

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六个主要范畴：

复常之路

2019冠状病毒病的疫情为土地注册处提供的服务带来重大挑战。我们因应疫情的变化而实施防疫措施，以期在保障员工和市民安全的同时，亦能维持全方位的服务。本处于2022年4月恢复正常运作并提供全面的公共服务。随着政府在2022年年底颁布各种放宽社交距离措施的指令，我们重新参与义工和企业活动，以体现我们对服务社会的承担。

支持慈善及义工活动

在2019冠状病毒病的疫情期间，本处员工参与协助社区抗疫的志愿工作。其后，我们更积极支持慈善和义工活动。

除了参加由香港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」、「公益爱牙日」及公益行善「折」食日外，土地注册处义工队自2022年7月成立以来亦积极投入各种义工活动，包括在中秋节和农历新年探访长者家庭、为青少年举办羽毛球训练班、杯子蛋糕烘焙坊和破冰游戏活动，以及为需要食物援助的人士制作膳食餐盒和收集面包。我们的员工致力为关爱共融的社会作出贡献。

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 six main areas.

Road to Resuming Normalcy

The COVID-19 epidemic has posed big challenges to the Land Registry in delivering our services. We adapted to changing circumstances and implemented anti-epidemic measures to protect our staff and members of the public while maintaining a full range of services. The Land Registry has subsequently resumed normal operation and full scale public service provision in April 2022. Pursuant to the Government's directive of relaxing various social distancing measures in late 2022, we renewed our effort to participate in voluntary and corporate activities to show our commitment to serving the community.

Supporting Charity and Voluntary Activities

During the COVID-19 epidemic, our staff joined voluntary initiatives to help the community to fight the virus. Since then, we have stepped up our support for charity and voluntary activities.

Apart from joining various charity events organised by the Community Chest, including the Green Low Carbon Day, Dress Casual Day, Love Teeth Day and Skip Lunch Day, our volunteer team has been actively participating in a variety of voluntary services since its establishment in July 2022, including visiting elderly households during Mid-Autumn Festival and Lunar New Year; organising badminton training exercise, cupcake baking workshop and ice-breaking games for youngsters; as well as preparing meal boxes and collecting bread for people in need of food assistance. Our staff are dedicated to contributing to a caring and inclusive community.



慈善及义工活动
Charity and voluntary activities

促进平等机会及无障碍环境

我们乐于分担社会责任，致力消除雇佣方面的歧视(包括基于性别、残疾、家庭岗位及种族的歧视)，以及促进全体员工的平等机会。

在2022/23年度，我们共有27名残疾员工，占本处员工总人数的5%。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。

我们也致力为市民提供无障碍设施，并委任无障碍主任和助理无障碍主任为有需要的人士提供协助。我们为无障碍主任、助理无障碍主任和驻场地的员工提供相关讲座和所需培训，并会定期作出检讨，以确保无障碍设施畅通易达。

为表扬我们的持续努力，香港社会服务联会已将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」。

Promoting Equal Opportunities and Accessibility

We share social responsibility to eliminate discrimination (including on the grounds of sex, disability, family status and race) in employment and promote equal opportunities for all staff members.

In 2022/23, we had a total of 27 staff members with disabilities, representing 5% of the total strength of the Land Registry. We provided technical aids, where necessary, for staff members with disabilities to facilitate their performance of duties.

We are also committed to providing barrier-free facilities to members of the public. Designated Access Officers and Assistant Access Officers would provide assistance to people in need. Relevant seminars and necessary trainings were arranged for our Access Officers, Assistant Access Officers and venue-based staff members while regular reviews were conducted to ensure the accessibility of our facilities.

Given our continuous efforts, the Hong Kong Council of Social Service has included our Customer Centre on 19/F of the Queensway Government Offices (QGO) in the List of Barrier-free Companies/Organisations.



本处安排了外展经验分享讲座，以提升员工对残疾人士需求的认知和理解。
Outreaching experience sharing session was arranged for staff to enhance their awareness and understanding of the needs of persons with disabilities.

在2022年，我们继续参与公务员事务局的「残疾学生实习计划」，为有需要人士提供培训实习的机会。我们共安排四位实习生在查册及部门服务部和常务部工作，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。

We continued to provide placement opportunities for people in need through participating in the Civil Service Bureau's Internship Scheme for Students with Disabilities in 2022. Four interns were recruited to help in the Search and Departmental Services Division and General Support Services Division to provide general administrative and clerical support to the offices. Mentors were appointed to ensure timely assistance and guidance to the interns in undertaking their work.



我们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。

To promote job opportunities for the socially disadvantaged groups, we invited social enterprises to bid for our office cleansing service contracts.

关注雇员的职业健康

我们十分重视雇员的职业安全与健康。自1997年起，我们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。

Upholding Occupational Health Care for Employees

We attach great importance to the occupational safety and health of our employees. We have set up a departmental Safety Management Committee since 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.

在2022/23年度，我们为员工举办28个讲座／工作坊，相关课题包括急救训练、预防筋肌劳损、预防滑倒、绊倒和跌倒的意外，以及压力管理等。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。

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，员工康乐会资助同事参与各类体育活动，以推广身心健康。在2023年1月及2月，我们的同事分别参与了由建造业议会举办的「建造业开心跑2023」及第25届「渣打香港马拉松」。鉴于所有社交距离限制均已取消，员工康乐会计划为员工举办多元化的康乐活动。

我们致力为员工提供舒适及安全的工作环境。在2022/23年度，我们致力透过增加绿化元素和为办公室进行必要的装修工作，以营造一个愉快舒适的工作环境。

此外，我们自2003年起参与由环境保护署举办的「室内空气质素检定计划」。我们位于九龙湾「一号九龙」的办事处及其他所有办事处在2022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。

In 2022/23, a total of 28 seminars/workshops on relevant subjects such as first aid, prevention of musculoskeletal disorders, prevention of slip, trip and fall accidents, 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.

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 subsidised our staff to participate in various sports activities to promote physical fitness and well-being. In January and February 2023, our staff participated in the Construction Industry Happy Run 2023 organised by Construction Industry Council and the 25th Standard Chartered Hong Kong Marathon respectively. In view that all social distancing restrictions are lifted, the Staff Recreation Club plans to organise a diverse range of recreational activities for our staff.

We are committed to providing a comfortable and safe working environment for our staff. In 2022/23, we remained dedicated to maintaining a pleasant office environment by adding greenery and carrying out necessary fitting out work for our offices.

In addition, since 2003, we have been participating in 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 2022. 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.

凝聚团队力量

员工资源是我们的重要资产。为加强管理层与员工之间的沟通及合作，「部门协商委员会」约每季度举行一次会议，作为公开讨论所有影响员工福祉事宜的平台。此外，「土地注册处员工建议书审核委员会」为全体员工提供有效的途径，就精简部门运作及改善工作效率提出建议。员工之间体现了更好的团队努力和合作，并提升了生产力。

Thriving for Team Work

Staff resources are an important asset to us. To enhance communication and co-operation between management and staff, Departmental Consultative Committee meetings were held about once every quarter as a platform for open discussions on all matters affecting the well-being of our staff. Besides, the Land Registry Staff Suggestions Committee provides an effective venue for all staff to submit suggestions for streamlining operation and improving work efficiency of the department. Better team effort and cooperation among staff was achieved and the productivity was enhanced.



另外，土地注册处设有一个全面且易于使用的「知识管理系统」，供我们的员工在日常运作中使用，从而提升他们的工作效率，及促进部门有系统地管理和分享知识。

In addition, the Land Registry maintains a Knowledge Management System to facilitate systematic management and sharing of knowledge across the department. This serves as a comprehensive and easily accessible tool for our staff to use in daily operation, thus enhancing their work effectiveness.

我们的「工作表现奖励计划」促进和培育员工的客户服务文化，并提高他们的生产力。本处也设立「最佳前线员工奖励计划」，以表扬前线员工的优秀表现。

Our Performance Incentive Scheme motivates and inculcates a customer service culture among our staff and raises their productivity. A Best Frontline Staff Award is also established to commend the exemplary performance of our frontline staff.

持守环保意识

为持续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，以及要求负责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《2022年管制人员环保报告》可在[土地注册处的网站](#)浏览。

Sustaining Environmental Awareness

To continuously promote green management and to ensure that our business and daily operations are conducted in an environmentally responsible manner, the following measures have been 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 2022 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。在灵活自主的基础下，我们执行职务时须履行恪守诚信的责任。土地注册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。

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 Land Registry 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.

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。

本处大部份的服务均能达到2022/23年度承诺的目标，但在2022年第一季度本处为减低2019冠状病毒病的传播风险采取了特别上班安排，导致在十项服务中有两项注册服务未能达到承诺的目标。尽管本处已于2022年下半年全力清理积压的注册工作并赶上所有服务承诺的目标，该两项注册服务的整体表现仍未能达到2022/23年度的目标。附件I (a)列出本处于年内的服务承诺和实际表现。

本处将于来年提升「办理土地文件注册」及「为再交付注册的中止注册文书办理注册」的服务标准并修订其服务指标。2023/24年度新的服务承诺载于附件I (b)。

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.

The performance of most services could achieve the targets pledged in 2022/23 except two types of registration services (out of a total of 10) due to the special work arrangement in the first quarter of 2022 for reducing the risk of the spread of the COVID-19. Although the Land Registry has endeavoured to clear the registration backlog and the targeted pledges of all services have been caught up in the second half of 2022, the overall performance of two types of registration services could not meet the targets set for 2022/23. Annex I (a) sets out the pledges and our actual performance for the year.

In the coming year, we will implement enhanced service standards with revised performance target on registration of land documents and registration of withheld instruments redelivered for registration. The new set of performance pledges for 2023/24 is at Annex I (b).

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。

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 (NTSOs) 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.

土地注册处联合常务委员会
Land Registry Joint Standing
Committee



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。

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.



客户联络小组(私营机构) Customer Liaison Group (Private Sector)



客户联络小组(公营机构) Customer Liaison Group (Public Sector)

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)。

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。我们于2022年5月至8月期间委聘顾问公司进行了客户满意度意见调查，以了解客户对我们服务的满意程度，并收集其意见以不断优化服务。

客户对本处的客户服务中心／新界查册中心的服务、柜位查册服务、递交契约服务、客户服务热线，以及「综合注册资讯系统」网上服务的整体满意度(包括「非常满意」和「颇满意」评分)为91%。

我们十分重视收集到的所有意见和建议，并会作出跟进，以继续提升服务素质。

Responsive to Customer Feedback

We always listen to our customers through various channels for service enhancements. With a view to gauging the level of customer satisfaction with the Land Registry's services and collecting customers' feedback for continuous improvement, we commissioned a consultant to conduct a customer satisfaction survey from May to August 2022.

The overall satisfaction level (including ratings of "Very satisfied" and "Quite Satisfied") of our services, including services at Customer Centre/NTSOs, Counter Search Services, Deeds Lodgement Services, Customer Service Hotline and Integrated Registration Information System Online Services, is 91%.

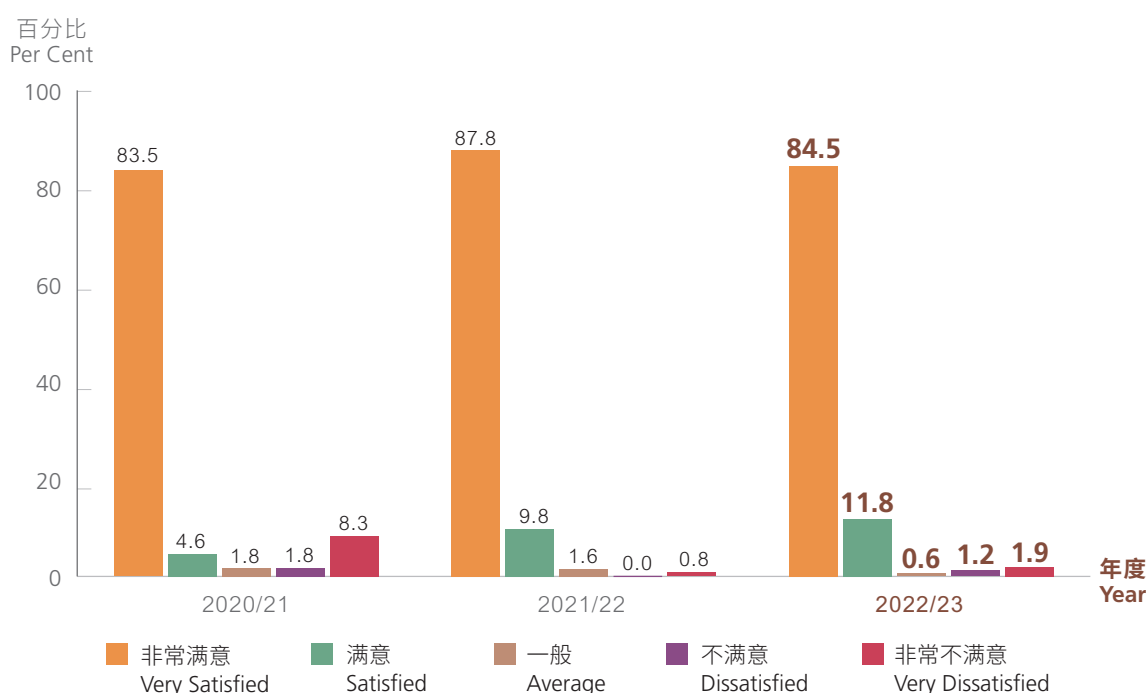
We treasure all the views and suggestions received and will follow up for continuous service improvements.



在2022/23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96.3%），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40个客户表扬。

In 2022/23, the customer satisfaction rate of the Land Registry's services received from comment cards remained high ("Very Satisfied" and "Satisfied" ratings amount to 96.3%). We received 40 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

本处拥有完善的投诉管理制度以供公众监督和处理投诉。由本处接获或是经由其他政府部门转介的投诉共有12项，所有个案均已获迅速回应及圆满处理。

Established Complaint Management System

We operate a well-established complaint management system for public scrutiny and addressing complaints. There were 12 complaints received by us or referred to us by other Government offices. All the relevant complaints were promptly addressed and fully responded to.