



## 機構管治 Corporate Governance

平機會透過全面的管控及報告機制、與持份者及社區的恆常聯繫、高透明度的運作及嚴格的財政監控，致力維持卓越的機構管治。

- **聯繫** — 平機會於2019/20年度繼續與社區組織、學者及非政府組織保持聯繫，建立夥伴關係。主席自2019年4月上任後，即開始與不同持份者聯繫，與不同社區組織、非政府組織、駐港領事和外交人員及其他機構會面。
- **透明度** — 平機會透過不同途徑及媒介令公眾知悉平機會的工作，例如於平機會網站內發布平機會管治委員會的會議時間表及會議記錄，並且在年報內披露管治委員會及專責小組會議的出席記錄。此外，平機會每年會向立法會政制事務委員會提交平機會的周年工作計劃。
- **財政監控** — 平機會備有嚴格的內部監控制度，適當的申報機制及妥善的程序，以確保平機會能以高效和符合成本效益的方式運用資源。

The EOC is committed to maintaining high standards of corporate governance, as underpinned by its comprehensive control and reporting mechanisms, regular engagement with stakeholders and the community, high level of transparency and stringent financial control.

- **Engagement** — In 2019/20, the EOC continued to engage and build rapport with community groups, the academia and NGOs. The Chairperson, upon assuming office in April 2019, embarked on a programme of stakeholder engagement, meeting different community groups and NGOs, the consular communities and other organisations.
- **Transparency** — Different channels and mediums were utilised to keep the public informed about the work of the EOC. For example, meeting schedules and minutes of the EOC Board were posted on the EOC website, and attendance records of the EOC Board and Committee meetings included in the Annual Report. In addition, presentation on the Commission's annual work plan is made to the Legislative Council Panel on Constitutional Affairs every year.
- **Financial control** — Stringent internal control system, appropriate reporting mechanisms, and proper procedures and processes are in place to ensure that the EOC expends its resources in an efficient and value-for-money manner.

### 服務承諾

平機會制定了一套以回應時間計算的服務標準，以評估及量化服務水平。平機會於2019/20年度在大部分服務承諾中均達標，而大部分項目更有出色表現，詳情載於下表。

### Performance Pledge

The EOC has in place a set of service standards, which are expressed generally in terms of responding times, to measure and quantify its performance. In 2019/20, the EOC achieved the majority of the service standards in its performance pledge and excelled in most of the targets. The details are shown in the following table.



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### 平機會於2019/20年度的服務承諾 EOC's Performance Pledge in 2019/20

	服務表現目標 Performance target		實際表現 Actual performance	
	服務標準 Service standard	(達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
查詢 Enquiry				
在辦公時間內回覆電話查詢 Answer telephone enquiries during office hours	即時 Immediately	95%	100%	總數： Total: 4,888  達標： Met: 4,888  不達標： Not met: 0
接見到辦事處查詢的人士 Interview a walk-in enquirer at EOC office	30分鐘內 Within 30 minutes	95%	100%	總數： Total: 113  達標： Met: 113  不達標： Not met: 0
回覆複雜的書面查詢 Reply to written enquiries on complex issues	14個工作天內 Within 14 working days	95%	100%	總數： Total: 1,810  達標： Met: 1,810  不達標： Not met: 0



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		服務表現目標 Performance target	實際表現 Actual performance		
		服務標準 Service standard	(達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
投訴 Complaint					
對書面投訴作出初步回應 Initiate action on a written complaint	3個工作天內 Within 3 working days	100%	100%	總數： Total:	1,072
				達標： Met:	1,072
				不達標： Not met:	0
經預約安排，接見有意提出投訴的人士 Interview a prospective complainant asking for an appointment	5個工作天內 Within 5 working days	95%	100%	總數： Total:	29
				達標： Met:	29
				不達標： Not met:	0
完成處理投訴個案 Conclude a complaint case	6個月內 Within 6 months	75%	81%	總數： Total:	1,244
				達標： Met:	1,010
				不達標： Not met:	234
法律協助 Legal assistance					
審批法律協助的申請並回覆申請者 Make a decision and inform an applicant of the outcome of application for legal assistance	3個月內 Within 3 months	85%	76% <sup>#</sup>	總數： Total:	37
				達標： Met:	28
				不達標： Not met:	9

<sup>#</sup>註：由於個案複雜，平機會需要更多時間審批法律協助的申請，以致在指定時間內只回應了76%的申請。

<sup>#</sup> Note: Owing to the complexity of the cases, further time was needed for consideration of the applications for legal assistance. Hence the EOC was only able to respond to 76% of the cases within the specified time.



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	服務表現目標 Performance target		實際表現 Actual performance	
	服務標準 Service standard	(達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
公眾教育及宣傳 Public education and promotion				
安排有關平等機會議題及法例的講座 Meet requests for talks on equal opportunity issues and legislation	6個星期內 Within 6 weeks	95%	100%	總數： Total: 263 達標： Met: 263 不達標： Not met: 0
處理市民以郵寄或傳真方式索取平機會刊物 Meet requests by mail or fax for EOC publications	3個工作天內 Within 3 working days	95%	100%	總數： Total: 108 達標： Met: 108 不達標： Not met: 0
回應團體探訪要求 Meet requests for guided group visits	5個工作天內 Within 5 working days	95%	100%	總數： Total: 3 達標： Met: 3 不達標： Not met: 0
舉辦主要宣傳活動 Convene major promotional events	12個月內 Within 12 months	80項活動* 80 activities*	100%	總數： Total: 117 達標： Met: 117 不達標： Not met: 0
參加者對平機會舉辦的培訓服務感到滿意 Participants satisfied with the training services provided by the EOC	滿意 Satisfactory	80%	99.6%	總數： Total: 5,639 達標： Met: 5,615 不達標： Not met: 24

\*註：此數字為實際目標。2019年4月1日至2020年3月31日舉辦的活動總數為117項。

\*Note: This is an actual target. The total number of activities convened from 1 April 2019 to 31 March 2020 was 117.



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### 程序檢討

平機會於2017年下旬就其管治、管理架構及投訴處理程序展開檢討。檢討由三名平機會委員組成的檢討委員會進行，成員包括現任委員高朗先生，以及前任委員李翠莎博士及孔美琪博士。為確保能進行全面評估，並且考慮不同觀點，平機會還邀請了退休高等法院法官芮安牟教授，以義務性質另外進行獨立的檢討，並就此撰寫報告。

檢討委員會的報告附載了芮安牟教授的獨立報告，已於2019年12月公布。平機會除了發出新聞稿公布報告，還將報告上載至平機會網站供公眾閱覽。

報告提出了多項建議，以期透過改善平機會的管治及投訴處理工作，從而提升效率。當中主要的建議包括：

- (a) 採取以受害人為本的方針處理投訴乃審慎的方法，除了一貫謹守公正持平地對待雙方的原則，應同時留心及體恤投訴處理程序各個階段中受害人的需要，管理受害人的期望；
- (b) 處理投訴時必須以全面的方式搜集案件資料和證據；以及
- (c) 由主席擔當總指揮的角色，並由平機會管治委員會委員及專業的管理小組從旁協助。

在檢討期間，平機會回應了持份者及公眾對投訴處理程序的關注，落實推行一系列改善措施。平機會按照程序檢討委員會報告的結果及建議，擬訂了管理架

### Process Review

The EOC embarked on a review of its governance, management structure and complaint-handling process in the latter half of 2017. The review was conducted by a three-member Review Panel comprising current EOC Member Mr Mohan DATWANI and former EOC Members Dr Trisha LEAHY and Dr Maggie KOONG. To ensure a well-rounded assessment with due regard to different perspectives, the EOC also invited former High Court judge Prof Anselmo REYES to conduct an additional, independent review and compile a report on a *pro bono* basis.

The Review Panel Report, which contained the report by Prof Reyes, was released in December 2019. As well as issuing a media release to publicise the report, the EOC uploaded the report onto its website for public viewing.

The report listed a series of recommendations geared towards enhancing the EOC's governance and complaint-handling work to optimise its efficiency. Among the recommendations were:

- (a) The victim-centric approach, which seeks to recognise and pay special attention to the needs of victims at all stages of the complaint-handling process, while managing their expectations and adhering to principles of fairness and impartiality to both parties in a complaint, is a prudent approach for the EOC to adopt in handling complaints;
- (b) The handling of complaints must be in a holistic manner insofar as the collection of facts and evidence is concerned; and
- (c) The Chairperson is in the overall commanding role, to be ably assisted by EOC Board Members and the professional management team.

The EOC has already put in place a string of measures during the review to address concerns among stakeholders and the public regarding the EOC's complaint-handling process. Based on the findings and recommendations of the Review Panel



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構改革的計劃，並與政府商討可行性、撥款和其他相關事宜。同時，平機會繼續與持份者保持緊密聯繫，以持續改善服務。

### 與持份者聯繫

平機會於年內持續與社區組織、學界及非政府組織保持聯繫，建立夥伴關係。主席及平機會職員除了與不同持份者機構會面，還出席了多項社區活動。平機會亦繼續與各國駐港外交人員、內地及海外機構和官員進行對話及交流。

其中一項交流活動是前往粵港澳大灣區考察，平機會主席於2019年11月25至27日帶領平機會職員代表前往東莞及廣州交流。是次參訪的目的主要是增進平機會與大灣區相關機構對彼此工作的了解，並促進兩地在平等機會議題上的交流和合作。平機會代表團除了參訪相關政府部門，還與非政府組織如提倡婦女及殘疾人士權益的組織會面。



Report, the EOC made plans to reform the Commission's management structure and communicated with the Government on the feasibility, funding and other related issues. At the same time, the EOC continued to stay closely in touch with stakeholders in its continuous pursuit of service enhancement.

### Stakeholder Engagement

The EOC continued to engage and build rapport with community groups, academia and NGOs during the year. The Chairperson and EOC staff had meetings with different stakeholder groups and attended several community events and functions. Dialogue and exchange were also made with the consular communities, and Mainland and international organisations and officials.

As part of the exchange, the Chairperson led a delegation of EOC staff to visit the Greater Bay Area (Dongguan and Guangzhou) on 25-27 November 2019. The main purposes of the visit were to enhance mutual understanding between the EOC and relevant organisations in the Greater Bay Area on each other's work and promote sharing and opportunities for collaboration on topics of equal opportunities relevant to the Greater Bay Area and Hong Kong. During the visit, meetings were held with different government departments and non-governmental organisations, such as those promoting the rights of women and persons with disabilities.

