

Grand Award – The Hongkong Electric Co., Ltd. 大獎 – 香港電燈有限公司



Report Summary

Provided by The Hongkong Electric Co., Ltd.

Company Background

HK Electric commenced operations in 1890 and is one of the longest-established utility companies in the world. Being a vertically integrated power company responsible for generation, transmission, and distribution of electricity, we serve more than 570,000 customers on Hong Kong Island and Lamma Island under a Scheme of Control Agreement with the Hong Kong SAR Government.

Over the years, we have been able to achieve consistently world-class supply reliability and customer services, while maintaining stable and affordable tariff rates, minimising impacts on the environment, and caring for the community. As a key player in the local power sector, we are honoured to learn that the quality of electricity supply in Hong Kong has been among the top 3 consistently in the past five years from 2012 to 2016 according to the World Economic Forum.

Leadership

To realise our Vision “to excel in the power business in Hong Kong”, senior management have identified 6 Missions to take care of stakeholders’ interests. A set of 4 Core Values, namely Pursuit of Excellence, Integrity, Respect & Trust, and Caring; which together form our “VMV”, is also in place to guide our conduct.

Senior leaders conduct a Management Workshop at the beginning of each year to set strategic directions, which are then translated into corporate targets and key performance indicators at corporate, divisional and departmental levels. The process is further cascaded down to frontline level where individuals’ key results are set for monitoring and assessment.

Top management’s involvement further stretches into areas of regulatory compliance, stakeholders’ communication and corporate responsibilities. An in-house developed Regulatory Compliance Framework is established to ensure compliance with applicable laws and regulations.

報告摘要

本報告摘要由香港電燈有限公司提供

公司背景

港燈於一八九零年開始營運，是世界上歷史最悠久的電力公司之一，集發電、輸配電業務於一身，根據與香港政府簽訂「管制計劃協議」，為香港五十七萬多名客戶提供電力服務。

港燈的供電可靠度一直維持在世界級水平，除提供電價穩定的優質服務外，亦致力環保及關懷社群。據世界經濟論壇報告，香港電力供應質量在過去五年連續位列全球三甲，港燈與有榮焉。

領導才能

公司以「致力在香港成為傑出的能源企業」為抱負，訂立六項使命，以「求卓越」、「持誠信」、「互敬重」、「添關愛」作為公司的核心價值觀和導向。

管理層每年透過工作坊訂下策略性方向，然後制訂目標及各科別和部門的主要成效指標，再下達至前線員工，用作監察和評核員工的工作表現和績效。

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As a responsible utility, we have different corporate policies and committees overseeing our commitments in CSR, Environment, Health and Safety, Customer Services, etc. to ensure that our operations and services meet the needs and expectations of our stakeholders.

Strategy

Always planning ahead to meet the future needs of the community, we adopt a very long horizon of up to 15 years or more in our strategic planning process, covering specific areas such as generation and transmission, network reliability, operations, fuel purchase and environmental performance, which are critical to our long-term strategic goals in ensuring world-class electricity supply and sustaining business growth with prudent financial management.

With a long-term goal and perspective in mind, 5-year Development Plans are mapped out with detailed financial and implementation targets for approval by the Government under the Scheme of Control Agreement. Further Key Performance Indicators and action plans are then generated in support of goals along the planning process.

For example, in response to “Hong Kong’s Climate Action Plan 2030+” published by the Government, we have to plan for the replacement of coal-fired generation units, provision of additional natural gas supply, implementation of demand side management and installation of renewable energy generation facilities to name a few.

Customers

We have a diverse mix of over 570,000 customers from the residential, commercial and industrial sectors and the latter further segments into Small-and-Medium Enterprises, large corporate customers and strategic customers.

Communication channels such as Customer Liaison Group, telephone and face-to-face surveys, courtesy visits to customers, suggestion forms available at Customer Centre, corporate website and HK Electric Low Carbon App are in place to gather customer feedback, which will be thoroughly studied for service enhancements.

We leverage on the integrated information gathered from customer behaviour, market trends and product development to identify areas with opportunities for growth such as green and low-carbon living, electric cooking and data centres.

管理層亦積極參與遵守法規事務，自主研發「法規遵守架構」，確保營運符合法規要求；並訂立多項政策和設立委員會監督公司在企業責任、環保、職安健、客戶服務等的表現。

策略

為未來社會用電需求做好準備，我們的發展計劃經常跨越十五年或以上，涵蓋發電、輸電、網絡可靠度、營運、採購發電燃料和環保表現等範圍，確保公司在提供世界級供電可靠度、業務持續增長和審慎理財等長遠目標得以落實。

制訂長遠發展策略後，我們會按財務要求和短、中期目標與政府商討制訂「管制計劃協議」下的五年發展計劃，再進一步擬訂「關鍵績效指標」。

例如，為對應香港政府推出的「香港氣候行動藍圖2030+」，我們須積極籌劃取締舊燃煤發電機組、增加天然氣供應、推行用電需求管理和擴大使用可再生能源等。

客戶

港燈客戶達五十七萬多個，包括住宅、商業及工業客戶；而後者更細分為中小企、大型企業和策略性客戶。我們透過客戶聯絡小組、問卷和電話調查、探訪客戶、意見表格、公司網站和港燈低碳App等平台收集客戶意見，然後詳細研究，作出改善。

我們亦就客戶行為模式、市場趨勢和產品發展收集數據，以便拓展低碳生活、電能煮食和數據中心等具發展潛力的業務。

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Measurement, Analysis, and Knowledge Management

At the corporate level, we make use of Key Performance Indicators to gauge our performance in areas covering financial strength, supply reliability, customer services, environmental protection, corporate governance, health and safety, employee training and development.

HK Electric Institute was established in 2014 as part of our knowledge management initiatives to leverage on the experiences and knowledge of experts in power engineering and power plant technology. It provides a platform for us to further collaborate with the industry, universities, training institutes, professional bodies and the Government, and to promote training and education on power engineering. Our existing staff, retirees and external experts are invited to deliver lectures and training courses or workshops to our employees.

Workforce

We adopt a “SHINE” philosophy for people management where we emphasise effective communication to foster Synergy; Holistic Development for our staff; Ideal Workplace providing equal opportunities; Nurture of future leaders, and recognition of Excellence performance.

We focus on nurturing the workforce of the Company instead of relying on external talents to retain core technical competencies for supporting our unique operations; to mitigate succession risks, and to foster a stronger sense of belonging among employees.

Through our VMV and management expertise, we have created an engaging working environment that gives us a very stable workforce with relatively low turnout rate.

Operations

Since supply reliability is of paramount importance, condition monitoring, often measured real-time online, is employed for proactive and preventive rectification before defects occur; and a closed-loop defect management system is in place to ensure detected defects are promptly and effectively handled. Smart-grid features with self-healing intelligence are deployed in our system to enable speedy supply restoration.

We are committed to ensuring our operations are accident-free. A Health and Safety Policy and a Safety Management system are in place and strictly enforced to protect the health and safety of our employees, customers, contractors and the public.

量度、分析和知識管理

在企業層面，我們採用「關鍵績效指標」量度公司在財務、供電可靠程度、客戶服務、環保表現、企業管治、職安健、員工培訓及發展等各方面的表現。

港燈工程學院於二零一四年成立，是公司知識管理策略的重要一環。學院提供與業界、大學、培訓機構、專業團體和政府部門就電力工程教育合作的平台。公司現職和退休僱員及海外專家不時被邀為員工舉行培訓課程或工作坊。

工作團隊

我們以「SHINE」的信念管理團隊，強調有效溝通締造雙贏(Synergy)；全人發展(Holistic)；理想工作環境(Ideal)；培育領袖人才(Nurture)，以及追求卓越(Excellence)。

我們以培訓公司的工程人員為己任，以本地技術專才配合公司獨特的營運環境，減低傳承風險，亦加強員工的歸屬感。

透過推廣公司企業抱負信念、核心價值觀和推行績效管理，我們成功建立了一支專業和流失率相對低的工作團隊。

營運

我們對網絡系統進行實時監測，以便在故障發生前作出主動性和預防性修復；加上公司的故障管理系統以閉環式管理，確保迅速處理故障。而智能供電網絡亦備有自我修復的功能，以最短時間恢復電力供應。我們亦設立「健康及安全政策」和「安全管理系統」，確保營運零意外。

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Results

Since 1997, HK Electric has been maintaining a world-class supply reliability rating of over 99.999%. With the concerted efforts of all business divisions, we have been able to achieve or surpass all 18 pledged service standards covering major operations and 100% meet the regulatory requirements over the years.

On the environmental front, we have drastically reduced our emissions of Sulphur Dioxide, Nitrogen Oxide and Respirable Suspended particles by 40% to 90% since 2008. We are also committed to the use of cleaner fuel by increasing the use of natural gas to generate electricity. Together with the introduction of wind and solar power, we have contributed to a cleaner and a greener Hong Kong.

In our continuous effort to make tariff affordable to our customers, we are proud to be able to keep our promise announced in 2013 to freeze our tariffs for 5 years until end 2018. We have even gone one step further by reducing tariffs for 2016 and 2017, making our net tariffs among the lowest of metropolitan cities.

業績

自一九九七年至今，港燈的供電可靠度一直超逾99.999%的世界級水平。在各部門的通力合作下，令覆蓋主要營運範疇的十八項服務承諾，均成功達標或超越標準，並滿足所有法規要求。

我們自二零零八年起大幅減低二氧化硫、氮氧化物和可吸入懸浮粒子的排放達百分之四十至九十；亦致力使用更多天然氣及推廣可再生能源，協助改善香港的空氣質素和自然環境。

同時，我們不斷努力將電費控制在客戶可負擔的水平。公司不單在二零一三年宣布凍結電價五年至二零一八年底，更進一步於二零一六和一七年調低電價，成為全世界淨電價最低的大城市之一。