



港鐵物業的安全管理分享 –  
圓方  
EXPERIENCE SHARING ON  
SAFETY MANAGEMENT OF  
MTR PROPERTY – ELEMENTS



# 港鐵物業處簡介

## 物業工程部

24

建造項目

興建中單位 >20,000個



## 投資物業部

18

商場/商業大廈

每月人流 >3000萬



## 物業管理部

52

屋苑

住宅單位 >10,000個



超過20,000個員工

11/13/2020



## 簡介

圓方商場是香港其中一座大型購物商場，建築物樓高4層，面積達100萬平方呎，作為港鐵公司旗下最高級別商場之一，坐擁超過300名來自不同部門及職級之員工，為了各員工可於安心發揮所長、讓商戶及客人有一個舒適的消遣休憩環境及交易平台，營造一個安全的環境氣氛予員工、商戶及客人實為至上，故管理層藉推行全面有效的安全管理制度，加強各階層員工及商戶的職安健意識，憑藉評估、選擇、管理、監控及推廣全方位去培養大伙去擁有安全的信念及表現，達至**“沒有最安全 只有更安全”**之方針，全體上下務必將安全放在首位。這份專注是對各員工、商戶及顧客之一種保障。



**沒有最安全 只有更安全**

自身安全 你的責任



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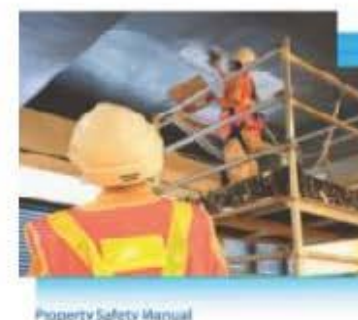
# 安全管理制度



安全管理模式的8個要素



Safety Management Strategy Manual



Property Safety Manual

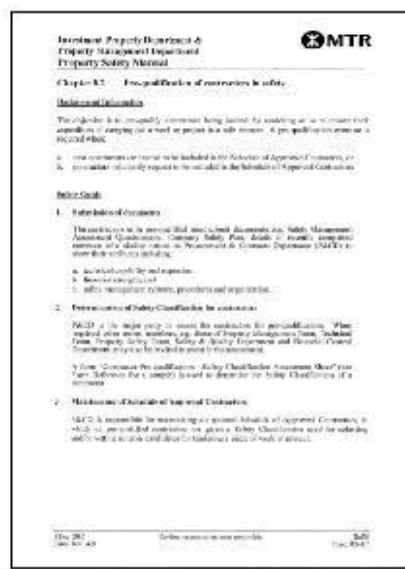
制定安全管理策略手冊/物業處安全手冊

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# 安全管理制度



分判商安全守則



工程及承辦商的安全分級制度



商戶承辦商的工作守則/ 要求



商場之工作指引

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## 確立安全管理制度



安全巡查及檢討



管理層不定時作出突擊巡查

**SAFETY AUDIT CHECKLIST**

Project: \_\_\_\_\_ Station: \_\_\_\_\_

Date: \_\_\_\_\_ Audit by: \_\_\_\_\_

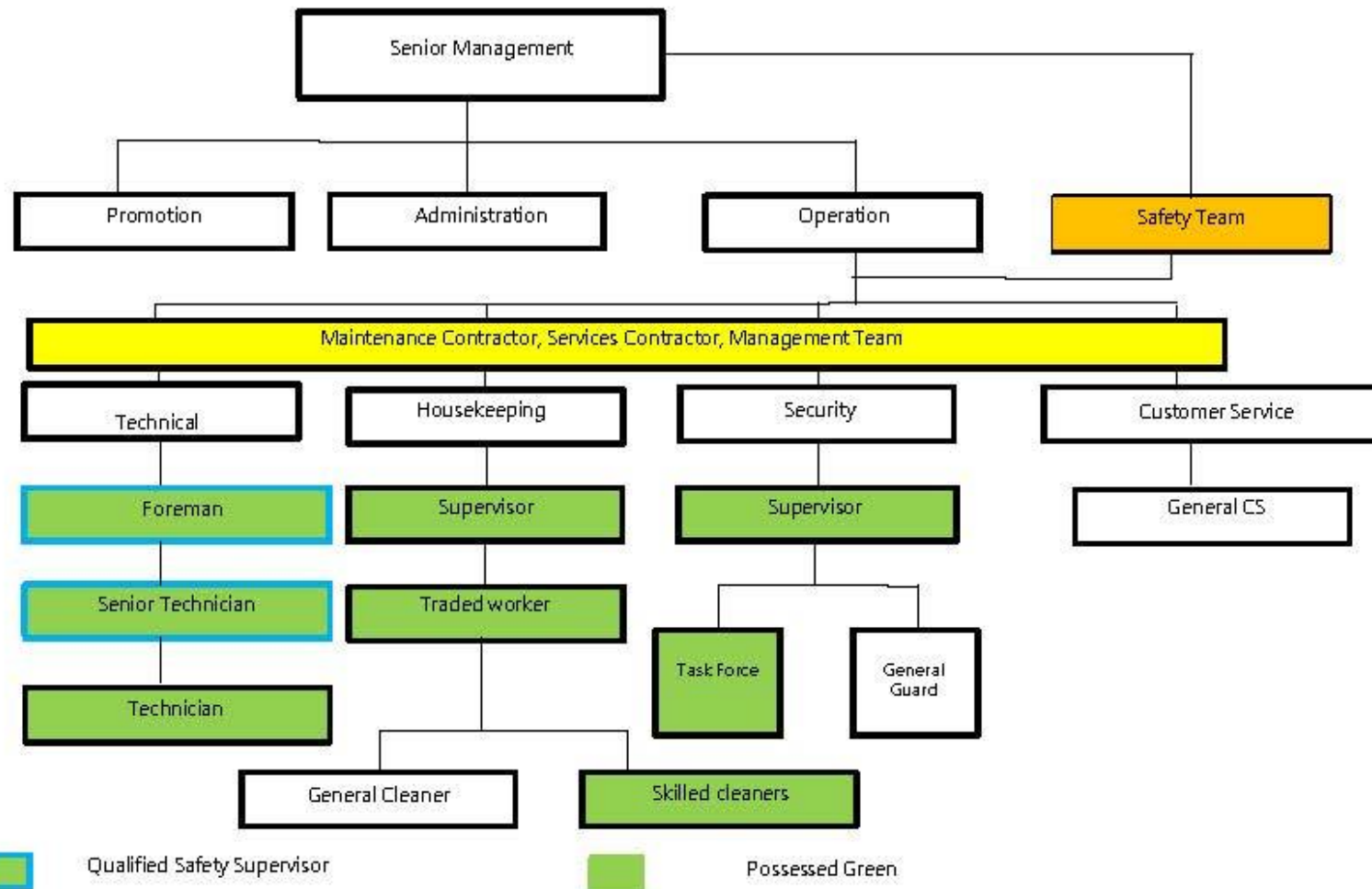
Check item	Y	N	NA	Remarks
1. Is the safety policy statement clearly stated in the safety manual?				
2. Are the safety responsibilities clearly defined in the safety manual?				
3. Are the safety responsibilities clearly defined in the safety manual?				
4. Are the safety responsibilities clearly defined in the safety manual?				
5. Are the safety responsibilities clearly defined in the safety manual?				
6. Are the safety responsibilities clearly defined in the safety manual?				
7. Are the safety responsibilities clearly defined in the safety manual?				
8. Are the safety responsibilities clearly defined in the safety manual?				
9. Are the safety responsibilities clearly defined in the safety manual?				
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11. Are the safety responsibilities clearly defined in the safety manual?				
12. Are the safety responsibilities clearly defined in the safety manual?				
13. Are the safety responsibilities clearly defined in the safety manual?				
14. Are the safety responsibilities clearly defined in the safety manual?				
15. Are the safety responsibilities clearly defined in the safety manual?				
16. Are the safety responsibilities clearly defined in the safety manual?				
17. Are the safety responsibilities clearly defined in the safety manual?				
18. Are the safety responsibilities clearly defined in the safety manual?				
19. Are the safety responsibilities clearly defined in the safety manual?				
20. Are the safety responsibilities clearly defined in the safety manual?				

Fig. 11.10

每年安排安全審核以檢討制度之成效

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## 安全管理制度 – 物業管理架構



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## 指導及訓練 – 新入職員工之融入



製作不同工種之新入職課程供新員工融入新工作環境

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## 指導及訓練



定期安排不同訓練



拍攝員工工作狀況制成教學素材，指導正確工作安全方法



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## 指導及訓練 - 緊急應變措施

舉行各種事故演習，令員工可於事發故發生時執行有效之應變措施



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推動員工及分判商參與安全

[illegible]

### 舉行安全委員會會議

險失事件 Near Miss Case	良好作業 Good Practice
<p>陷入正在掘挖路障，結果腳被木軌夾傷的事件。</p> <p>例項：對付夾人體上並排鋪設的工作障礙：工友未固定工作的平路器，才正確使用機械夾夾住以內欄杆夾斷時等。</p>	<p>良好作業是採取使用內欄杆夾在掘挖路障時防止意外安全夾傷的作業。</p> <p>例項：工友已完全工作完畢，正確使用連動的欄杆工作台被吊起的安全上固定等。</p>
<p>報告內容：  險失事件 <input type="checkbox"/> /  良好作業 <input checked="" type="checkbox"/> (請「✓」)</p>	
 <p>(圖一)</p>	 <p>(圖二)</p>





**MTR**  
安全標誌/安全工作

## Safety Alert 安全警告

工安提示



因需要進行安全巡檢，駐守工友不可和人體下部的道工工作（包括抬磚、平土等）以及沒有獲發給合適的培訓証書者操作合適修造設備。結果引致人體下部的意外，有關工作已立即停止及有紀。





現正進行有關工作 - 必須 -

- 制定風險評估及施工方案，按要請清晰定義安全施工步驟
- 實行高處作業應遵照的工作位置
- 應符合有關預防措施及程序，讓受訓人員保持安全需要及適當
- 生產環境監察
- 應定期檢討關於工人

**鼓勵員工報告險失事故及思考有關安全的創意**

分享公司的安全警示，借事件作參考借鏡，避免同類事件發生

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## 工作監控－工作前期準備

[illegible]

**ALCO**  
ALCO GROUP LIMITED

**Method Statement**

**For**

**Reinstatement Work**

**At**

**Shop G004, Ground Floor (by the  
Rink), Elements, MTR Kowloon  
Station, Tsim Tsa Tsui, Kowloon**

ALCO GROUP LIMITED  
ALCO GROUP LIMITED  
ALCO GROUP LIMITED

按申請工作需要提交相關施工程序書及風險評估報告



工作前舉行會議商討施工要點、所有守則及安排工作前簡單訓示

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## 工作監控



空氣淨化



承辦商之安全人員在場監督



路面不平位之處理



進行安全巡查



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## 大型工作 / 節日裝飾佈置工作之監管



承辦商必須委派安全人員



所有工人必須持有有效平安卡



2018.01.23 01:10



提供應急設備及工地之圍封

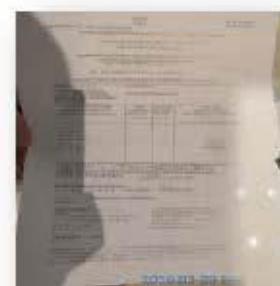
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## 大型工作 / 節日裝飾佈置工作之監管



結構上之安全及品質監  
察由註冊工程師發  
出鑑定報告確認



機械及吊重工具之檢查

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持續進步或創新－離地工作評估

[illegible]

## 進行全面風險評估

Chapter 2.1 Guidelines on Work above ground table

Activity 1 – Work on table

營造環境與空間的學習目標

理解環境 / 空間 / 自然環境

一、學生透過活動和繪圖了解二、三級城市空間的組織方式

主題 / 科目名稱 \_\_\_\_\_

以資訊科技輔助學習活動 / 主題 \_\_\_\_\_

第一階段	
1. 學生在 _____	學習環境系統
2. 學生在 _____	學習二、三級城市空間
3. 學生在 _____	學習二、三級城市空間 / 主題 _____
4. 學生在 _____	學習二、三級城市空間 / 主題 _____

第二階段

學習目標	活動	評核
1. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
2. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
3. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
4. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
5. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
6. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
7. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
8. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
9. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
10. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		

第三階段

學習目標	活動	評核
1. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
2. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
3. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
4. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
5. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
6. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
7. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
8. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
9. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		
10. 學生了解二、三級城市空間 / 二、三級城市空間的組織方式		

Sample

### Sample

第二部分		是	否
項目	描述		
1.	是否工作可使用正式的工作平台或其他穩固的支撐方法。		
2.	是否工作作為短暫動作。	✓	
3.	是否工作有預備。		
4.	是否工作有足夠的照明設備或工具。		✓
5.	除了防墮和保護設備外還有甚麼工作。	✓	

\*如任何有關的作業落在灰色方格內，便不適用條子。

\*如以上問題已經在風險評估內考慮(風險評估報告編號 \_\_\_\_\_)，則可  
 擇下填寫此部份。

第三部分		是	否
項目	描述		
1.	放置條子的位置是穩固，平坦及水平的。		
2.	風繩沒有被浮吊中的物件擊中或壓到的可能。	✓	
3.	風繩沒有外露的帶經金屬層或外露的絕緣導體。	✓	
4.	設立了橫杆上降，調節風繩的裝置防止意外拉離勞工人的風繩。		

## 工作許可証



玻璃圍欄沿邊位置只  
可使用合適工作台



平坦地面位置可因應情況而選擇各款有圍欄的功夫檯、輕便工作台、梯台等

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## 持續進步或創新 – 安裝室內吊船



使用動力操作升降工作台



搭建金屬 / 竹棚架



安裝符合地形位置之室內吊船加強高空工作安全

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## 持續進步或創新 – 消除離地工作危害

部分位置因地理原因以致進行保養維修時出現難題



將照明系統重新鋪設到地面容易觸及進行維修更換的水平位置

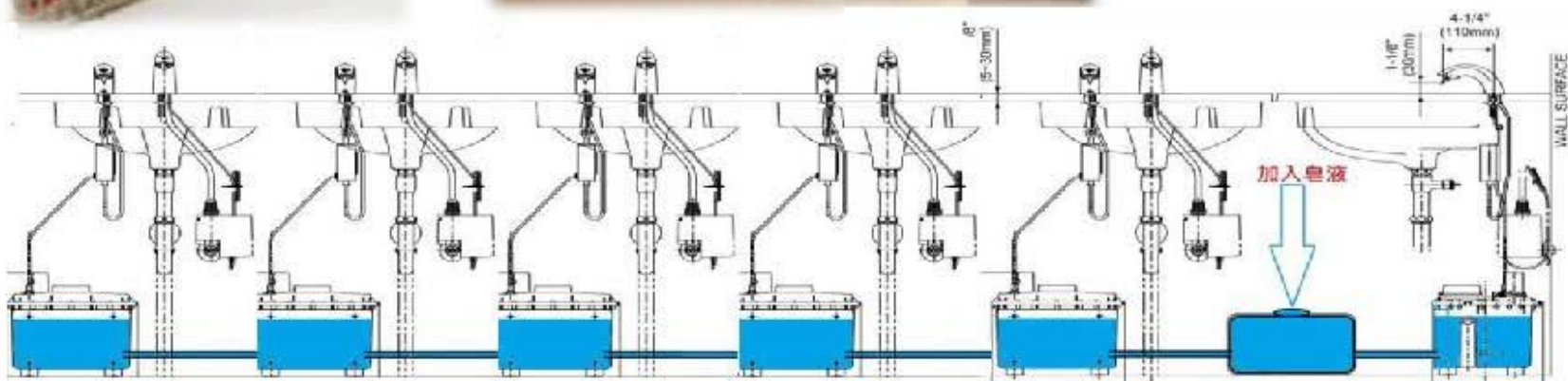
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1975年之六福玻璃及透光片等

## 持續進步或創新 – 減少體能工作改善



皂液分配器將皂液自動分配到其他洗手皂液容器內，減低蹲下  
次數及過多之體力處理操作



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## 持續進步或創新 – 避免滑倒



提供冰爪鞋套穿著以進入溜冰場範圍工作，增強在冰面的抓地力，減低跌倒或滑倒機會



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## 貼心關懷 – 酷熱，寒冷天氣工作安排



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## 尋求改進 – 安全伙伴計劃



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## 持續進步或創新 – 跌倒或絆倒之減低



加貼清晰顏色之防滑貼



於樓梯位安裝太陽能感應照明裝備



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## 持續進步或創新 – 電力及防火安全

使用上鎖掛牌制度於電力工作之中



加裝電子溫度計於電箱位以監察溫度狀況



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## 持續進步或創新 – 電力及防火安全

手提水氣制活用於工作上



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**沒有最安全 只有更安全**

自身安全 你的責任



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## **Title: Safety Forum 2020 for Works Contracts and Property Management Services Contracts**

Super            Safety Forum 2020 for Works Contracts  
and Property Management Services Contracts  
2 November 2020

VO:             Here is the footage from  
“Safety Forum 2020 for Works Contracts and Property Management Services Contracts”  
which was held on 2 November 2020

Super            Mr. Raymond LI Ka Wing, Property Safety Manager of  
MTR Corporation Limited  
Topic: “Experience Sharing on Safety Management of MTR Property - Elements”

VO:             The Speaker is Mr. Raymond LI Ka Wing, Property Safety Manager of MTR Corporation  
Limited  
His presentation topic is “Experience Sharing on Safety Management of MTR Property -  
Elements”

Mr. Li:           Hi, my surname is Li. I am from the Property Division in the MTR Corporation Limited  
Thanks to our hosts again for giving me the opportunity  
to share our experiences of risk management with everyone here today  
First, to give you a general idea  
we currently have 24 projects under Property Project Department  
Investment Property Department has 18 shopping malls and commercial buildings  
and Property Management Department manages 52 housing estates  
and we have over 20,000 employees  
Today, I am going to use Elements as an example  
We would also like to thank the OSHC  
for giving a Best Property Management Award to Elements  
Elements is one of the biggest shopping malls we manage  
It is over 1 million square feet in size  
Every day, over 300 subcontractor staff working at the mall

Let us think about what are the OSH risks for each worker  
Of course, we have a safety management system in place  
First, we need a safety policy  
a promise on safety support from the top management  
Also, you can see two safety booklets on the right

which were written specifically to address the risks in our work  
There are details about our safety work procedures  
including procedures for using gondolas and erecting scaffolding, etc.  
We will continually update and improve the procedures described  
To carry out risk management for outsourcing work  
we have a set of “Safety Rules for Contractors” as seen on the far left  
These rules form part of our contracts with contractors  
to make sure our contractors agree to them  
and that they commit to creating a safe workplace with us  
Apart from certain legal requirements, we also have ‘house rules’

For example, another speaker has mentioned just now  
how strong the wind could make a gondola sway like a pendulum  
So, we have rules about using anemometers to monitor wind speed



When it approaches the maximum speed allowed for gondola operations we have to cease operations in view of work safety

In the middle, you can see some of our maintenance works

We have a system where different works projects are classified as varying levels depending on safety requirements

For example, a big maintenance project at a housing estate one using lots of scaffolding or gondolas would be classified as the top level under our system

We will carry out large-scale 'prequalification' with contractors

All our contractors have to pass this 'prequalification' before they submit a tender

Only contractors whose safety management systems are up to standard will be invited to submit tender by our Procurement Department

You can see our mall from the third picture

maybe you would ask: many of your tenants carry out renovations and they are rushing to operate their stores for business

In fact, we are very concerned about renovation and maintenance

Apart from safety of the workers who are working inside we are also concerned about the electrical and fire risks that they can pose imminent risks to the entire mall other tenants nearby or customers of the mall

So, we have set up work safety rules for contractors of tenants and we ask them to comply with our safety measures

Lastly, on the right you can see guidelines for working in our mall

We call this our 'work instructions' for our contractors covering cleaning, security, gardening, or other special tasks

For example, there are guidelines for very hot weather warning and we also have a 'no alcohol' policy for protecting the safety of worker

Of course, these guidelines contain certain steps and procedures

We need to carry out inspections to check if colleagues have understood and followed the rules

We have a safety audit once a year to review how we can improve our safety management system

This is our management structure: the Safety Team works with frontliners also reports back to management for identifying and controlling risks

We see that new employees are often exposed to a higher risk of accidents at work because they are unfamiliar with their new work environment

Maybe you are thinking

What about security and cleaning staff, and the risks they face?

Let me tell you

Actually, security staff do not often have very serious accidents but they are injured from tripping, kicking into things, slipping on stairs, etc

We will not ignore these situations but try to improve to avoid any injuries in the future

Also, in terms of training, for newly appointed staff apart from providing enough training we will not let them work alone

We will try to arrange a one-on-one 'coach' who is a colleague with more experience and who is familiar with the workplace or the mall to help them realize the risks at workplace as soon as possible

What were we doing in this picture here?

Our colleagues are filming a reenactment of accidents

that occurred in one of our estates or in the industry  
as part of our risk management plan

These videos can then be used during induction training for new staff  
to form bigger impact for understanding about safety

What were the risks for the cleaner

when clearing away rubbish in the bottom left photo?

I asked a question just now, and we should not underestimate it

Often, residents of a housing estate or tenants of a shopping mall

or some of our customers, would leave sharp objects in the rubbish bins

If our cleaners do not aware of this safety issue

and if they are not wearing personal protective gear such as cut-resistant gloves

they might cut themselves on these sharp objects when taking out the trash

We have made these examples into training videos

for safety training to our workers

Emergency response measures

Apart from ensuring workers' safety

we obviously have to think about third party safety as well

which include our tenants and customers at our shopping malls

Often, we arrange for different kinds of drills for our employees

for adverse weather situations such as typhoons or black rainstorms, or fire

When these incidents happen, they can respond

appropriately and quickly for reducing the risk of injury and death

You might be thinking: what about when there are tight deadlines?

If inadequate training is provided to workers, who are working in a rush

and also following safety measures, this might be serious for large-scale projects

As you can see, there is a large skylight at Elements

In the top right picture, you can see a big protective net

to prevent hard objects from damaging the skylight during a typhoon,

which could injure people in the mall below

This is why the drills are so important to us

We hope that our workers are ready

so that they could reduce the risk of injury during emergencies

We also encourage our contractors to support and enhance safety management

Apart from contract requirements

we also hold regular safety meetings with them

The purpose of these meetings is not about announcing our requirements

we want to hear their opinions too, especially those of frontline staff

Why? Because often in risk assessments or other documentation

we might have thought of lots of safety issues

assessed the risks and come up with some ideas for improvement

But real risk assessment is a continuous process

Those who have the greatest understanding of on-site hazards

are our workers and employees

So we encourage them to give us feedback

and let us know how we can work together to improve OSH

Of course, workers are usually very willing to talk about positive things

but are they also enthusiastic about raising issues or problems?

In fact, our company has an award scheme

for reporting near miss incidents and good practices

Elements is part of that scheme

You can see our frontline staff in the pictures in the middle

They found and reported some safety issues

to the management  
and thus solved that hidden safety risk  
We rewarded this colleague  
for encouraging a healthy safety culture and atmosphere  
so that workers feel at ease about raising concerns and participating  
Only then can we really achieve better OSH  
As for monitoring projects, you might think about  
method statements and risk assessments before construction  
The relevant contractor(s) and workers are important too  
and most of all, the person-in-charge  
They need to agree to the method statement, the risks and safety issues  
Clarifying these issues in advance can prevent errors or misses at work  
After confirming the project monitoring system  
frequent inspections are needed  
to see if the works follow the method statement  
More importantly, we need to see if there are additional risks  
which we have not anticipated before  
Huge mall decorations are one of the risks we are concerned about  
and they often involve working at night  
as well as working above ground  
Actually, we have done risk assessments for such work before  
we used Construction Industry Council guidelines  
to look at various places  
We try to use suitable elevated working platforms  
step platforms and hop-up platforms for working at height  
In cases of real need  
where we cannot find a suitable working platform  
we will follow the guidelines and use permits-to-work  
A good example is the ice-skating rink in red on the left  
We have a big ice-skating rink, and for cleaning its glass walls  
we need to erect a scaffold or use a large elevated work platform  
This adds to the risks at work and makes working at height difficult

We considered it, and the management greatly supported our idea  
so we ended up using the gondola in the bottom right corner  
It was hung against the large glass wall  
which made cleaning much safer than before  
There are other tricky tasks, such as changing the light above an escalator  
How do we do it?  
Should we stop the escalator and erect a scaffold? Next?  
These are all suggestions that came from our own colleagues  
We move the light to a lower place  
to avoid unnecessary work above ground  
As for our cleaners  
when they add liquid soap to the dispensers in our washrooms  
they have to bend down and do it one by one  
This adds to the risk of back injury and strain  
If we use this system, cleaners only need to add soap once  
This system then dispenses soap to all the dispensers in the washroom  
While working at the ice skating rink  
our staff may occasionally clean the lower parts of the rink  
They suggested and point out the risks  
So we came up with a patent brand of antiskid shoes  
The shoe can really hold onto the ice and reduce the risk of slipping  
I believe that if we have not tried to think of or tackle these details



we would be really running a high risk of workplace accidents  
These are thoughtful arrangements for extremely hot and cold weather  
'Safety Partner Scheme' (安全夥伴計劃)  
As said just now, security guards in the industry often get injured  
How do we reduce or avoid these risks?  
The answer is: observation  
We observe the guards as they do their patrols  
looking out for risks which they may not be aware of themselves  
Because security work is quite physically taxing work  
security guards are not used to raising questions or problems  
They are used to carrying out work tasks very faithfully  
For instance, some clocking-in machines might be at the top of stairs  
and the guards could 'step on air' and fall down  
We would advise moving the clocking-in machine to safer places  
So, we try to observe and make improvements  
Those are the improvements achieved in the partnership scheme  
In outdoor places, we cannot have lights that are too bright at night  
because residents may complain  
Yet we cannot work in complete darkness and  
we cannot ignore the risks of our colleagues in patrolling outdoors  
You can see that we have tried on the left  
to add some colour identification to these edges  
We also installed motion-sensing lights  
to minimise the disturbance caused to residents  
but which can still help guards on patrol  
Here below is a very simple but useful torch cover  
Guards do not need to hold the torch by hand  
Previously they had to hold the torch instead of the staircase handrails  
With this little tool  
they can hold the handrails thus reducing the risk of falling  
For electrical risks, we have the lockout tagout system  
On the left was a switch box  
How do we make it convenient for our colleagues to check it thoroughly  
to check for hidden risks?  
If the switch box heats up to an abnormal level  
this could cause leakage and fire  
so we added some thermometers like this one  
Our colleagues can look at it to monitor the temperature  
and make preliminary assessments  
If the temperature is abnormal, they can follow up the issue  
OK, lastly  
our principle is: there is no such thing as 'the safest', only 'safer'  
The MTR Property Division will continue to eliminate workplace risk  
and create a safer work environment for our employees  
Thank you

VO: Thank You For Watching