



我於2019年4月出任平機會主席,當時我已決意將平機會定位為創造平等的「主導者」,不只純粹推廣平等,而是應主動創造條件,以取得實質進展。事實上,我在公營機構工作了40多年,當中的經歷讓我明白到,即使是最崇高的理想,也會因為欠缺策略和忽略可行性而成效不彰。

首先,平機會必須牽頭進行改革,才能 鼓勵社會作出同樣的改革。以投訴處理 為例,我察覺到有些非政府組織和受屈 人認為平機會的投訴處理程序過於繁瑣 複雜,而且有時候看似要幾經折騰才能 獲得法律協助。正因為這些意見,促使 平機會於2017年就其管治、管理架構及 投訴處理程序展開了全面檢討。 When I took the helm of the EOC as Chairperson in April 2019, I was determined to position the Commission as not just a bullhorn for equality, but also an active agent in creating the conditions for actual progress. Indeed, over four decades of public service had taught me that even the noblest ideals can pale because of a lack of strategy and disregard for feasibility.

Above all, the EOC itself had to evolve before encouraging society to do the same. I was aware, for example, that some NGOs and aggrieved persons had felt that the EOC's complaint-handling process was undermined by red tapes, and that access to legal assistance appeared to be convoluted at times. The feedback led to a comprehensive review of the EOC's governance, management structure and complaint-handling process, which began in 2017.

雖然在我上任之時檢討已經完成,但我 仔細閱讀了檢討委員會在報告內所整理 的每一項調查結果和建議,而且還就平 機會的工作徵詢多個民間團體和其他持 份者的意見,才訂定下一步路向。

我得出的結論是,平機會的管理架構必 須進行改革,尤其是需新增一個職位同 時監管負責執法的投訴事務科和法律服 務科,才能更妥善地協調這兩個部門的 工作,使之發揮更大成效,實行檢討委 員會所提倡的「以受害人為本」的方針。

為了落實改革,我擬訂了平機會組織架構的改組方案,並向政府解釋建議的可行性、經費和其他事項。我很高興,我們最終成功爭取政府的支持,取得所需撥款以實行建議,而有關建議已在2020年5月底生效,確實令人欣喜。

期間,平機會繼續採取在2018/19年度 引進的措施以改善投訴處理程序,包括 確保能迅速把個案分類和編配個案主 任,以期盡量減少受屈人在講述其歧視 經歷時可能感到的困擾。

While the review had concluded by the time I came on board, I studied each and every finding and recommendation in the report put together by the Review Panel, and went on to consult a wide spectrum of civil society groups and other stakeholders on the EOC's work before deciding our next move.

I came to the conclusion that a revamp of our management structure — notably the establishment of a new position overseeing both the Complaint Services Division and Legal Service Division — would be pivotal to synergising the work of our two law enforcement divisions and, in turn, putting in place the victim-centric approach espoused by the Review Panel.

To get this off the ground, I formulated a proposal to reform the EOC's organisational structure and communicated with the Government on its feasibility, funding and other issues. I am pleased to report that eventually we succeeded in enlisting the Government's support and secured the necessary funds to implement the proposal, which took effect in end of May this year.

Meanwhile, the EOC continued to adopt measures introduced in 2018/19 to enhance the complaint-handling process, such as ensuring speedy classification of cases and assignment of officers, in order to minimise the feelings of distress that might arise among aggrieved persons in recounting their experience.

We also unveiled our latest three-year strategic plan, laying down clear goals and priorities for 2020-2022 and focusing our work on gender, disability, family status and racial discrimination. It has also incorporated the aspirations I have always harboured since assuming office, from the formation of a new unit dedicated to combating sexual harassment to plans for researching and proposing legislative initiatives to tackle discrimination against new immigrants and the lesbian, gay, bisexual, transgender and intersex (LGBTI) community. This new roadmap, I am certain, will help to guide the EOC towards a world with more and stronger allies for the fight against inequality and other injustices, however bumpy that path will be.





相信大家也知道,我在平機會的首年碰巧發生了社會事件,加上2019冠狀病毒病疫情肆虐,兩者對社會造成的影響遠超想像。因這些事件而湧現的歧視擊疑課題更是廣泛,包括示威者與警及間的性騷擾指稱、僱員報稱在網上發表政見後被解僱的報道、食肆不招護表政見後被解僱的報道、食肆不招護養養通話的顧客、酒店拒絕接待醫護、

有關事件當中,部分屬平機會的職權範圍,另一些則不然。然而,一如既往,我們致力行使法定權力處理偏見和歧視,例如教育公眾認識法例內容,了解並消除邊緣社群面對的困難,以及公平公正地處理反歧視法例所涵蓋的投訴。

Needless to say, my first year of office at the EOC coincided with the double whammy of social unrest and COVID-19 that hit the city harder than we ever imagined. From allegations of sexual harassment between protestors and police officers to reports of employees getting sacked after expressing their political beliefs online, from restaurants banning Putonghuaspeaking customers to hotels refusing to serve healthcare workers... issues of discrimination and harassment have pushed their way into public discourse.

Some are within the EOC's remit; others aren't. But as always, we have strived to make the most of our statutory powers to address prejudice and discrimination — educating the public about the law, learning about and trying to alleviate the challenges facing marginalised communities, and handling complaints that fall under the scope of the anti-discrimination ordinances in a fair and impartial manner.



the tumult and turmoil. Parties across the political spectrum have, on various occasions, found our takes on issues unpalatable, despite the fact that they were firmly rooted in the law. As people's trust in public bodies plummets, we must — and we will — be more creative, nimble and humble in influencing opinion and demonstrating our nine organisational values: equality, fairness, integrity, sensitivity, energy, efficiency, transparency, independence and accountability.

Given the volatile social atmosphere in the past 12 months, it is

virtually impossible for the EOC to emerge unscathed amid all

平機會將於2021年成立25周年。我期 望能帶領平機會在掌握社會脈搏的同 時,以專業精神、全心全意地繼續履行 職能。 The year 2021 will mark the 25th anniversary of the establishment of the Commission. I look forward to leading the EOC to continue to deliver its functions with dedication and professionalism, while keeping our fingers on the pulse of the community.

各平機會委員惠賜卓見遠識,對平機會 貢獻良多,我謹此向他們致謝。此外, 我亦要多謝前任主席陳章明教授,在任 期內展開程序檢討。最後,當然還有全 體平機會職員,他們一直勤奮不懈、全 力支持平機會的工作,我在此向他們表 達謝意。 Last but not the least, I would like to thank the EOC Members for their advice and contribution. My gratitude also extends to my predecessor Prof Alfred CHAN Cheung-ming, who embarked on the Process Review during his term, and the EOC staff for their hard work and support.

关款版

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