

Risk Management Report

風險管理報告

Effective risk management is a core component of HKIRC's corporate governance, and is crucial for the long-term growth of the Corporation.

Based on scenario-based situations, HKIRC has set up a risk strategy and streamlined its internal risk management framework. The framework identifies, assesses, manages, and monitors principal risks and uncertainties that may have an adverse impact on the Corporation.

Having devised an appropriate risk strategy and calibrated its risk tolerance, HKIRC performs regular reviews and updates to minimise the impact of any potential risks. Risk management has been integrated into the work process of all departments, and employees share responsibility for monitoring and mitigating potential risks.

If HKIRC identifies significant risks and uncertainties during the risk management planning process, it will take appropriate prevention and remedial measures to ensure these risks are managed in a timely and effective manner.

With the new era of digital revolution, almost every business and organisation is relying on computerised systems to manage their daily business activities. As the crucial Internet registration company for offering the stable service, we aim to address a wide range of business risks and are prepared to mitigate threats with protective measures. We regularly enhance the system infrastructure and its components to ensure the reliability and security of the HKIRC services.

Despite the unprecedented challenges posed by the COVID-19 pandemic, HKIRC has continued to enhance its service quality and maintain a robust performance and good operational efficiency by improving its system management and conducting system upgrades. HKIRC has remained resilient and agile in the face of market dynamics during the pandemic, and has also striven to help different stakeholders mitigate risks and manage any related impacts.

We strictly comply with the anti-epidemic directions and practices issued by WHO and the Hong Kong SAR Government, and have adopted "work-from-home" policies with guidance for all our employees to reduce their risk of infection. We also fully supported the "Early Vaccination for All" campaign, and implemented the "vaccination in place of regular testing" arrangement in all our premises. All visitors and service contractors are subject to the "Vaccine Bubble" vaccination requirement.

HKIRC認為，有效的風險管控乃HKIRC企業管治的主要組成部分，對於公司的長期成功更至關重要。

HKIRC按具體情況簡化內部的風險管理框架，制訂了適當風險策略，以識別、評估、管理及監控可能對公司構成潛在影響的重大風險及不確定因素。

敲訂風險策略及決定可承受風險水平後，HKIRC會定期作檢討及修訂，以力求減少風險的影響，風險管理已整合在各部門的流程內，以時刻關注風險的責任。

我們在制定風險管理計劃過程中，再確認若干重大的風險及不確定因素，公司採取適當預防及緩解措施，以確保該等風險可切實有效地被迅速管控。

隨著數字化的新時代，大部分企業和組織都依賴計算機化系統管理他們的日常業務活動。作為提供穩定服務的互聯網註冊公司，我們透過提升基礎架構的保護措施來減輕威脅及降低業務風險。我們定期增強系統基礎設施及其組件，以確保HKIRC服務的可靠性和安全性。

新冠疫情危機造成空前的打擊，HKIRC在疫情期間仍積極加強系統管理，升級系統和改善服務，以保持營運效率及業務穩健。儘管疫情影響仍然持續，HKIRC繼續加強應變能力，以舒緩對不同持份者的影響。

我們也嚴格遵守世界衛生組織及香港特區政府制訂的抗疫指引及守則，為了減低感染風險，採取了居家工作措施，為員工制訂指引，並響應了特區政府「全城起動，快打疫苗」疫苗接種運動，納入「以接種疫苗取代定期檢測」等安排，規定任何訪客及服務合約承辦商，均必須遵從「疫苗氣泡」的規定。

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"> Prior to the implementation of the new strategies and actions, meetings will be held with the Consultative & Advisory Panel to consult on the new strategies and actions. 實施新策略及行動前，將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。 Maintain business relationships with “.hk” users and industry participants through regular communication to prevent misunderstandings and gather timely feedback. 通過定期溝通與「.hk」用戶和行業參與者保持業務關係，以防止誤解並及時收集反饋。 Maintain close communication and relationship with the media and respond to inquiries in a timely manner. 與傳媒保持密切溝通和關係，並及時回應查詢。 Review the crisis communication process on a regular basis. 定期檢討危機溝通處理程序。 Issue clarification statement in response to false allegations and seek legal advice from lawyer. 發表澄清聲明，回應不實指控，並諮詢律師法律意見。
IT System Failure Risk 資訊科技系統故障風險	The risk of catastrophic system failure includes hardware, software, and network which impacts business' operations and services. 影響業務營運及服務的災難性系統故障包括硬件、軟件及網絡等風險	<ul style="list-style-type: none"> Implement systems that are designed for resilience and disaster recovery. Conduct regular system inspections. 實施具備韌性及災難恢復能力設計的系統。定期進行系統檢查。 The Domain Name System (DNS) service is hosted on a platform consisting of a number of servers in different countries/regions. The service is supported by stable and mature technologies, such as anycast, to maintain a level of availability and resilience. 網域名稱系統(DNS)的伺服器平台由位於不同國家／地區的伺服器組成。該服務採用穩定而且成熟的技術，例如任播(anycast)技術以維持一定水平的可用性與韌性。 Adopt active-active solutions to implement registration services at multiple sites to avoid single point of failure. 在多個網點採用雙活方案同時運行註冊服務，以避免單點故障。

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"> Develop Information Security Management System (ISMS) with infosec policy and procedures to enhance the protection of confidentiality, availability, and integrity of systems and data, and IT department have already acquired the international standard certification for the ISMS. 建立具備資訊安全政策及程序的資訊保安管理系統(ISMS)以保障系統及數據的機密性、可用性和完整性，同時IT部門亦已就此管理系統獲取國際標準認證。 Implement security measures based on a defense-in-depth strategy. Stay alert to cyber threats, regularly check for vulnerabilities and follow up with subsequent remediation efforts. Work with service providers that mitigate distributed denial of service (DDoS) attacks to handle heavy traffic. 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，處理龐大流量攻擊。 Regularly conduct various safety training for employees. 為員工定期進行各類型安全培訓。 Conduct annual security audits and internal audits regularly by external professional consultants to identify potential vulnerability and improvement areas. 安排外部專業顧問定期進行年度安全審計及內部審計，以識別潛在漏洞及改善空間。
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"> Comply with the best practices promulgated by the WHO and the Hong Kong Government. 遵守世衛組織及香港政府頒佈的最佳實踐。 Review health and safety guidelines regularly. 定期審查健康與安全指引。 Conduct health and safety awareness training and annual drills for employees. 對員工開展健康與安全意識培訓，並進行年度演習。 Closely monitor the situation and provide immediate assistance or guidance to employees as necessary. 密切監控情況，並於必要時立即向員工提供協助或指導。 Establish and adopt flexible work arrangement practices, such as 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。 Establish and implement contingency plans or arrangements (if necessary). 建立及執行應急計劃或安排（如有必要）。