



標準借鑑是持續安全表現的其中一法

Benchmarking in OSH is a Means to Safety Performance Sustainability

企業要持續改善工作安全及處於領先位置，除了要有本身的職安健管理制度及實地推行外，亦需對職安健的發展有敏銳的觸覺。了解在職安健方面具領先地位的不同企業的特性及成就，從而借鑑應用於本身的實際情況，將有助達致減省及縮短學習時間而享有具效益的成果。基於這個原因，今期《縱橫》為大家介紹兩間不同企業在推行工作安全行為及建立整全的安全文化方面的經驗及成就。此外，亦會介紹本局在「日本貨運及貨櫃處理作業分享研討會」上的精要總結，希望透過他們的經驗分享，能夠讓各企業在持續改善職安健上得到一些啟示。

In addition to having safety management systems in place and implemented diligently, enterprises need to be aware of the OSH performance and characteristics of development of different leading organisations so that they know the OSH current standards. This will help them learn from their experiences with a short learning curve and help the apply OSH in an effective manner. In this issue, we introduce the experience of two leading organisations that have been outstanding in their implementation of work safe behavior programmes and the development of a safety culture. In addition, we also introduce a summary the last experience sharing seminar on 'Safety Management of Cargo and Container Handling in Japan'. We hope that through that information, enterprises can gain an insight into their OSH continual improvement programme.

「工作安全行為推廣大獎」金獎

— 中華電力有限公司「心連心、推行安全行為與您息息相關」

'Work Safe Behaviour Promotion Award' Gold Award

— CLP Power Hong Kong Ltd 'Our Heartfelt Participation in Promoting Safe Behaviour'

在職業安全健康局主辦的第八屆香港職安健大獎中，中華電力有限公司以「心連心、推行安全行為與您息息相關」項目，榮獲新增設的「工作安全行為推廣大獎」。該獎項主要是表揚機構為致力持續改善員工的工作安全行為，以鞏固員工的安全態度及強化他們的安全意識，將意外人為因素減少，從而進一步提升工作安全表現。

At the 8th Hong Kong Occupational Safety & Health Award organized by the Occupational Safety and Health Council, CLP Power Hong Kong Ltd won the newly added award for 'Work Safe Behaviour Promotion Award'. This award primarily aims to recognize organizations that are dedicated to the ongoing improvement of safe performance through the reinforcement of safe attitudes and safety awareness of employees by safe behavior programme.



中華電力有限公司、健康、環保及品質經理(輸電及供電業務)杜業林先生表示，中電除了每年舉辦一系列的工作安全行為活動外，亦十分重視觀察員的培訓及深造，務求令工作安全行為的推行更加精益求精。

Mr YL To, SHEQ Manager, Power Systems, CLP Power Hong Kong Ltd points out that, to maintain safe working behaviours, CLP regularly runs a series of activities on safe working behaviour, and also places a strong emphasis on observer training and further education in order to further improving safe working behaviours.

中華電力有限公司安全、健康、環保及品質經理(輸電及供電業務)杜業林稱，「我們的成功秘訣，就是決心、信心、恆心！中華電力早於2001年，已經開始在公司推行工作安全行為，今次獲獎，正好彰顯出各部門同事已將工作安全行為培養成日常工作習慣的成果。」

杜業林指出，由於同事的工作習慣，不可能即時改變，因此，當初推行工作安全行為時，採取的是循序漸進的方法，由某幾個試點開始，取得成功經驗後，才逐步推廣到其他工序，以至整個部門。

當初參與作試點的部門，是中電的技術服務部。推行時，以部門主管領導，其下設有督導員，各自領導一班觀察員。由於每日的工作極多，部門方面會先界定須嚴格執行工作安全行為的部分，然後再據之安排觀察員工作。

觀察員主要是前線同事，屬兼任性質，整個措施採用由同輩觀察，以「不記名、不記過、不責備」的原則，配合「即時回饋」的方式，將

Mr YL To, SHEQ Manager, Power Systems, CLP Power Hong Kong Ltd, revealed their secret to their success: 'Determination, confidence and persistence! Back in 2001, CLP Power Hong Kong Ltd began promoting safe working behaviour within the company. This award demonstrates our achievement of turning safe working behaviour into a habit in each department.'

Mr To said that it was impossible to see an immediate change because different colleagues had different work practices. We therefore took a step-by-step approach with piloting this campaign in a few teams before implementing it further to other work procedures and gradually spreading it to the entire department.

The pilot was initiated in the Technical Services Department of CLP and first led by the department head. Supervisors were put in place and each supervisor led a team of observers. As there are numerous tasks to complete every day, the department heads would first determine the task, which requires strict observance of safe working behaviour, and then arrange the observers' work accordingly.

Observers, mainly frontline staff, take up the observer role on a part-time basis. The entire scheme is run in the form of peer observation, under the principle of 'No Name, No Reprimand, No Blame', but with 'an immediate feedback system'. Observers would inform staff immediately after witnessing unsafe practices and advise them on the way their behaviours to be improved. To ensure the success of the programme, CLP had provided additional training on communication skills to observers so as to enhance the observation programme in particular the skills of conveying message in feedback to the observed staff. Staff being observed will not have hard feeling of being observed or reminded of wrong doing. In this way, the resistance to the promotion of safe working behaviour was minimized. Both frontline and observer staff gradually took safe working behaviour as work practice. The entire Technical Services Department now has more than 230 staff, and over 50 observers, with a ratio about 1:4.

Safe working behaviour promotion is one of the tools in safety management so it must go along with other safety measures. CLP

同事做得好或有待改善的行為，即時與同事溝通。中電極為注重觀察員的溝通技巧訓練，令同事不會有被監視或監督工作，或做得不好時會受到責備的壓力，令推行工作安全行為時的阻力減至最低。久而久之，無論是前線同事還是負責觀察的同事，都會將工作安全行為演變成工作習慣。現時，整個技術服務部有230多位同事，而觀察員則有50多位，平均一比四左右。

中電推行工作安全行為只是眾多安全管理的其中一項工具，還需配合其他安全措施。中電的工傷事故亦從2001年的10多宗，減少至2006年的無工傷記錄，最近幾年則維持在1至2宗，可見成效顯著。

杜業林指出，公司以至部門主管的決心支持是成功的關鍵。同事有信心可成功推行之餘，更要有持之以恆的態度。

為了令工作安全行為可以持續在公司推行，現時中電仍然會每年舉辦一系列的工作安全行為活動，例如定期發放宣傳，以至舉行工作安全行為分享會，將觀察所得的資料，和各同事分享。而部門主管除了會出席工作安全行為研討會，交流經驗外，並會在部門的年會中表揚參與的同事。此外，中電亦十分重視觀察員的培訓和深造，以致力吸收新思維，務求令工作安全行為的推行可以精益求精。

除了員工外，中電亦致力向商業夥伴及各工商機構推動工作安全行為。杜業林稱：「我們亦主辦一些研討會以及交流活動，令中電的工程承辦商了解何謂工作安全行為，並鼓勵他們參與。而不少大型機構在推行工作安全行為時，都會向我們交流取經，我們亦極之樂意分享經驗，希望大家都能獲益。」

lowered the number of occupational injuries or incidents from more than 10 in 2001 to no accident record in 2006; and 1 to 2 incidents each year in recent years, demonstrating that there are the significant impacts from safe working behaviour promotion.

Mr To pointed out that outright support from company to department heads was the key to success. It also requires confidence and persistence in order to have the programme successfully.

To maintain safe working behaviours, CLP regularly runs a series of activities on safe working behaviour, such as release of safe promotion activities, and safe working behaviour sharing meetings for the staff to exchange their observations. Department heads would attend safe working behaviour seminars for experience sharing. They would also commend the staff concerned in departmental annual meetings. In addition, CLP places a strong emphasis on observer training and further education to acquire new insight with a view to improving safe working behaviours.

Besides employees, CLP endeavours to extend safe working behaviour to their business partners and other industrial and commercial organizations. Mr To said, 'We had organized some seminars and experience sharing seminars as well, allowing CLP's contractors to understand what safe working behaviour is,

and encouraging them to take part in it. A number of large organizations have also invited us to share our experiences when rolling out safe working behaviour campaigns. We take great pleasure in it, and hope that both parties can benefit from it.'



杜先生認為，今次獲獎正好彰顯出各部門同事已將工作安全行為培養成日常工作習慣的成果。
Mr To says that, this award demonstrates their achievement of turning safe working behaviour into a habit in each department's staff.

「最佳安全文化地盤」金獎

— 瑞安承建有限公司「將軍澳73乙區」

“Best Safety Culture Site” Gold Award – Shui On Building Contractors Ltd ‘Tseung Kwan O Area 73B’

良好的工作環境及完備的安全設施是企業職業安全健康基本的需要。如能建立整全的「安全文化」將能確保及持續企業的安全表現。「安全文化」是指個人或群體的價值觀、信念、態度及行為模式，是企業將安全制度實施在日常營運當中，得到機構中每位員工的認同及共同落實。事實上，本港已有不少的機構著手研究及推行「安全文化」，以提升其職安健表現。職業安全健康局近年積極推廣本港各行

各業的機構去共同建立「安全文化」，並於今年首次設立了「安全文化獎」，以鼓勵企業透過研究內部的安全文化以找出現況與預計表現的差異而改善相關管理，從而達致安全文化的一致性，最終實現企業安全的良好管治及表現。首屆金獎得主瑞安承建有限公司——以他們在「將軍澳73乙區」的經驗，如何從日常檢查、監測、危機匯報程序等機制建立和鞏固工地的安全文化，一一與大家分享及借鑑。只要大家願意落實推動，建構「安全文化」再不是紙上談兵。

「建立『安全文化』並非一朝一夕可以達致，幾年前我們已經開始研究推動。意外的發生，不一定是因為硬件(如安全設施及個人安全防護裝備等)不足，其實與員工的個人行為亦有莫大的關係，所以如何能夠改善及培養員工的修養及安全行為，對減少意外發生有很大的幫助。」瑞安承建有限公司項目經理程兆康先生對推行安全文化有以上的看法。他指出，



瑞安承建有限公司項目經理程兆康先生指出，為了改善員工的安全行為，公司採取的策略是先做調查，然後將所得資料進行分析，找出員工不安全行為的原因，從而制定相關的建議及方法。

Mr SH Ching, Project Manager of Shui On Building Contractors Ltd states that, in order to improve the safety behaviour of employees, the company implementing the strategy of conduct research first, then analyse collected data, identify the cause for unsafe behaviour and then put forward suggestions and formulate methods.

A good working environment and sufficient and appropriate safety facilities are basic requirements for occupational safety and health among enterprises. The establishment of ‘Safety Culture’ can help in ensuring and maintaining safety performance. ‘Safety Culture’ refers to the values, beliefs, attitude and behaviours of an individual or a group that into practice with a concerted effort, which is applied to the daily operations and which has gained the recognition of every member in the organization. In fact, a number of organizations in Hong Kong start looking into and promoting

‘Safety Culture’, to enhance their occupational health and safety performance. The Occupational Safety and Health Council has been proactively promoting the implementation of ‘Safety Culture’ on a corporate level in various sectors in recent years. In addition, ‘Safety Culture Award’ was established this year to encourage the enterprises to find out the differences between real situations and expected performance by analysing their internal safety culture and to improve the respective management measures. In this way, a consistent safety culture can be achieved, and good governance and performance can be realized. The first gold award went to Shui On Building Contractors Ltd. Having gained experience from ‘Tseung Kwan O Area 73B’, they shared their experiences including: how to establish mechanisms and reinforce safety cultures at construction sites through daily inspection, monitoring and crisis reporting procedures, etc. Providing the willingness to implement ‘safety culture’ exists, it is achievable.

“Forming a ‘Safety Culture’ cannot be achieved overnight. We started looking into ways of implementation a few years ago. Accidents often arise from inadequate hardware (such as safety

公司一向非常重視員工的工作安全，並以安全為首要的關注。過去多年來透過持續及不斷改善安全管理制度，有效令意外率下降，但降幅達致某一水平後，似有停滯不前，改善情況並不明顯，並發現意外發生很多時是由於不安全行為所導致。為此，他們於2004年，成立了研究小組，專門研究導致員工不安全行為的因素，作出初步的評估。「我們的策略是先做調查，然後將所得資料進行分析，找出員工不安全行為的原因，從而作出改善員工修養的建議及制定方法。」

安全健康及環保助理經理羅偉冠先生表示，公司當時向轄下的地盤員工進行了首次調查，結果發現導致不安全行為大致可分為個人、系統及環境三大因素，其中以人為因素佔最多，針對所得結果，公司推行了相關的安全培訓及安全推廣活動，以提升員工對安全行為的認知及加強管工在安全行為方面的參與及監管。經過一年多的推廣，他們於2006年進行了另一次調查，該次調查對象主要為前線管理人員包括管工及分判商打工人，主要目的是比較兩次有關員工安全行為及心態的改變，研究如何推動前線管理人員協助改善員工的不安全行為，及編寫全新安全行為修養訓練的課程。及至最近，於2009年7月至8月期間，他們進行了第三次的調查，而調查的對象主要是管理層如工程主任，現在仍在分析有關調查數據。

羅先生指出，「以上一連串的工作，最重要的精神是要找出導致員工不安全行為的根源，



程兆康先生認為，「決心」、「恆心」及「耐心」是建構公司「安全文化」的先決條件。

Mr SH Ching points out that 'determination', 'persistence' and 'patience' are the prerequisites for forming the Company's 'Safety Culture'.

facilities and personal protective equipment), but they have as much to do with the personal behaviour of employees. Therefore, improving and cultivating employees' work ethics and safe behaviours can greatly reduce the possibility of accidents," said Mr SH Ching, Project Manager of Shui On Building Contractors Ltd, when asked to express his view on implementing safety culture. He stated that their company has always highly valued the work safety of employees and considered safety a prime concern. The safety management system has undergone continuous and constant improvement over the years and as a result, the accident rate has been reduced effectively, but the figure stagnated when it dropped to a certain level and no further significant improvements were shown and we found that most remaining was stemmed from unsafe behaviour. In view of this, we had set up an investigation group in 2004, specialising in finding out factors leading to unsafe behaviour and coming up with a preliminary evaluation. "Our strategy was to conduct research first, then analyse collected data, and identify the cause for unsafe behaviour. From this we could put forward suggestions and formulate methods to improve the work ethics of the employees."

Mr WK Lo, Assistant Manager of Safety, Health and Environment explained that the company conducted the first survey on their site staff and found that the major factors leading to unsafe behaviour could be generally classified as human, system and environment, with human factors accounting for the most among these three. In response to the findings, the company organized some relevant safety training and safety promotion activities to enhance their knowledge in safe behavior and foremen's engagement and supervision. After promotion for a year, they had conducted another survey in 2006. Interviewees were mainly frontline supervisory staff including the foreman and person-in-charge of subcontractors. The key purpose of this survey was to compare the change of safe working behaviours and the mentality of the staff concerned. It also helped to find ways to motivate frontline supervisory staff in assisting employees to improve their unsafe behaviour, and aided the compilation of training materials for a brand new safety training course. During July and August 2009, they had conducted the third survey with management levels such as project officers as their primary target. This survey data was still under analysed.

Mr Lo stated, "Out of the series of work done above, the most important of all was to identify the root of these workers' unsafe behaviour. We formulated solutions in response to problems found and allowed staff to realize the consequences of unsafe

從中制定針對性的解決方法，透過改變員工的想法，讓員工了解不安全行為背後的結果，從而令他們自發性地改變自身的行為，這樣成效才會顯著及持久。」他補充，隨著社會的進步，員工對職安健的認識已有所提升，以前管工慣常使用責罵的方式來糾正員工的不安全行為，已不合時宜，雖然，可起到即時的效果，但不可持久。

程先生認為，改善員工不安全的行為，是一個漫長的過程，而過去多年來，他們針對調查所得的結果，制定了多元的宣傳推廣活動及教育工作，包括實行「安全風紀制度」，透過朋輩提醒員工安全注意事項及向項目經理或安全主任匯報不安全環境；設立「紅黃牌制度」，對員工不安全及危險行為提出警告；確定及標籤不安全行為。瑞安還舉辦「家庭同樂日」等活動，透過家人的影響力來鼓勵員工改善不安全行為。他指出，以上的管理制度及推廣活動，行之有效，從公司的千人意外率可以反映出來，由2007年開始由雙位數字降至單位數字，對此結果，他感到很欣慰。

他又認為，建構「安全文化」的先決條件是要有「決心」、「恆心」及「耐心」，因為建立公司的「安全文化」，改變員工的價值觀、信念、態度及行為，不可一蹴而就，必須要循序漸進，持續不斷地推廣，才可見成效。此外，公司的支持，上下一心，共持相同的理念，更是不可或缺的。

behaviours, which changed their minds and motivated them to change their personal behaviour with self-initiative. This way the impact was significant and persistent.” Workers gained a better understanding of OSH along with the advancement of society. Foremen used to correct workers’ unsafe behaviour by scolding, but this approach is out-of-date. It might give immediate effect, but the improvement is not persistent, he added.

Mr Ching said that improving employees’ unsafe behaviour is a long process. They had run several promotion and education campaigns responding to the survey findings over the years, including the ‘Safe Prefects System’ – giving reminders through peers and reporting to project managers or safety officer for unsafe environments; a ‘Yellow & Red Card System’ – giving warnings to staff for unsafe behaviours and ascertaining and labelling of unsafe behaviour. Shui On also held activities like ‘Family Fun Days’ to encourage staff to change their unsafe behaviours through family. He stated that the above management system and promotion activities have been effective as it was reflected from the accident rate which dropped from double-digits to single of number of accident per thousand workers since 2007. He is pleased with this result.

He also pointed out that the prerequisites for forming ‘Safety Culture’ were: ‘determination’, ‘persistence’ and ‘patience’. Since establishing ‘Safety Culture’ for a company, changing staff values, beliefs, attitudes and behaviours could not be achieved in a single step; it has to be progressive, and requires continual promotion. After some time, the impact will be obvious. In addition, the support of the company, unity and sharing of the same beliefs are indispensable as well.

日本貨運及貨櫃處理作業 安全管理經驗分享研討會

Experience Sharing Seminar on Safety Management of Cargo and Container Handling in Japan

香港為全球最繁忙的其中一個貨櫃處理作業港。2008年，本港處理的標準貨櫃單位超過2,400萬個，從業員數以萬計，與此同時，我們更應關注相關工作的職業安全及健康，職業安全健康局於2009年2月23至27日，聯同

Hong Kong is one of the world’s busiest container handling ports. In 2008, more than 24 million TEUs (twenty-foot equivalent units) were handled and tens of thousands employees were engaged. In view of this, occupational safety and health should be a matter of great concern within the industry. From 23 to 27 February 2009, the Occupational Safety and Health Council and the Japan

日本中央勞働災害防止協會舉辦了一個一連5天的考察團，到日本東京及橫濱作實地考察，透過觀摩以了解日本貨櫃儲運業界推行安全管理的最佳實務及安全技術上的最新發展。本港20多位考察團員回港後均表示獲益良多，為了與更多同業分享有關經驗，職安局於2009年5月13日，在美麗華酒店舉辦「日本貨運及貨櫃處理安全作業安全管理經驗分享研討會」，邀請了其中兩位考察團成員分享經驗。



綠十字會會員專心聆聽講者在日本實地考察的經驗分享。
The members of the Green Cross Group listen attentively to the speakers' sharing their valuable experience on the Japan visit.

講者現代貨箱碼頭有限公司風險管理經理馬國豪先生表示，「今次的行程內容非常充實，除了理論課程外，最難得的是可以到橫濱港的本牧貨櫃碼頭參觀，了解日本貨櫃碼頭應用的安全裝置及技術，以及相關的安全規劃及安全管理制度執行，從中吸取了很多寶貴的經驗。安全規劃方面，在工作地點上應用清晰的指示來將車輛通道及行人通道分開，及裝設開口貨箱檢查防墮裝置等。從中亦歸納出本港與日本在貨運及貨櫃處理業運作的一些異同之處，如日本的工作分工較仔細，會就個別事項成立專責委員會處理，這都是本港業界可以作為借鑑。」他又指，今次最大的收穫是讓他認識到日本推行的危險預知確認的概念，即所謂的「指差呼稱」，透過預先找出工作上的潛藏危險，直接呼出要達到的目標，從而產生預警的作用，以達致預防職業意外發生的目的。

另一位講者，亞洲貨櫃碼頭有限公司安全及保安經理謝國平先生，在分享日本港口起重機的安全技術及安全操作的成功經驗中，透過圖片指出造成起重機意外的主要成因，包括纜索破斷、不良的組件設計及構造所造成

Industrial Safety and Health Association co-organized a 5-day benchmarking study trip to Tokyo and Yokohama. The trip aimed to provide participants with the opportunity to understand and learn from Japanese best practice for safety management and

the latest developments of safety technology in the cargo and container handling industry. Over 20 participants felt that they had learned a great deal during their trip. On 13 May 2009, the Council held an 'Experience Sharing Seminar on Safety Management of Cargo and Container Handling in Japan' at the Mira Hong Kong, in which two delegates were invited to share their experience with the industry.

One of the speakers Mr Danny Ma, Risk Management Manager of Modern Terminals Limited said, 'We had a solid itinerary in addition to courses on theories, most noteworthy was the site visit to the Honmoku Container Terminal at Yokohama. We came to understand the application of safety devices and technologies, as well as safety planning and implementation of safety management systems adopted in the Japanese container terminal. We learned a lot from their valuable experience. Concerning safety planning, they have clear instructions at the workplace to separate vehicular access from pedestrian access, and also install anti-fall devices on the cargo and containers at the gates, etc. There are certain similarities and differences between Hong Kong and Japan in the operation of cargo and container handling. For instance, Japan has a more detailed division of labour and tends to set up special committees on individual issues; this is worth learning by the local industry.' In addition, he learnt that the so-called 'Pointing and Calling' concept (shisakoshou/yubisashikoshou) – a Japanese hazard identification method in which potential risks in the workplace are identified in advance. The gestures of pointing and calling work as both an early warning system and a method of preventing occupational accidents.

的危​​害及強風引致的災害等，並總結定期檢查及訂立安全檢查系統的重要性，他又就個別的機械如制動器及起伏裝置指出相關的安全檢查要點，讓業界更容易掌握有關的安全知識。

綠十字會的會員對今次的課題很感興趣，並就「指差呼稱」的危險預知確認概念，向講者提問在本港推行的可行性，及碼頭作業的安全措施安排與困難。此外，該次分享會亦吸引到從事航空速遞業務的人士參與，梁先生表示，「我們從事航空速遞，事事講求效率，稍有延誤令貨物不能按時運抵目的地，後果會很嚴重，因此，員工與時間競賽時往往會疏忽了工作安全，這亦造就了忽略工作安全的藉口，而今次講者的分享，除了講及硬件的安全設計外，亦提及有關對「人」的安全管理，如「指差呼稱」，亦是其中一種以「人」為出發點的安全管理，令他更確認從「人」著手建立「安全文化」推廣職安健，較只著重硬件如設置安全機械更見成效。」

Another speaker Mr Miles Tse, Safety and Security Manager of Asia Container Terminals Limited, shared his thoughts on Japan's successful experiences in safety technology and operation in port cranes. He illustrated with pictures the major causes of crane accidents, including cable breaking, hazards induced by bad component design and construction, disasters caused by strong winds, etc; and summed up the significance of regular inspections and the setup of a safety inspection system. He also pointed out some specific machinery including brakes and undulating devices in relation to the key points in safety inspections, allowing the participants to understand the relevant safety details more easily.

Members of Green Cross Group showed great interest in the topic, especially the preemptive 'Pointing and Calling' concept in hazard identification and verification. Speakers were asked the possibility to implement this method in Hong Kong, its arrangement and difficulties in safety operations at container terminals. In addition, the sharing sessions attracted professionals from air courier services to attend. One of these professionals, Mr Leung said, 'We are engaged in air express services which demands high efficiency, a slight delay would cause the delivery to arrive at the destination

late and the consequences would be very serious. As a result, employees often neglect occupational safety in their rush and gradually this becomes an excuse for doing so at the workplace. During this seminar, apart from safe design of hardware, the speakers also talked about safety management in regards to 'people'. 'Pointing and Calling' is a safe management method that is based on 'people', affirming my thought that 'people' should come as the starting point towards a 'safety culture'; which is more effective than only focusing on the hardware such as installation of safety machinery.'



講者回答在場人士的提問。
The speakers answer the participants' questions.

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