

第二章
CHAPTER 02

一年的回顧
Commissioner's
Review

堅決反貪 從未改變
Stand Firm against Corruption.
Our Mission Continues.



香港特別行政區廉政專員

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Commissioner of the
Independent Commission Against Corruption
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穩定的社會環境和良好的法治，與有效打擊貪污相輔相成。二零二一年在實施《中華人民共和國香港特別行政區維護國家安全法》和完善特區選舉制度的雙重保障下，香港特區已回到“一國兩制”正確軌道，而廉政公署（廉署）亦繼續透過行之有效的“三管齊下”反貪策略，打擊公私營領域的貪污罪行，協助政府部門、公共機構及私營企業強化系統防貪和風險管理，與社會各界尤其是年輕一代緊密聯繫，共同維護誠信文化，以及加強國際反貪合作，為建設廉潔香港及全球反貪事業作出貢獻。二零二二年一月，我獲中央人民政府和香港特別行政區政府批准，競逐新一屆國際反貪局聯合會（聯合會）主席，並成功當選。這不單標誌著國際社會對香港在肅貪倡廉工作方面的認同，廉署在國際反貪平台上亦將會擔當更重要的領導角色。

A stable social environment and a strong rule of law are essential complements to the effective combat of corruption. With the double protection provided upon the implementation of the *Law of the People's Republic of China on Safeguarding National Security in the Hong Kong Special Administrative Region* and improvements made to the electoral system in 2021, the Hong Kong Special Administrative Region (HKSAR) is back on the right track of “One country, Two systems”. The Independent Commission Against Corruption (ICAC) will, through a time-tested three-pronged strategy, continue to curb corruption in the public and private sectors; assist government departments, public bodies and private enterprises to strengthen their systemic prevention mechanism and risk management; maintain close liaison with all sectors of the community, in particular the young generation, in upholding the culture of probity, as well as consolidating international graft-fighting cooperation conducive to building a clean Hong Kong and advancing the global anti-corruption cause. In January 2022, with the approval of the Central People's Government and the HKSAR Government, I ran for the Presidency of the International Association of Anti-Corruption Authorities (IAACA) and was elected. This has signified not only international recognition of the city's anti-corruption work, but also the Commission's increasingly leading role in the international anti-graft platform.

三管齊下 肅貪倡廉

香港的貪污情況繼續有效受控。《二零二一年廉政公署周年民意調查》顯示，超過 98% 的受訪市民表示在過去十二個月內沒有親身遇過貪污。此外，香港繼續獲多個國際評級機構評為全球最廉潔地區之一。在國際反貪監察機構透明國際的《二零二一年清廉指數》中，香港於全球 180 個國家及地區中排名第 12 位；在國際管理發展學院《二零二一年世界競爭力年報》的“行賄和貪污不存在”指標方面，香港的廉潔度於全球 64 個經濟體中排第八位。這不但反映廉署肅貪倡廉工作的成效，更證明香港的反貪制度及法治十分穩健。

年內，廉署共接獲 2 264 宗與選舉無關的貪污投訴，較二零二零年增加 18%，但仍低於二零一九年的貪污投訴。貪污投訴上升，主因是在疫情緩和及經濟活動逐漸恢復下，涉及私營機構的貪污投訴有所增加，由二零二零年的 1 134 宗增加 31% 至二零二一年的 1 482 宗。

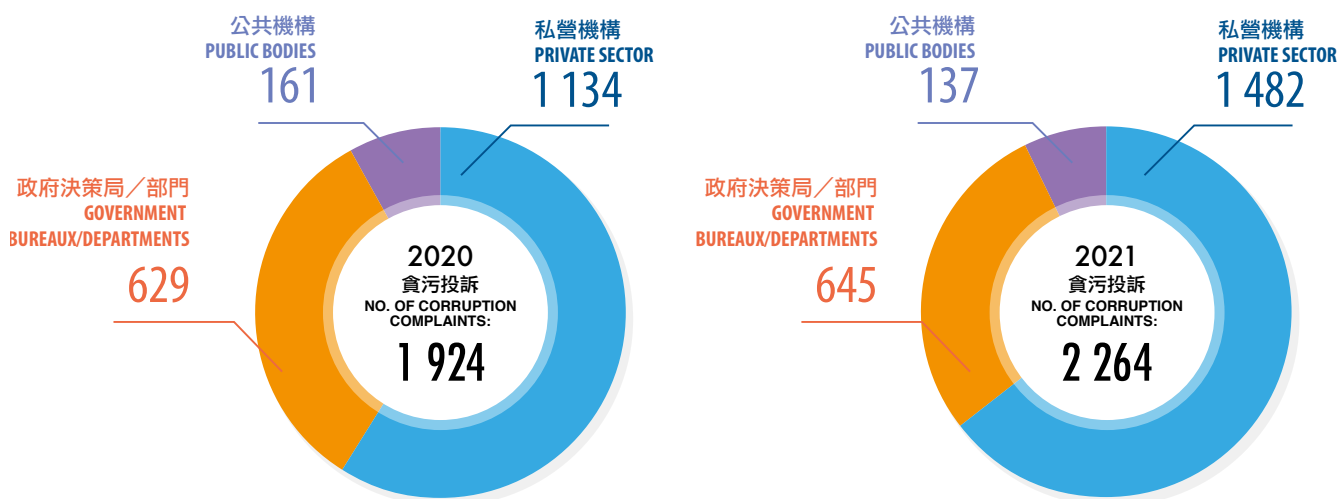
廉署除致力打擊公私營領域的貪污舞弊外，亦針對較高風險的行業和範疇採取全面策略，打擊及預防貪腐行為。

THREE-PRONGED STRATEGY ON CORRUPTION

The corruption situation in Hong Kong was persistently kept under control. The *ICAC Annual Survey 2021* revealed that over 98% of the respondents had not come across corruption personally in the past 12 months. Besides, Hong Kong continued to be ranked as one of the cleanest places in the world by international ranking institutions. In the *2021 Corruption Perceptions Index* released by the international anti-corruption watchdog Transparency International, Hong Kong was ranked the 12th least corrupt place among 180 countries and regions surveyed, while in the *International Institute for Management Development World Competitiveness Yearbook 2021*, Hong Kong was ranked the 8th among 64 global economies in respect of the “Bribery and corruption do not exist” indicator. Such rankings demonstrated the efficacy of ICAC’s anti-corruption work, as well as the robustness of the anti-corruption regime and the rule of law of Hong Kong.

During the year, a total of 2 264 non-election related corruption complaints were received, representing an 18% increase over 2020, but still slightly lower than those received in 2019. The increase was largely attributed to the rise in the number of complaints concerning the private sector following the subsiding pandemic threat and

二零二零及二零二一年的貪污投訴（不包括選舉投訴）
Corruption complaints (excluding election complaints) received in 2020 and 2021



建造業方面，廉署十分關注業內在僱用或繼續聘用工人時出現向工人索取或接受“介紹費”的不法行為。年內，廉署採取連串執法行動打擊上述貪污罪行。此外，廉署檢視了機場“三跑”系統工程項目中管理分判商和工人的程序，並向香港機場管理局提供有關的防貪建議。為提升業界的誠信及防貪意識，廉署推出“建造業誠信推廣計劃”，以及編制了《防貪錦囊－招聘建築工人》供從業員參考。

廉署在發展局的支持下，自二零二一年三月起把由廉署制定的“誠信管理系統”的兩個元素納入為政府認可公共工程承建商、物料供應商及專門承造商的註冊要求，協助建築公司加強防貪能力，進一步確保公共工程的質素。另外，廉署與發展局及建造業議會攜手推出“『誠』建商約章”，鼓勵建造業界實施“誠信管理系統”，提升內部監控，減少貪污風險。

為維繫金融保險業的誠信公平，廉署繼續與證券及期貨事務監察委員會（證監會）、財務匯報局（財匯局）、香港金融管理局及保險業監管局等金融監管機構攜手合作，打擊金融保險業的貪污和其他由貪污引致的不法活動。為提升聯合執法能力，廉署繼於二零一九年

subsequent economic recovery. Complaints concerning the private sector rose by 31% from 1 134 to 1 482.

Apart from robust enforcement against corruption and malpractices in the public and private sectors, an all-out strategy was employed, including the introduction of targeted measures, to eradicate and prevent bribery in industries and areas that are more vulnerable to corruption risks.

The illegal acts of soliciting and accepting “referral fee” in the recruitment or continuous employment of workers in the construction industry have been a major concern to ICAC. A series of ICAC enforcement actions were mounted against cases of bribe-for-employment in that industry in the year. ICAC also reviewed the procedures in the management of subcontractors and workers in the Third Runway Project and offered corresponding corruption prevention advice to the Airport Authority Hong Kong. To enhance the integrity and corruption prevention awareness within the industry, an Ethics Promotion Programme for the Construction Industry was launched, complemented by the production of a *Corruption Prevention Checklist on Recruitment of Construction Workers* for practitioners' reference.

With the support from the Development Bureau, two elements of the Integrity Management System developed by ICAC have become the listing requirement for the Government's approved contractors, suppliers of materials, and specialist contractors for public works since March 2021 to help construction companies strengthen their corruption prevention capacities for assuring the quality of public works. Through the “Integrity Charter” launched in conjunction with the Development Bureau and the Construction Industry Council, construction companies were encouraged to implement the Integrity Management System to enhance internal controls and reduce corruption risks.

To safeguard the integrity of the finance and insurance industry, ICAC continued to cooperate with various financial regulators, including the Securities and Futures Commission (SFC), the Financial Reporting Council (FRC), the Hong Kong Monetary Authority and the Insurance Authority, to eradicate corruption and other graft-facilitated illicit activities concerning the industry. With a view to achieving greater mutual enforcement capability and cooperation, ICAC signed a Memorandum of Understanding with SFC and FRC respectively in 2019 and September 2021. During the year, joint operations



廉政專員參與“『誠』建商約章”啟動禮，並呼籲建造業界積極參與誠信約章

Commissioner appealing to the construction industry for active participation in the “Integrity Charter” at its launching ceremony

與證監會簽訂合作諒解備忘錄後，於二零二一年九月亦與財匯局簽訂諒解備忘錄，深化彼此之間的合作。年內，廉署分別與證監會及財匯局就個別上市公司涉及的貪污違規問題採取聯合執法行動，取得滿意成果。廉署會繼續為金融機構提供誠信培訓及協助上市公司建立和推行防貪管理系統及倡廉政策，並優化披露反貪資訊的做法。此外，廉署早前搗破兩個有組織的貪污詐騙集團，顯示近年涉及保險的貪污詐騙手法層出不窮，愈見規模。在加強執法的同時，廉署亦加快推進“誠信創未來”保險業道德推廣計劃，推出為保險公司編製的《保險公司防貪指南》，並為保險公司提供度身訂造的諮詢服務及培訓，以遏止業界的貪污行為。

鑑於物業管理業持續錄得最多貪污投訴，廉署繼續密切留意各項樓宇維修資助計劃的貪污風險，並透過結合傳統執法和及早採取干預行動的雙管齊下策略，適時提醒業主判授合約潛在的貪污風險。為提高專業誠信操守，廉署在物業管理業監管局制定《防止貪污事宜操守守則》及相關良好作業指南時提供防貪建議，並推出“誠信專業 物業管理”推廣計劃，向全港物業管理公司及專業團體推介廉署的防貪服務及培訓資源。

另一方面，公營機構整體上仍然廉潔守正，涉及政府部門的貪污投訴較二零二零年微升3%，而有關公共機構的投訴則下跌15%。鑑於

mounted by ICAC with SFC and FRC severally against corrupt and non-compliant acts by individual listed companies brought fruitful results. ICAC will continue to provide integrity trainings to financial institutions and assist listed companies in establishing and implementing integrity management systems and anti-graft policies as well as enhancing the practice of disclosing anti-corruption information. Besides, the cracking down of two corruption syndicates involving insurance practitioners by ICAC has revealed the increasingly considerable scale and sophisticated nature of corruption facilitated insurance scams in recent years. Apart from robust law enforcement, ICAC also intensified its corruption prevention efforts for the industry by taking forward the “Integrity for Success” Ethics Promotion Campaign for Insurance Industry which encompassed the launching of a *Corruption Prevention Guide for Insurance Companies*, and the provision of consultation service and training catered for the insurance industry.

As building management continued to receive the highest number of corruption complaints, ICAC remained vigilant in monitoring the corruption risks concerning various building maintenance subsidising schemes, and in timely alerting property owners to the potential risks in the award of contracts through a two-pronged strategy combining the traditional approach of enforcement work with early intervention action. To enhance the professional ethics of practitioners in the industry, ICAC offered corruption prevention advice to the Property Management Services Authority in formulating a code of conduct entitled *Prevention of Corruption* and related best practice guides. A *Professional Property Management with Integrity Programme* was also launched to promote ICAC’s corruption prevention services and training resources to property management companies and professional bodies.

On the other hand, the public sector in Hong Kong remained clean and honest. Complaints concerning government departments and public bodies registered a slight 3% increase and a drop of 15% respectively when compared to 2020. In light of the high public expectations for the integrity of public servants, apart from providing integrity training to public servants of different ranks, ICAC



廉政專員見證廉署與財務匯報局簽署合作諒解備忘錄

Commissioner witnessing the signing of the Memorandum of Understanding between ICAC and the Financial Reporting Council

公眾對公職人員的誠信操守抱高度期望，廉署除了持續向不同級別的公職人員提供誠信培訓外，亦優化了《公共機構行為守則範本》以協助公共機構持續檢視和提升誠信管理標準，同時亦展開為期兩年的“誠·公·SUCCESS”公共機構誠信推廣計劃，鞏固公共機構的誠信文化。

“全覆蓋”維護選舉廉潔公正

在完善選舉制度後舉行的二零二一年選舉委員會界別分組一般選舉及二零二一年立法會換屆選舉已分別於二零二一年九月及十二月順利舉行。為確保選舉廉潔公正，廉署成立一個由執行處、防止貪污處和社區關係處人員組成的內部跨部門工作小組，制訂結合雷厲執法、縝密預防和全面公眾教育的周詳行動計劃。

廉政專員分別於選舉委員會界別分組一般選舉（左圖）及立法會換屆選舉（右圖）的選舉日巡視廉署為兩項選舉專設的應對指揮中心

Commissioner visiting ICAC's Operations Control for the Election Committee Subsector Ordinary Elections (left) and the Legislative Council General Election (right) on the two polling days



執法方面，廉署除了嚴厲打擊觸犯選舉條例的罪行外，亦採取預防與介入的策略，打擊可能構成操控或破壞選舉的行為。至二零二一年年底，廉署就該兩項選舉分別接獲八宗及 52 宗選舉投訴。在二零二一年立法會換屆選舉的投票日，廉署動員約 900 名廉署人員於執行處應對指揮中心、舉報中心及各個投票站執勤，迅速處理有關選舉條例的查詢及投訴，亦同時觀察投票及點票程序是否具備足夠措施防止貪污舞弊。

has updated the Sample Codes of Conduct for members and employees of public bodies to help public bodies constantly review and enhance the standard of integrity management. In addition, a two-year **Integrity Promotion Campaign for Public Bodies** was kick-started to strengthen the integrity culture in public bodies.

“ALL-EMBRACING” STRATEGY TO ENSURE CLEAN ELECTIONS

Following the implementation of the improved electoral system, the 2021 Election Committee (EC) Subsector Ordinary Elections and the 2021 Legislative Council (LegCo) General Election were smoothly conducted in September and December 2021 respectively. In order to ensure the integrity of elections, a cross-departmental working group comprising officers of the Operations Department, Corruption Prevention Department and Community Relations Department was formed to formulate a holistic action plan featuring robust law enforcement, thorough prevention and comprehensive public education.

On the law enforcement front, apart from robust investigations against election-related offences, ICAC also adopted a preventive and intervention approach to deter any corrupt and illegal conduct that might manipulate or undermine public elections. As at the end of 2021, ICAC received eight and 52 complaints respectively regarding these two elections. On the polling day of the 2021 LegCo General Election, about 900 ICAC staff were mobilised for execution of duties at ICAC's Operations Control,

the Report Centre, as well as polling stations across the territory to swiftly handle enquiries and complaints concerning the election laws and observe if adequate preventive safeguards were in place for the polling and vote-counting processes.

防貪方面，廉署在檢視兩項選舉的投票和點票程序後提出了多項建議；又為所有參與選舉委員會委員登記、提名及選舉的團體提供防貪指引，並向立法會選舉各相關團體發放《會籍管理防貪指引》，確保選舉委員會當然委員和提名委員的登記程序公平、透明及具問責性，減低“種票”風險。廉署亦主動接觸首次參與公共選舉的相關團體，提醒他們選舉條例的要求及相關登記、提名及選舉程序的貪污舞弊風險，並根據個別團體的實際運作模式，提供度身訂造的防貪建議，協助他們建立妥善的機制及程序。

宣傳教育方面，廉署為政黨、界別分組的組成團體和智庫等，舉辦多場有關選舉條例的簡介會，向各持份者解釋選舉條例內容及需注意的事項，提醒他們避免因一時疏忽而觸犯選舉條例。鑑於不少候選人都是首次參與公共選舉，廉署更特別為他們及其助選成員安排簡介會以加深他們對選舉條例的理解。此外，廉署配合選舉事務處的安排，為票站及點票人員進行培訓，以及透過廣泛的宣傳教育，呼籲市民守法循規。

培育誠信新一代 共建廉潔社會

公眾支持是香港反貪工作得以成功的重要元素。年內，廉署透過籌辦“點亮我誠”地區青年傳誡活動，鼓勵全港市民透過積極參與倡廉活動，在生活中身體力行，體現廉潔核心價值，共同維護一個廉潔公平的社會。

廉署一向非常重視培育年輕一代的誠信核心價值。鑑於年輕人對貪污的認知及理解並不全面，對守法守規的意識亦較為薄弱，廉署進一步將法治、守法、誠實及舉報貪污等重要價值觀及內容融入為不同學習階段的年輕人所安排的恆常活動中，加強學生對這些信息的正確認識，當中包括推出“iJunior 小學德育計劃”，協助參與此計劃的小學舉辦以“自律”和“守規”為主題的校園活動，以及籌辦“iPLUS - iTeen 領袖訓練營”，期間廉署的高層人員更到場與“iTeen 領袖”真誠對話，勉勵他們維護香港的法紀及廉潔文化。

在廉署全人及各合作伙伴的努力耕耘下，市民大眾對廉署的支持繼續高企，並對維護廉

On the front of corruption prevention, ICAC conducted a review and made a number of recommendations on the polling and vote-counting processes of the two elections, offered corruption prevention advice to all participating organisations in respect of the membership administration, voter nomination and return of EC members, and issued the *Corruption Prevention Guiding Principles and Best Practice Checklist on Membership Administration* to participating organisations of the LegCo General Election to ensure fairness, transparency and accountability in the registration of EC ex-officio members and nomination of EC members, and reduce the risk of vote-rigging. ICAC also approached the first-time participating organisations of the two elections to heighten their awareness of the electoral requirements and corruption risks relevant to the voter registration, nomination and election processes, and to offer tailored advisory service to help them build up comprehensive systems and procedural controls based on individual actual operations.

Regarding education and publicity, election briefings were arranged by ICAC for political parties, organisations in the EC subsectors, think tanks, etc. to explain to stakeholders the major provisions of the electoral law and issues warranting concern, and alert them against inadvertent breaches of the electoral law. In view of the considerable number of first-time participants among the candidates, ICAC arranged election briefings for them and their electioneering team members to enhance their understanding of the electoral provisions. ICAC representatives also delivered talks at training sessions organised by the Registration and Electoral Office for polling and vote-counting staff. A range of education and publicity initiatives were rolled out to appeal to the public for law compliance.

NURTURING ETHICAL YOUNG GENERATION AND UPHOLDING PROBITY IN SOCIETY

Public support is key to success of the anti-corruption work in Hong Kong. During the year, ICAC organised the “Shine with Integrity” Youth Integrity Project to encourage citizens of all walks of life to embrace the core value of integrity in daily life and uphold a clean and fair society through active participation in integrity promotion activities.

ICAC has been staying at the forefront of nurturing the core value of integrity amongst the younger generation. As youngsters have yet to get a full understanding of the scourge of corruption and their law-abiding awareness is

廉政專員勉勵參與“iPLUS-iTeen領袖訓練營”的“iTeen領袖”

Commissioner offering words of encouragement to iTeen Leaders joining the iPLUS Training Camp



潔社會有著極大決心。《二零二一年廉政公署周年民意調查》顯示繼續有九成受訪者支持我們的工作。調查亦顯示絕大部分(97.3%)受訪市民均認為保持社會廉潔對香港整體發展至為重要，而市民對貪污繼續保持零容忍。

締結國際反貪聯繫

貪污罪行無遠弗屆，廉署深明國際合作對打擊和預防貪腐的重要性。為克服新型冠狀病毒病疫情及因各地實施入境限制而帶來的挑戰，廉署在二零二一年繼續透過網上平台與海外反貪機構進行交流，並為多國的反貪機構舉辦共10個能力建設培訓課程，獲得一致好評。另外，廉署亦分別與19個海外反貪機構的領導層舉行視像會議，以加強彼此在國際反貪工作上的聯繫和交流經驗。



廉政專員於二零二二年一月初國際反貪局聯合會的會員大會上成功當選為新任主席

Commissioner being elected as new President of International Association of Anti-Corruption Authorities at its General Meeting held in early January 2022

relatively weak, ICAC incorporated the messages of the rule of law, law-abidingness, honesty and reporting corruption into the regular integrity promotion and education programmes tailored for young people of different learning stages to inculcate positive values in them. Such publicity work included “i Junior Programme for Primary Schools” which helped participating schools organise on-campus activities on the theme of “self-discipline” and “rule-abidingness” and iPLUS Training Camp for iTeen Leaders in which the top management of ICAC engaged in sincere dialogues with the participating iTeen Leaders to appeal for their support in upholding the law-abidingness and integrity culture of Hong Kong.

With the unflagging efforts of all ICAC staff and our collaborative partners, support to ICAC remained high among members of the public who also embraced a strong determination to maintain a clean society. The 2021 ICAC Annual Survey showed that the public continued to strongly support ICAC. Almost all respondents (97.3%) considered that keeping Hong Kong corruption-free was important for the overall development of the city. The public also upheld zero tolerance against corruption.

MAINTAINING CLOSE INTERNATIONAL ANTI-CORRUPTION TIE

Corruption knows no boundaries. ICAC fully understands international cooperation is instrumental in combating and deterring corruption crime. To overcome the challenges posed by the coronavirus pandemic and the global enforcement of entry restrictions, ICAC continued to make use of online platforms to exchange experience with overseas anti-corruption agencies (ACAs) and provided a total of 10 capacity building training programmes to our counterparts, which were all well received. High-level online meetings were held with 19 ACAs separately to strengthen mutual working relationship and experience sharing.

在二零二二年一月，我成功當選聯合會主席。在未來三年的任期，我將帶領及深化聯合會 140 多個國家和地區的反貪機構之間的協作，加強聯合會在世界反腐事業的參與，務求協助全球於二零三零年達至聯合國可持續發展第 16.5 項“大幅減少一切形式的腐敗和賄賂行為”的目標。廉署在國際反貪工作上一直以來均全力作出貢獻，隨著我擔任聯合會主席，廉署的使命將提升到另一個層次，以進一步加強國際合作打擊貪污的力量。

粵港澳大灣區（大灣區）建設是“十四五”規劃中明確提出的四個重大區域發展戰略之一，為國家的經濟發展和對外開放肩負領航的重

In January 2022, I was elected President of IAACA. During my three-year tenure as President, efforts will be made to steer towards synergy building among ACAs from over 140 countries and regions, strengthen IAACA's engagement in global anti-bribery initiatives and push ahead with plans to attain the United Nations Sustainable Development Goal 16.5 to “substantially reduce corruption and bribery in all their forms” by 2030. ICAC has always been an active member of the international anti-corruption community, and with my assuming the Presidency of IAACA, ICAC will elevate its leading role and further bolster international cooperation in the fight against corruption.

The Guangdong-Hong Kong-Macao Greater Bay Area (GBA), as one of the four strategic regions in the 14th



廉政公署與澳門廉政公署進行高層交流

ICAC holding a high-level meeting with the Commission Against Corruption of Macao for mutual exchange

任。自《粵港澳大灣區發展規劃綱要》於二零一九年二月公布後，廉署積極與內地及澳門的反貪機構聯繫，商討在大灣區合作推廣誠信文化及打擊貪污。儘管受到疫情的影響，廉署一直與國家監察委員會、廣東省監察委員會及澳門廉政公署保持緊密聯繫，籌辦第二次三方會議，為加強大灣區內的反貪協作制訂發展路向。作為大灣區反貪合作的試點項目，廉署積極與前海廉政監督局商討，配合《全面深化前海深港現代服務業合作區改革開放方案》，攜手為在前海營商的香港企業提供防貪諮詢服務。

Five-Year Plan, plays a pivotal role in fostering faster economic development and further opening up the country to the world. Following the release of the *Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area* in February 2019, ICAC proactively discussed with counterparts in the Mainland and Macao on greater collaboration to promote an integrity culture and to fight against corruption in GBA. Despite the outbreak of coronavirus pandemic, ICAC has been maintaining close communication with the National Commission of Supervision, the Guangdong Provincial Commission of Supervision and the Commission Against Corruption of Macao for arranging the second tripartite meeting to formulate a road map on anti-corruption endeavour and closer collaboration in the region. As a pilot project on anti-

繼往開來 迎接挑戰

我擔任廉政專員已近十年，期間與同事們經歷各樣考驗。在現時複雜多變的大環境下，國際關係及地緣政治、新科技及數碼資訊發展，以至經濟秩序等，都正在以空前的速度迅速變化。廉署要繼續有效打擊貪污，必須與時並進，自我完善。我們會經常檢視和更新各種策略、工作程序和方式，以至於機構設置，以大膽創新的思維作出改善和優化。“世界在變反貪不變”，正反映我們對肅貪倡廉這反貪使命的初心、專注及堅持從未變更。無論外在環境如何，廉署將以強韌的力量和穩健基礎，在特區政府和市民的支持下，應對不同挑戰。

四十八年來的反貪執法、制度預防和倡廉教育，是廉署前人和現今同事們積累下來的心血和成果；繼往開來，廉署一定會繼續以行之有效的“三管齊下”策略，為守護香港廉潔和傳承誠信文化，全力以赴，並會在國際反貪舞台上開拓新領域和擔當領導角色，以維護香港的國際反貪地位。

corruption collaboration in GBA and to tie in with the *Plan for Comprehensive Deepening Reform and Opening Up of the Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone*, ongoing discussion has been made with the Qianhai Anti-Corruption Bureau on joint provision of corruption prevention consultancy services to Hong Kong enterprises with operations in Qianhai.

MOVING FORWARD TO EMBRACE CHALLENGES

In my almost 10 years' tenure as Commissioner of the ICAC, I have gone through various challenges together with all my colleagues. Under the present complex macro environment in which the international relations and geopolitical situations, new technological and digital information development, and economic order, etc. are all evolving at an unprecedented speed, ICAC has to keep abreast of the times and strive for continuous improvement for maintaining our success. To that effect, we would have to regularly review and update our work strategies, operational procedures and practices as well as institutional establishment so that we can make necessary modifications and improvement with innovative minds. "Times change. The mission continues." This pledge is a full manifestation of our unwavering commitment to the anti-graft cause and our utmost dedication and determination in fulfilling the mission. No matter what the external environment would bring, with strong resilience and vitality as well as a solid foundation, coupled with the support from the HKSAR Government and the public, ICAC will, as always, never fail to overcome each and every challenge.

Our robust law enforcement, systemic prevention and community education in the past 48 years affirm the efforts and achievements of former and serving ICAC officers. Moving forward, ICAC would remain steadfast in upholding and passing on the probity culture in Hong Kong through the effective three-pronged anti-graft strategy, and at the same time embark on a new frontier in the global graft-fighting arena with a leading role to play in the anti-corruption cause thereby sustaining Hong Kong's international anti-corruption status.