

# Risk Management Report

## 風險管理報告

At HKIRC, we acknowledge that effective risk management is an integral part of corporate governance and is vital to the long-term success of the Corporation.

Risk strategy is developed based on a streamlined internal risk management framework. It is established to identify, assess, manage, and monitor principal risks and uncertainties that may pose potential harm to the Corporation.

By putting proper risk strategy and appetite in place, HKIRC is carrying out regular reviews and updates to reduce the impacts of risks and every department is embedded in the risk management process with the responsibility to be risk-aware.

Several principal risks and uncertainties are identified after the corporation planning process; hence appropriate prevention and mitigation measures are to be taken to ensure these risks are well-governed effectively and efficiently.

COVID-19 is an unprecedented crisis, but HKIRC remains proactive in moving full speed ahead to sustain robust performance and operational efficiency by enhancing system management and upgrade to provide quality services. HKIRC has also been fully committed to providing a non-stop .hk domain names service during the pandemic. The impact of the outbreak continues to be felt, HKIRC will strengthen its resilience to adapt and mitigate the impact on different stakeholders.

During the COVID-19 pandemic, the health of our employees is given top priority. Practices such as work-from-home are enabled to adapt to the changing landscape and maintain business continuity. We have also promulgated workplace standards, regulations, and practical guidelines to mitigate risks that could disrupt business operations. Cybersecurity guidance and resources are provided to maintain a high standard of cybersecurity in remote workplaces.

我們認為有效的風險管理乃HKIRC企業管治的重要一環，且對於公司的長期成功至關重要。

風險策略乃基於簡化內部風險管理框架而制定，旨在識別、評估、管理及監控可能對公司構成潛在危害的主要風險及不確定因素。

通過制定適當的風險策略及偏好，HKIRC定期進行檢討及更新，以減少風險的影響，且風險管理過程涉及各部門，要求彼等須有風險意識。

於審視公司策略後確認若干主要風險及不確定因素後，公司採取了適當的預防及緩解措施，以確保有效及妥當管理該等風險。

這次疫情是一場前所未有的危機，但HKIRC在疫情期間仍然積極加強系統管理並進行系統升級，以保持營運效率及穩健的表現，並繼續提供無間斷.hk域名服務。疫情的影響仍在持續，HKIRC將繼續加強應變能力，減輕對不同持份者的影響。

在新型冠狀病毒肺炎疫情期間，我們將員工的健康放在首位。為了適應工作環境的變化以及保持業務的持續，我們採取了在家辦公等措施，並公布了有關工作的守則、規定和一些實用的指南以減輕可能影響業務運作的風險。我們亦為員工提供了網絡安全的指引及資源，以維持遙距工作下的高強度網絡安全。

The principal risks to be focused on are as follows:

主要風險如下：

Principal Risks 主要風險	Description 描述	Key Mitigations 主要緩解措施
Reputational Risk 信譽風險	The negative publicity generated by false allegations 虛假指控導致的負面報道	<ul style="list-style-type: none"> <li>Maintain regular communications with .hk users and industry players to prevent any misunderstandings and receive feedback. 定期與.hk用戶及業界人士溝通，以避免任何誤解及反饋。</li> <li>Hold regulator meeting with the Consultative &amp; Advisory Panel to consult the members' advice on the new strategies and actions before the launch. 於採取新策略及行動前，與諮詢委員會舉行會議，並就新策略及行動諮詢成員的意見。</li> <li>Maintain close communications with media and respond quickly to their inquiries. 與媒體保持密切溝通並迅速回覆他們的查詢。</li> <li>Regular review of the crisis communications handling procedures. 定期檢討危機溝通處理程序。</li> <li>Issue press statement to clarify the situation and respond to the false accusation. 發佈新聞公佈，澄清情況及回應虛假指控。</li> </ul>
IT System Failure Risk 資訊科技系統故障風險	The risk of catastrophic system failure (hardware, software, and network, etc.) impacting business operations and services 影響業務營運及服務的災難性系統故障(硬件、軟件及網絡等)風險	<ul style="list-style-type: none"> <li>Implement systems with resilience and disaster recovery features in the design. Review of systems is conducted on a regular basis. 實施設計上具備韌性及災難恢復能力的系統。定期進行系統檢查。</li> <li>The DNS service is running on a platform that consists of numerous servers in multiple points of presence situated in different countries. The service is supported with the use of stable and mature technology, for instance, the use of anycast solution, to uphold the level of availability and resiliency. 網域名稱系統(DNS)服務架設於一個由眾多位於不同國家/地區的服務器組成的平台上。該服務乃利用穩定而且成熟的技術支持，例如，採用任播(anycast)技術方案以維持一定水平的可用性及其韌性。</li> <li>Registration services are running on multiple sites with an active-active arrangement to avoid a single point of failure. 採用雙活方案在多個網點同時運行註冊服務，避免單點故障。</li> </ul>

Principal Risks 主要風險	Description 描述	Key Mitigations 主要緩解措施
Information Security Risk 資訊安全風險	<p>The risk of cyberattacks and hacking on our systems and data 系統和數據遭受網絡攻擊和黑客入侵的風險</p> <p>The risk of data breach caused by negligent employee or contractor 因僱員或承包商疏忽而造成的數據洩漏風險</p>	<ul style="list-style-type: none"> <li>An Information Security Management System (ISMS) with infosec policy and procedures are in place to protect the confidentiality, availability, and integrity of systems and data, and IT attains international standard certification for the ISMS. 建立一個具有資訊安全政策及程序的資訊保安全管理系統 (ISMS) 以保障系統及數據的機密性、可用性及完整性，同時 IT 已就此管理系統獲取國際標準認證。</li> <li>Implement security measures with a defense-in-depth approach. Keep alert of cyber threats and regular review of vulnerability and follow-up patching. Engage with a DDoS mitigation service provider to handle the volumetric attack. 實施基於深度防禦策略的保安措施。時刻警惕網絡威脅，定期檢查漏洞及跟進其後的修補工作。與緩解分散式阻斷服務 (DDoS) 攻擊的服務供應商合作，處理巨流量攻擊。</li> <li>Conduct different kinds of security training for staff on regular basis. 定期為員工進行各種安全培訓。</li> <li>Annually conduct security audits and internal audits regularly by external professional consultants to identify vulnerability and improvement areas. 定期安排外部專業顧問進行年度安全審計及定期內部審計，以識別漏洞及改善空間。</li> </ul>
Occupational Health and Safety Risks 職業健康與安全風險	<p>The risk of not being able to operate due to infectious disease outbreaks or due to adverse weather conditions or traffic operations 因傳染病或惡劣的天氣狀況或交通運行問題而無法營運的風險</p>	<ul style="list-style-type: none"> <li>Observe good practices enacted by WHO and Hong Kong Government. 遵守世衛組織及香港政府頒佈的最佳實踐。</li> <li>Health and safety guidelines are reviewed on regular basis. 定期審查健康與安全指引。</li> <li>Conduct health and safety awareness training and annual drill to staff. 對員工開展健康與安全意識培訓並進行年度演習。</li> <li>Closely monitor the situation and provide immediate assistance or guidance to staff if necessary. 密切監控情況並於必要時立即向員工提供協助或指導。</li> <li>Establish and adopt flexible work arrangement practice i.e., Working from Home policy. 建立及採用靈活的工作安排實踐，如居家辦公政策。</li> <li>Establish and execute contingency plans or arrangements if needed. 建立及執行應急計劃或安排（如有必要）。</li> </ul>