性员工使用。

### 环保意识及友善措施

为推动环保管理并确保部门各项业务和日常运作符合环保原则，我们已采取以下措施：

- ✘ 制定清晰的环保政策，订明须采取行动的主要范畴；
- ✘ 公布环保管理指引；
- ✘ 定期到各个办公室进行环保审核和突击巡查；
- ✘ 继续实行「减少使用」、「废物利用」、「循环再造」及「替代使用」的环保政策，并有效使用能源和资源；
- ✘ 使用环保采购，以及要求办公室清洁的营办商采取环保做法；
- ✘ 透过定期的内部通讯，向员工推广环保意识；
- ✘ 在切实可行范围内减少用纸及重用纸张；
- ✘ 于办公室安装自动感应照明设备；
- ✘ 把绿化概念融入办公室的设计；以及
- ✘ 筹备推行政府的电子档案保管系统，引入以电子档案取代纸本档案的存档方式。

涵盖本处详尽环保表现的《2021年管制人员环保报告》，可在[土地注册处的网站](#)浏览。

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](#).



## 企业管治

### 管治架构

本处以问责、诚信及透明度为基石，透过制定的服务标准，力求达致最佳的企业管治水平。

### 问责

本处须分别向发展局和财经事务及库务局负责及汇报部门的业绩和财务表现。我们每年会向两个决策局呈交中期企业计划暨年度业务计划，以供批核。企业计划订定本处未来五年的发展纲领，而业务计划则作为评核本处每年业绩的基准。我们定期与发展局开会，以检讨业务表现。发展局亦会为我们的工作给予政策指引。此外，我们与负责监督本处财务表现的财经事务及库务局定期联系。

### 诚信

根据《营运基金条例》（第430章），本处可自主进行资本投资及运用资源，以灵活回应服务需求及提高营运效率。在灵活自主的基础上，我们执行职务时须履行恪守诚信的责任。本处全体人员均须遵守部门指引及相关的政府规则和规章，以妥善履行日常职责。土地注册处经理是本处的诚信事务主任，负责监督部门的诚信管理事宜。本处除为员工举办有关的培训课程及工作坊外，亦会定期公布及传阅有关诚信管理的指引和通告，以提升员工对诚信管理的认知。

### 透明度

本处奉行以高透明度运作的原则。根据《营运基金条例》，我们每年须呈交营运基金的年报连同经审计署署长审核的财务报表予立法会省览。为让公众知悉部门业务和物业市场的情况，我们每月会发表土地注册和查册的统计数据。

### 服务承诺

本处自1993年成立营运基金后，每年均会检讨「服务承诺」，以贯彻我们持续提升服务质素和效率的承诺。

## 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.



为配合政府就2019冠状病毒病疫情而采取的感染控制措施，本处由2022年1月25日起采取特别上班安排，鉴于在此安排下，我们只能提供有限度的公共服务，因此在十项服务中有两项未能达到承诺的目标。附件I (a) 列出本处于年内的服务承诺和实际表现；而2022/23年度将维持2021/22年度的服务承诺，列于附件I (b)。我们会竭力履行服务承诺，为客户提供优质服务。

## 客户沟通

### 高效的客户支援服务

我们致力提供卓越和专业的客户服务。为促进以客为本的服务文化，我们透过不同渠道提供互动的客户支援服务，例如与效率促进办公室辖下的1823电话中心合作，以提供24小时的客户服务热线，并于金钟道政府合署的客户服务中心和位于大埔、元朗和荃湾的新界查册中心设立一站式的客户服务柜位。

### 特设的客户联络平台

我们亦会透过特设的客户联络平台与业务伙伴（包括香港律师会及其他私营和公营机构客户）保持紧密联系，以收集他们对本处服务的意见。

土地注册处联合常务委员会成立已久，成员包括土地注册处处长、其下的高级管理团队及香港律师会的代表。委员会定期举行会议，就土地注册事宜及本处向法律界人士所提供的服务进行商讨和交流意见。

本处也透过设立两个客户联络小组（私营机构和公营机构），让客户了解本处的最新计划、服务和工作程序，在业务运作和服务提供事宜上促进意见交流，以及就客户的意见作出回应。私营机构客户联络小组的成员来自法律界、专业机构及工商团体；公营机构客户联络小组的成员则来自政府部门及公营机构。

土地注册处联合常务委员会和客户联络小组的成员名单分别见附件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.

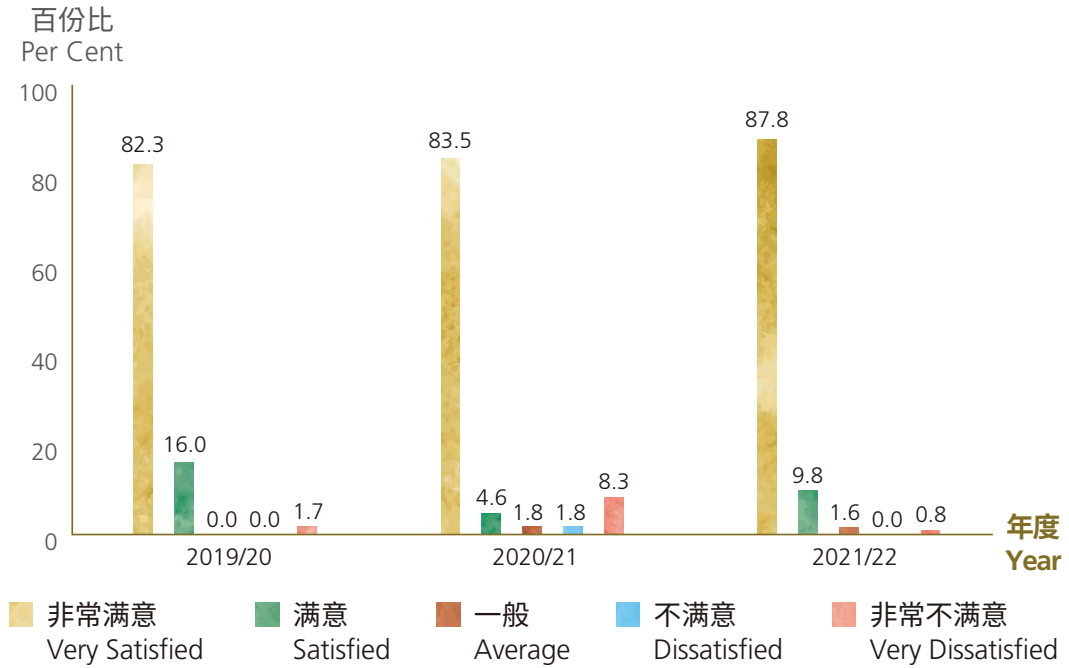
**迅速回应客户的意见**

本处经常透过各种渠道听取客户的意见，以提升各项服务。我们定期进行客户满意度意见调查，收集客户对我们服务的意见，以求不断改进。在2021/22年度，我们从意见卡收到客户对本处服务的满意度维持高水平（「非常满意」和「满意」程度达97.6%），并透过客户服务热线、部门网站、意见卡、来信和电邮渠道接获26个客户表扬。

**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.

**客户满意程度  
CUSTOMER SATISFACTION RATE**



注： 由于「四舍五入」关系，个别项目的百分率数字总和可能不等于100%。  
 Note: Figures in percentage for individual items may not add up to 100% due to rounding.

**完善的投诉管理制度**

本处在完善的投诉管理制度下运作，并受到内部和外部的监督。我们收到由本处接获或是经由其他政府部门转介的11项投诉，其中有三宗个案并不属于本处的职权范围。所有相关投诉均已获迅速回应及圆满处理。

**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.