

**INDEPENDENT COMMISSION AGAINST CORRUPTION
HONG KONG SPECIAL ADMINISTRATIVE REGION**

**Report for the Independent Committee
in relation to fire at
Wang Fuk Court in Tai Po**

January 2026

TABLE OF CONTENTS

	Paragraph
1. THE ROLE OF THE ICAC	
<hr/>	
Statutory Responsibilities and Purview of ICAC	1 – 2
The Three-pronged Approach	3
Independent Oversight	4 – 5
The Nature of Corruption	6
2. CORRUPTION IN BUILDING RENOVATION WORKS	
<hr/>	
Multiple Stakeholders	7 – 15
The Building Renovation Market	16 – 26
ICAC’s Strategy and Efforts in Combatting Corruption in Building Renovation Works	27
➤ Community Relations Department: Publicity and Educational Efforts	28
➤ Corruption Prevention Department: Systemic Prevention Work	29 – 32
➤ Operations Department: Law Enforcement Efforts	33 – 97
3. CONCLUSION	
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Conclusion	98 – 101

CORRUPTION IN LARGE-SCALE BUILDING MAINTENANCE AND RENOVATION WORKS

1. THE ROLE OF THE ICAC

Statutory Responsibilities and Purview of ICAC

The ICAC was established in 1974 under the Independent Commission Against Corruption Ordinance (Cap. 204) (**ICACO**) to combat corruption. Guaranteed by Article 57 of the Basic Law, the ICAC functions independently of the civil service and the Commissioner is directly accountable to the Chief Executive.

2. According to section 12 of the ICACO, the statutory duties of the ICAC include (a) to investigate complaints alleging corrupt practices, or alleged or suspected offences under the ICACO and the Prevention of Bribery Ordinance (Cap. 201) (**POBO**); (b) to examine the practices and procedures of Government departments and public bodies in order to facilitate the discovery of corrupt practices and to secure revision of work method or procedures which may be conducive to corrupt practices; and instruct, advise and assist any person, on the latter's request, on ways in which corrupt practices may be eliminated; and (c) to educate the public against the evils of corruption, and enlist and foster public support in combatting corruption. In order to enhance the effectiveness of law enforcement work in combatting corruption, the ICAC is empowered under ICACO to also deal with certain scheduled offences (e.g. fraud, false accounting and conspiracy to defraud) and offences connected with or facilitated by corruption.

The Three-pronged Approach

3. In fulfilment of these statutory duties, the ICAC has since its establishment adopted a holistic three-pronged strategy in fighting corruption

through law enforcement, systemic corruption prevention and community education via the three functional departments, viz Operations Department, Corruption Prevention Department (**CPD**) and Community Relations Department (**CRD**). Over the past 50 years, this time-tested strategy which seeks to address both the symptoms and the root causes of corruption has kept Hong Kong's corruption under control and built up a culture of probity with zero tolerance against corruption.

Independent Oversight

4. The work of the ICAC is scrutinised by four independent advisory committees each comprising, on top of a few ex-officio members, non-official chairman and members appointed by the Chief Executive. The Advisory Committee on Corruption oversees the overall operation and policy matters of the Commission, the Operations Review Committee (**ORC**) on the investigative work of the Operations Department, and the Corruption Prevention Advisory Committee and the Citizens Advisory Committee on Community Relations respectively on the preventive and education work of CPD and CRD¹. All corruption investigations must be reported to the ORC for scrutiny. No investigation is concluded without the endorsement of the ORC.

5. This report delineates the enforcement, prevention and education work of the ICAC on large-scale building maintenance and renovation works² (hereafter referred to as **building renovations**), identifies and examines the issues in the sector.

¹ Reports of ICAC Advisory Committees included in the 2024 ICAC Annual Report https://www.icac.org.hk/icac/annual-report/2024/pdf/Reports_of_ICAC_Advisory_Committees.pdf

² According to the amended Building Management Ordinance, which became effective on 13 July 2025, "large-scale maintenance procurement", is defined as those with a proposed value exceeding, or likely to exceed, \$30,000 per flat. These high-value procurements are governed by stricter statutory rules, including a threshold for in-person owner voting.

The Nature of Corruption

6. Before considering the relevant issues, it is first necessary to understand the nature of corruption. Corruption is seldom an end in itself, but rather a means to an end. It is usually a tool used by criminals to achieve their ultimate objectives. By its very nature, corruption is a secretive and insidious crime, and most people would never notice its existence. Unlike traditional crimes like murder or robbery, there is often no crime scene or readily apparent victim. The true victim of corruption, which is society as a whole, is generally unaware of being victimised. Invariably, both parties to a bribe, the offeror and the acceptor, stand to gain from corrupt *quid pro quo* arrangements. Both are satisfied customers and would have no incentive to disclose their corrupt dealings to outsiders. As can be seen in the case studies on ICAC's enforcement efforts (paragraphs 44-96 below), these features take on their most extreme form in the building renovation sector, rendering corruption in the sector particularly difficult to crack. Before examining how criminals target that sector, the underlying landscape and its key features are discussed in detail below.

2. CORRUPTION IN BUILDING RENOVATION WORKS

Multiple Stakeholders

7. The majority of Hong Kong's seven and a half million inhabitants live and work in tens of thousands of densely populated multi-owned buildings. The ownership, rights and obligations between owners in the buildings (including scope of common areas), are set out in the relevant Deed of Mutual Covenant (**DMC**)³. Common areas (e.g. entrance lobbies) and facilities (e.g. fire service installations) in the buildings are co-owned by all owners, who are responsible for their maintenance

³ A DMC is a private contract entered into by the developer, the first purchaser and the property manager. It is registered in the Land Registry and binds all subsequent owners and property managers appointed from time to time.

and renovation. In addition to the owners, there are other stakeholders involved in building management and maintenance (**BMM**) matters⁴.

Property Owners and Owners' Corporations

8. Property owners bear a collective responsibility for properly managing and maintaining the common areas of their buildings, and Owners' Corporations (**OCs**) are usually formed as an independent corporate body set up under the Building Management Ordinance (Cap. 344) (**BMO**) to handle such matters. A Management Committee (**MC**) is elected by the OC to act on its behalf. In addition to the contractual obligations arising from the DMC, the BMO, a legal framework for the formation of OCs and MCs, sets out the powers and duties of OCs in respect of the management of the common parts of their buildings. MC members should be owners of units in the building. However, the secretary and treasurer need not be owners. Where a corporate property owner is appointed as an MC member, that corporate entity may appoint any person to act as its "authorised representative"⁵ who can be appointed key roles such as Chairman.

9. To assist OCs and MCs in carrying out their duties, the Home Affairs Department (**HAD**) has published "*A Guide on Building Management Ordinance (Cap. 344)*"⁶, which outlines the main provisions of the BMO in layman's terms.

Property Management Companies

10. In view of the wide range of matters arising in BMM, many OCs engage a property management company (**PMC**) to assist in the management of their buildings. As of early 2025, nearly 800 licensed PMCs and approximately 15,000

⁴ Building management oversees a building's overall operation, including finances and other basic security and cleanliness aspects. Building maintenance focuses specifically on the physical upkeep of a building. Building management and maintenance are two closely related issues.

<https://www.bd.gov.hk/doc/en/resources/codes-and-references/code-and-design-manuals/bmg/ch3-1.pdf>

⁵ Paragraph 11 of Schedule 2 of the BMO refers.

⁶https://www.buildingmgt.gov.hk/file_manager/en/documents/bmo_guide/a_guide_on_building_management_ordinance_cap344_en.pdf

PMC staff provide property management services to over 2.4 million units of various types of properties in Hong Kong⁷, indicating a strong demand and reliance on property management services by property owners.

11. PMCs either are appointed as managers under the DMC or are appointed by owners on a service contract basis (i.e. management agreements) to undertake BMM responsibilities. Similar to OCs, PMCs must comply with financial and procurement-related requirements under the BMO. Schedule 7 of the BMO sets out the requirements with regard to the general duties of a PMC, which include financial arrangements and communications between owners, as well as the arrangements for procurement of goods, supplies and services. As such, PMCs are subject to statutory obligations under the BMO and the Property Management Services Ordinance (Cap. 626) (**PMSO**), as well as contractual duties under DMCs and management agreements with owners.

12. The PMSO, enacted in 2019, established a mandatory licensing regime for PMCs and all managerial or supervisory staff of PMCs, also referred to as Property Management Practitioners (**PMPs**). A PMC providing property management services to the buildings in Hong Kong is required to hold licences⁸ issued by the Property Management Services Authority (**PMSA**), which was established under PMSO to implement PMSO, ensuring PMCs and their PMPs meet prescribed standards of competence and integrity. PMSA also issues codes of practice and best practices, prescribes training requirements and carries out regulatory actions (e.g. revocation of licence) on disciplinary offences⁹, e.g. contravention of conditions imposed on the licence, misconduct or neglect in a

⁷ PMSA Annual Report 2024-2025, page 15 <https://www.pmsa.org.hk/ebook/202405/en/15/>

⁸ PMSO prescribes seven categories of property management services, including (i) general management services; (ii) management of the environment; (iii) repair, maintenance and improvement; (iv) finance and asset management; (v) facility management; (vi) human resources management relating to personnel involved in the management of a property; (vii) legal services relating to the management of a property. PMCs providing two or more categories of services are required to be licensed.

⁹ In 2024-25, PMSA held in public a total of eight disciplinary hearings. Disciplinary actions taken including verbal warning, written reprimand, severe written reprimand and fine, etc. PMSA Annual Report 2024-2025, page 5 <https://www.pmsa.org.hk/ebook/202405/en/4/>

professional respect, thereby supporting the Government's objective of professionalising the sector.

13. In the context of building renovation projects, PMCs and PMC staff play key roles alongside other stakeholders. Their operational proximity to both building renovations and day-to-day building management functions, such as coordinating OC meetings and related voting arrangements, as well as administering tendering processes, places them in positions of considerable influence over procurement decisions.

Consultants and Contractors

14. In view of the complexity of building renovation works, OCs always engage a consultant to carry out inspections to assess the condition of a building, determine the scope of repairs, manage tender selection exercises and oversee the renovation works at the site. For renovation works subject to statutory notices issued under the Mandatory Building Inspection Scheme (**MBIS**)¹⁰, a Registered Inspector (**RI**) must be engaged to take up the role and fulfil the statutory duties as stipulated in the Buildings Ordinance (Cap.123) (**BO**), the Building (Minor Works) Regulation (Cap. 123N), the Buildings (Inspection and Repair) Regulation (Cap. 123P) (**B(I&R)R**) (paragraph 21 refers). Contractors are responsible for carrying out the actual renovation works. Pursuant to BO, contractors carrying out prescribed repair under MBIS must also be Buildings Department's registered contractors (**RCs**), which must meet the technical requirements prescribed by the Buildings Department (**BD**)¹¹.

¹⁰ <https://www.bd.gov.hk/en/safety-inspection/mbis/index.html>

¹¹ The BO also requires building renovation works to be carried out by either Registered General Building Contractors or Registered Minor Works Contractors which must meet the technical requirements imposed by the BD for admission and retention onto the registers.

Other Stakeholders

15. In addition to those with direct involvement as mentioned above, the ecosystem surrounding building renovations involves a number of other stakeholders, including Government departments and public bodies. The ICAC deals with corruption and related criminal offences, whereas the Hong Kong Police Force (**the Police**) deals with criminal activities that are found in building renovations, such as triad involvement, and the Competition Commission (CC)¹² deals with bid-rigging activities. The Urban Renewal Authority (URA) is responsible for implementing various supporting schemes to facilitate building rehabilitation. Other stakeholders include BD, HAD and PMSA, whose roles are mentioned in the respective parts of the report.

The Building Renovation Market

16. As buildings age, they naturally require regular maintenance and, on occasion, large-scale renovations. Owners may choose to undertake such renovations of their own volition, or be required to do so in accordance with existing legislation. The legal and regulatory regime mainly governing building renovations can be found in the BO, B(I&R)R and BMO. The BD is the custodian of the BO and its subsidiary regulations. HAD is the custodian of the BMO.

17. To tackle the long-standing problem of building neglect, the Government has launched various mandatory inspection schemes and subsidy schemes¹³ designed to ensure that private building owners discharge their legal

¹² A Memorandum of Understanding (MOU) was signed between the ICAC and CC in December 2024 to facilitate future collaboration, which has included capacity building training and joint operations – see Case Study 3.

¹³ Other statutorily required building maintenance/improvement works include those on fire service installation and fire safety construction measures (enforced by the Fire Services Department and BD), lifts and escalators (by the Electrical and Mechanical Services Department), waterworks (by the Water Supplies Department), sewerage system (by Environmental Protection Department), etc. According to the information of the Development Bureau in 2023, the Government, since 2018, has injected over \$19 billion through a number of subsidy schemes to assist property owners to carry out maintenance works in compliance with these statutory orders. https://www.devb.gov.hk/en/home/my_blog/index_id_1529.html?y=2023&p=1

statutory responsibilities for maintaining building safety. This report focuses on the framework established by the MBIS and its associated subsidy scheme Operation Building Bright (**OBB**) 2.0, which were launched in 2012 and 2018 respectively.

18. Under MBIS, BD selects target buildings aged 30 years or above (except domestic buildings not exceeding three storeys) using a risk-based approach with key factors such as building age, condition, and potential risk to the public. Owners of the selected buildings are issued with statutory notices requiring them to carry out prescribed inspections and repairs. Since the inception of MBIS, around 9,000 buildings, out of 20,000 buildings aged 30 years above in Hong Kong¹⁴, have been issued with MBIS statutory notices. In the past three years, around 600 MBIS notices were issued annually.¹⁵

19. OBB was first launched in 2009 to provide financial assistance to owners of old buildings to carry out repair works. In 2018, the Government tasked URA to implement OBB 2.0¹⁶ to provide another round of subsidies. The Government has so far injected a total of \$6 billion under OBB 2.0, and its third round of applications closed in September 2023.

20. OBB 2.0 aims to provide financial support for owner-occupiers of properties with a relatively low average annual rateable value¹⁷ to act in compliance with MBIS. Owners of buildings aged 40 or above can apply for OBB 2.0 subsidies regardless of whether the building is subject to MBIS order. Eligible applicants will be subsidised 80 per cent of the cost subject to a cap of \$40,000 per unit. For elderly applicants aged 60 or above, they will be subsidised 100 per cent of the cost subject to a cap of \$50,000 per unit. Under OBB 2.0, there are Category 1 buildings and

¹⁴ Secretary for Development's opening speech at a Legislative Council meeting on 15.1.2026
<https://www.info.gov.hk/gia/general/202601/15/P2026011500259.htm>

¹⁵ BD's Controlling Officer's Report for the 2025/26 financial year, paragraph 7
<https://www.budget.gov.hk/2025/eng/pdf/head082.pdf>

¹⁶ <https://www.brplatform.org.hk/en/subsidy-and-assistance/operation-building-bright-2-0>

¹⁷ The average annual rateable value of domestic units in the building which sited in urban areas should not exceed HK\$187,000 or should not exceed HK\$143,000 if the building sited in the New Territories.

Category 2 buildings¹⁸, with BD taking a more proactive role in the latter by exercising its statutory power to carry out the requisite inspection and repair works in default of owners who have difficulties in co-ordinating the works in compliance with MBIS.

Registered Inspectors (RI)

21. To implement the MBIS, the Government has since 2011 established the RI scheme specifically to provide a pool of accredited professionals comprising surveyors, engineers and architects. The intention of the RI scheme is to ensure the inspections and repairs mandated under the MBIS are carried out with technical rigour by qualified practitioners. The BO and B(I&R)R prescribe the provisions for the registration, appointment, control and duties of RIs. A Code of Practice¹⁹ specifies the technical standards and procedural requirements for RIs when conducting inspections and repairs. As can be seen from BD's publication "Layman's Guide on Mandatory Building Inspection Scheme (Common Parts)"²⁰, the RI plays arguably the most critical role before, during and after building renovations under the MBIS regime, which also means that he is most vulnerable to corrupt or other undue influence. According to the registers maintained by BD on its website, as at December 2025, about 600 persons were registered as RIs, of whom only 128 RIs had expressed an interest in providing MBIS services.²¹ The small pool of RIs available in the building renovation market heightens their vulnerability.

¹⁸ https://www.brplatform.org.hk/f/upload/13481/AN-OBB2.0_OO-ENG.pdf

¹⁹ https://www.bd.gov.hk/doc/en/resources/codes-and-references/code-and-design-manuals/CoP_MBIS_MWISe.pdf

²⁰ https://www.bd.gov.hk/doc/en/resources/pamphlets-and-videos/LGMBISCP_e.pdf

²¹ [https://www.bd.gov.hk/en/resources/online-tools/registers-search/registrationsearch.html?reg_type=RI\(A\),RI\(E\),RI\(S\)](https://www.bd.gov.hk/en/resources/online-tools/registers-search/registrationsearch.html?reg_type=RI(A),RI(E),RI(S))

Smart Tender Building Rehabilitation Facilitating Services Scheme

22. In 2016, the URA launched the “Smart Tender Building Rehabilitation Facilitating Services Scheme” (**Smart Tender**)²², a fee-based service scheme to provide technical support to owners in building rehabilitation projects. All private residential or composite (for both commercial and residential use) buildings not in single ownership (except buildings of three storeys or less and New Territories Exempted Houses) may use the Smart Tender services.

23. URA mandates the use of Smart Tender service for projects receiving Government subsidies. However, property owners not receiving Government subsidies can also use Smart Tender to procure service providers to carry out inspection services and repair works.

24. Under Smart Tender, URA provides a DIY toolkit that offers guidance on organising building repair and maintenance works. It also features an electronic tendering platform to facilitate the procurement of consultants and contractors. URA handles tender collection through a centralised and electronic approach, with a professional accountant (or independent professional) administering tender opening procedures. URA also engages independent professionals under term contracts, i.e. Building Surveying Consultants, to offer general advice during the tender stage, such as providing cost estimates for OCs’ reference.

25. To further address the issue of property owners or OCs lacking professional knowledge and experience in selecting service providers to carry out renovation works, and also the prolonged process for reaching a consensus, the URA launched a prequalification list of consultants and contractors in 2024.

26. Currently, the prequalification list comprises 71 consultancy firms and 108 contractors. Consultancy firms and contractors aiming for prequalification must

²² <https://www.brplatform.org.hk/en/subsidy-and-assistance/smart-tender>

meet a number of requirements, covering areas of technical competencies as well as certain integrity standards, such as no conviction records in the past five years under specified legislation, including POBO. However, the requirements rely largely on the applicant's self-declaration.

ICAC's Strategy and Efforts in Combatting Corruption in Building Renovation Works

27. Prevention is better than cure, and a comprehensive anti-corruption strategy cannot rely on enforcement actions alone. It must include the elements of education and prevention as core principles. The work of CRD and CPD in the building renovation sector is described below.

Community Relations Department: Publicity and Educational Efforts

28. CRD's publicity and educational efforts on BMM aim to enhance stakeholders' awareness and strengthen their ability to address corruption risks. On average, over 4,600 people from over 870 building management bodies including OCs were reached each year. The following initiatives are of note:

- (a) CRD conducts proactive outreach to stakeholders in need, including newly established OCs, buildings served with repair orders, fire safety instructions, statutory notices for mandatory building inspections, and those that have successfully applied for various building safety and rehabilitation subsidy schemes, with a view to providing anti-corruption information and services. Over the past three years, CRD has issued over 4,000 letters to building management bodies, but the average response rate has remained low. It reflects the generally low level of interest in BMM matters among property owners and other stakeholders;

- (b) There is active collaboration between the ICAC and HAD to disseminate probity messages to building management bodies and property owners with briefing sessions through HAD’s Central Platform on Building Management, district seminars, and feature articles in district Building Management Newsletter. In addition, the ICAC also proactively engages 18 District Councils, and OCs’ associations/alliances at the district level to promote integrity and gather feedback on the ICAC services;
- (c) CRD has joined hands with the PMSA to enhance the professional ethics of the industry, and cooperates with relevant Government departments / organisations, including the BD, the Police, the URA, and other professional bodies, to promote integrity in BMM;
- (d) CRD produces a wide range of reference materials, including toolkits, training videos, self-learning packages, feature articles, leaflets, and poster sets. These materials are uploaded to the ICAC’s “Integrity and Quality Building Management” thematic website to meet different stakeholders’ needs²³;
- (e) Enforcement actions are publicised through press releases and live-streamed press conferences where appropriate, to raise public awareness and vigilance against potential corruption risks in building renovations;
- (f) In a recent drama series, *ICAC Investigators* (2024), one of the episodes featured the theme of building renovations in order to educate the general public against the evils of corruption in the sector;
- (g) Advisory services are also available through the Integrity in Building Management Enquiry Hotline and its regional offices; and

²³ ICAC Website “Integrity and Quality Building Management” <https://bm.icac.hk/?lang=en>

- (h) Mindful of the fact that problems in the sector are long-standing and multi-faceted involving many stakeholders, the ICAC in June 2025 hosted the first ever Building Management Summit. This pulled together over 300 stakeholders, including representatives from a number of relevant Government departments, regulatory and professional bodies²⁴, District Council members from all 18 districts, OCs, property owners, and property management professionals. The summit served as a platform for direct exchange and cross-sector collaboration to tackle the problems.

Corruption Prevention Department: Systemic Prevention Work

29. CPD provides proactive and early-stage corruption prevention advice to relevant Government departments and public bodies in respect of their policies and initiatives regarding building renovations. This includes advice on registration of building professionals and contractors, as well as administration of the MBIS. CPD has also provided recommendations to HAD on legislative amendments to the BMO, including enhancement to procurement requirements (e.g. declarations of conflict of interest by stakeholders in tender exercises, particularly for building renovation projects) and improvements to proxy arrangements to prevent manipulation and falsification.

30. In situations where deeper systemic risks are identified (e.g. matters involving significant public interest, complex operational arrangements), CPD conducts targeted and comprehensive reviews of work systems and procedures of the Government departments and public bodies, through assignment studies. Such in-depth studies are undertaken in accordance with CPD's strategy of prioritising areas where systemic improvements can generate significant preventive impact, with the objective of enhancing governance and overall corruption-prevention capability.

²⁴ Buildings Department, Home Affairs Department, Hong Kong Police Force, Competition Commission, Property Management Services Authority, Urban Renewal Authority, Hong Kong Institute of Architects, Hong Kong Institution of Engineers and Hong Kong Institute of Surveyors.

31. To support frontline implementation, CPD has developed a range of industry-specific preventive guidelines, toolkits and pamphlets that provide step-by-step guidance for OCs, PMCs and property owners on planning and managing building renovation projects²⁵. These materials incorporate good-governance and integrity elements consistent with CPD's partnership approach with regulatory authorities and professional bodies, and leverage the influence of these organisations to promote such principles to property owners. CPD has also organised training programmes to directly promote these integrity elements through active engagement with the sector, and help stakeholders implement sound governance practice.

32. However, no amount of educational material or preventative measures can be completely effective if unscrupulous elements deliberately circumvent the relevant requirements and guidelines. When that happens, it easily leads to complaints and allegations of corruption, bid-rigging, fraud and other illegal activities or improper conduct from property owners and others whose lives and livelihood are impacted by these criminals.

Operations Department: Law Enforcement Efforts

Corruption complaints concerning building renovations

33. Corruption complaints regarding BMM issues, which impact on the livelihood and well-being of the whole of the Hong Kong community, have for many years accounted for about 25% of all complaints made to the ICAC each year. Complaints relating to BMM can be divided into three main categories: building renovations, other maintenance and repair projects, and general property management matters (e.g. staff issues, building security, cleaning etc.). Most BMM

²⁵ The CPD publications include (i) Building Maintenance Toolkit; (ii) Building Financial Management Toolkit; (iii) Building Management Toolkit; (iv) Property Management Corruption Prevention Red Flag; (v) Corruption Prevention Guide for Property Management Companies; and (vi) Corruption Prevention 101 – Building Maintenance Tips for Owners https://bm.icac.hk/Building_Maintenance_Toolkit.html?lang=en; <https://bm.icac.hk/Pamphlets.html?lang=en>

complaints comprise nothing more than the allegation based on suspicion, and generally lack any substantive supporting information.

34. The statistics below refer to complaints in respect of building renovations, which are the focus of this report, for the period 2023-2025.

Complaints

	2023	2024	2025
No. of corruption complaints*	76	63	100
No. of pursuable complaints*	70	57	93

*A complaint may refer to a single block, or a single residential estate that comprises multiple blocks, and there may be more than one complaint about the same building / estate concerning different allegations.

35. Within the Operations Department, there is a dedicated group comprising around 50 investigating officers to deal with corruption complaints concerning BMM (including those relating to building renovations). Where necessary, officers from other investigation groups may be drawn to assist, or a task force may be set up to deal with major cases.

36. After the Operations Department receives a corruption complaint, a categorisation process takes place each working day at a meeting of the department's directorate officers. Pursuable corruption complaints will be passed onto the investigation sections, while non-pursuable and non-corruption complaints may be referred to relevant departments or agencies for necessary actions, as appropriate.

37. In order to encourage the public to report corruption and because of the insidious nature of corruption as mentioned above, a low threshold is deliberately adopted for classification of pursuable complaints. Members of the public may report corruption simply based on their own suspicions, without the need to supply any corroborating evidence to support their allegations. Anonymous complaints may

also be investigated by investigation sections, depending on the level of information provided.

38. Focusing on the complaints regarding building renovations over the last three years (2023-2025), the figures above show that the Operations Department launched formal investigations in respect of 220 out of 239 complaints (or 92%). Due to the low threshold of launching an investigation, many complaints were investigated despite limited substance. This is because it is difficult to judge the substance of a case based merely on the surface of an allegation, so the ICAC will normally open an investigation when a traceable complainant makes a corruption allegation. Whether a case merits the allocation of more resources and subsequent in-depth investigation depends on the amount and reliability of information provided by the complainant, the findings of preliminary enquiries, and other factors such as previous investigations or other useful intelligence.

39. The role of the investigation sections is to find out whether the corruption allegation has substance and if so, who is involved, with the aim of gathering evidence to determine whether a criminal prosecution should be mounted.

40. For the purpose of investigation into corruption and its related offences, investigating officers are empowered by the law or, where appropriate, with court authorisation, to exercise powers of arrest, detention, search, access to accounts and tax records, restraint on assets, etc.

41. Under Article 63 of the Basic Law, the Department of Justice (**DoJ**) shall control criminal prosecutions, free from any interference. By the separation of investigation and prosecutions powers, the ICAC conducts investigations and analyses, and then forwards the case evidence to the DoJ for consideration of mounting a prosecution. Under the POBO, the consent of the Secretary for Justice is required for the prosecution of the offences listed in Part II of the POBO, which includes the main corruption offences of solicitation or acceptance of advantages,

bribery, corrupt transactions with agents and possession of unexplained property. Figures in relation to arrests and prosecutions concerning building renovations for the last three years are shown below.

Arrests and Prosecutions

	2023	2024	2025
No. of persons arrested	58	34	45
No. of persons prosecuted*	24	0	0

*The number of persons prosecuted may may not refer to the persons arrested in the same year as it takes time to proceed from investigation to prosecution.

Early Intervention

42. According to the Prosecution Code, there must be legally sufficient evidence to support a prosecution, i.e. the evidence is admissible and reliable, and demonstrate that there is a reasonable prospect of conviction. This is a high threshold. The prosecution rates shown above reflect inherent challenges in investigating these cases. Therefore, the ICAC has to assess the likelihood of securing sufficient evidence to charge suspects, and balance this against the interests of the building owners. So, beyond conducting investigations and mounting prosecutions, the Operations Department also adopts early intervention tactics, when issues appear to be looming in a particular building or estate but where, despite suspicion, evidence is unlikely to be obtained. The aim is to alert building owners to possible risks of corruption, bid-rigging and/or other fraudulent activities, and to deter and frustrate criminal syndicates from pursuing their illicit plan. Over the last three years, the ICAC carried out early intervention in a total of 20 cases, involving 32 buildings / estates, in order to frustrate impending corrupt activities in the building renovation sector.

43. The case studies below are a sample of the investigations conducted by ICAC into the building renovation sector. They highlight the nature of corruption and other criminal and illicit activities in the sector.

Case Study 1

44. In July 2013, a building renovation project of a private residential estate was awarded to a contractor at \$262M. After that, a number of property owners made complaints to the ICAC alleging possible corruption in the project. However, the allegations were based mainly on the high contract price of the project and no useful information was provided to support the suspicion. Investigation of these complaints did not yield any fruitful results.

45. A few months later, a middleman came forward to make a report to the ICAC. Under caution, the middleman admitted his role in assisting the contractor to secure the renovation project. According to the middleman, other parties involved included some PMC staff, MC members as well as the consultant, who had secured his appointment for the project at an unreasonably low price of \$880,000 (i.e. 0.34% of the project sum). Most bribe payments would be paid in cash and through middlemen. A number of dummy companies were also set up to participate and rig the tender exercises. The abovementioned compromised parties would allegedly share kickbacks from the contractor totalling around 17.5% of the project sum, i.e. \$46 million. The middleman confessed that he reported the matter to the ICAC after failing to obtain his share of the payment.

46. During his report to the ICAC, the middleman further admitted involvement in scams at two other residential estates involving different syndicates. Similar deceptive and corrupt means were said to be employed by the other two syndicates.

47. Protracted enquiries by the ICAC identified the suspects and more associates, as well as some suspicious fund flows. An arrest and search operation

was mounted. Examination of voluminous seizures revealed that possible false accounting and business records were used to conceal suspected bribe payments. However, no witnesses were available to give evidence about the records, or otherwise against the syndicate.

48. Follow up investigation revealed suspicious bank transactions between an associate of the contractor and a maintenance manager of the PMC of the estate. Under caution, the maintenance manager admitted having accepted \$200,000 for disclosing the tender information of other bidders to the associate, who however denied the allegation.

49. The middleman and the maintenance manager were charged with corruption offences and convicted upon their own guilty plea. The middleman, who was involved in corruption schemes across three residential estates, was sentenced to 35 months' imprisonment after pleading guilty to four corruption charges. The maintenance manager was sentenced to six months' imprisonment.

50. Subsequently, the middleman provided a non-prejudicial statement seeking to implicate other syndicate members. However, as his evidence was uncorroborated, and given his dubious credibility, the DoJ considered there was no reasonable prospect of convicting his accomplices, and hence did not advise prosecution.

51. This case exposed deeply embedded, organized crime in the building renovation sector. Criminals used cash, middlemen, dummy firms, and false records to evade detection. Protracted enquiries could not gather direct evidence against key syndicate members and, even when resorting to evidence from an accomplice, such evidence was tainted and considered unreliable for prosecution.

52. While most culprits escaped justice, the case was widely publicised and reported in the media, thus raising public awareness of possible corruption and bid-

rigging activities in the building renovation sector. On the other hand, the suspected bogus business transactions were subsequently referred to the Inland Revenue Department for follow-up on tax matters, in an effort to deter such financial fraud.

Case Study 2

Paragraphs 53-59 refer to Operation “Fire Net”. Cases are pending trial and the contents of these paragraphs are *sub-judice*.

ICAC Press Conferences:

<https://www.youtube.com/watch?v=6CDPv2uHm3w>

<https://www.youtube.com/watch?v=x-Ih8vLJPIA>

Case Study 3

Paragraphs 60-66 refer to Operation “Shotgun”. Investigation is ongoing and disclosure of these paragraphs may prejudice ongoing enquiries.

ICAC Press Conference:

<https://www.youtube.com/watch?v=K53MSR4QZfl>

ICAC Press Releases at Annexes A and B

Case Study 4

67. This case involved a public housing estate under the Tenants Purchase Scheme, whereby 84% of the flats at the estate were sold to the tenants while the remainder were owned by the Government, represented by the Housing Department (HD), for public rental purposes. As a representative of the Government, one HD officer was a member of the MC of the estate, but HD policy was that the officer would refrain from voting on routine management matters so as to remain neutral.

68. In June 2021, upon receipt of an MBIS order, the MC of the estate resolved to conduct a building renovation project and to conduct an open tender, instead of using the Smart Tender services of URA, to select consultant and contractor for the project. The MC conducted the tender exercise and appointed a consultancy firm to supervise the contract. The consultant subsequently gave an estimated cost of \$171 million for the project. During the owners' meeting for the selection of a contractor, many property owners considered that the price was unreasonably high and criticised the MC for not using the Smart Tender scheme of URA. Some property owners suspected proxy manipulation was involved in the owners' meeting, which was then called off after much dispute.

69. At the same time, the ICAC received complaints from some property owners, alleging possible corruption between the MC members, including the Chairman and the consultant, based on the property owners' dissatisfaction with the project as mentioned above. Meanwhile, due to strong opposition from property owners, no further owners' meeting could be convened to select the contractor. On the other hand, property owners also reported to the Police suspected fraudulent activities related to the alleged proxy manipulation.

70. Protracted enquiries by the ICAC revealed that on several occasions, two triad members, who had business ties with the consultancy firm and some of the contractors bidding for the project, had met certain MC Members and a middleman. The triad pair might have given advice on how to convene an owners' meeting to ensure that the tender exercise would result in the selection of the contractor that they had favoured. It also transpired that the pair might have assisted the MC Members to collect proxies from some property owners, in order to facilitate them to manipulate voting at the owners' meetings to achieve outcomes in their favour.

71. Knowing that there would be no turning back once a contractor was selected, and that no amount of subsequent enforcement action would be able to protect the well-being of the property owners, ICAC apprised HD of the situation.

HD eventually agreed to participate in the vote at an owners' meeting. In the end, the property owners resolved by a majority of votes to terminate the contract with the consultancy firm and re-tender for the project through the Smart Tender platform.

72. An arrest and search operation was then mounted by the ICAC. No useful evidence was unearthed during the operation and legal advice precluded prosecution due to a lack of evidence to prove corruption or other crimes. Afterwards, the case was referred to HAD and the HD for their actions in respect of the proxy management matter. In respect of the investigation by the Police on proxy manipulation, it was understood that no prosecution was initiated as there was no evidence to prove who had handled or submitted the proxies in question.

73. This case showed how undue influence could be exerted on an MC by triad members. In addition, it demonstrated that in Tenants Purchase Scheme estates, HD as a major landlord can play an important proactive role in safeguarding the integrity of building renovation projects. In this case, although extensive investigation could not secure sufficient evidence to prosecute the suspects, HD had exercised its voting rights in order to frustrate the syndicate in the execution of its scheme, thereby triggering a re-tender for the project using the Smart Tender platform. While Smart Tender is not fool-proof, the fact that the syndicate had tried every means to avoid using it suggested that it could be a useful barrier to some criminals.

Case Study 5

Paragraphs 74-78 refer to an ongoing ICAC investigation. Disclosure of these paragraphs may prejudice ongoing enquiries.

Case Study 6

Paragraphs 79-83 refer to an ongoing ICAC investigation. Disclosure of these paragraphs may prejudice ongoing enquiries.

Case Study 7

84. The PMC of one old private residential building also managed several other aged private residential buildings where renovation projects were being carried out or about to be carried out. In December 2023, the ICAC received an anonymous complaint alleging that the proprietor of the PMC had solicited or accepted bribes of 3% to 5% of the project sums from the consultants and contractors, in return for his assistance in securing renovation projects for the latter. According to the complaint, in order to facilitate the corrupt arrangement, the proprietor of the PMC required the contractors to purchase certain materials for the project from a designated supplier at an inflated price, with the inflated amount to be reverted as bribes to the proprietor. Based on ICAC's assessment, an investigation was opened even though the complainant was anonymous.

85. Investigation revealed that, in a renovation project of the first building, the contractor had in fact purchased the materials from the designated supplier, and that a family member of the PMC proprietor had a financial interest in that supplier. However, protracted enquiries could not reveal any payment of bribes or suspicious contacts between the proprietor of the PMC, and the relevant consultants and contractors some of whom had triad background.

86. ICAC did not reveal any evidence to implicate the suspects in the corrupt arrangement. With regard to the potential conflict of interest arising from the financial interest of the PMC proprietor's family in the materials supplier, the MC confirmed that they had no system in place to deal with such conflicts of interest.

87. Knowing that tender exercises were ongoing for renovation projects at four other private residential buildings managed by the PMC, the ICAC proactively approached the MCs of these buildings and alerted them to the risks of corruption involved in the tender exercises.

88. Although the investigation was based on information supplied anonymously, it revealed possible corrupt involvement of the proprietor of a PMC in the tender exercises. The investigation could not secure sufficient evidence to initiate a prosecution, so an early intervention strategy was adopted to alert the MCs of the four other buildings managed by the same PMC to the risks of corruption. The MC also lacked the relevant knowledge to implement a system to deal with potential conflicts of interest²⁶. Some of the buildings in this case also involved the MBIS, OBB 2.0 funding and use of the Smart Tender platform.

Case Study 8

Paragraphs 89-94 refer to an ongoing ICAC investigation. Disclosure of these paragraphs may prejudice ongoing enquiries.

ICAC Press Release at Annex C

Summary

95. Even though the Smart Tender scheme was deployed in several of the renovation projects involved in these investigations, there was ample evidence of blatant manipulation of tender exercises to appoint consultants to oversee the projects, with the bids consistently being unreasonably low. On occasion, the RI appointed by the consultant to oversee the project was in fact a mere dummy, who exercised little or no supervision over the project, and was only appointed to satisfy the statutory requirements imposed under the BO. In many instances the contractor was often part of a crime syndicate with triad connection, who would collude with the consultant and other contractors to rig the bids, corrupt members of the MC and PMC, or deploy other illegal means (e.g. faking proxies) in order to manipulate the selection of the contractor for the project.

²⁶ This situation has been overtaken by events since the BMO amendments that took effect on 13 July 2025. Now a responsible person for the procurement of large-scale building renovations has to make a declaration of any pecuniary or other personal interest in relevant suppliers.

96. However, as will have become obvious from the investigations described, criminal activities in building renovations are inherently difficult to investigate and prosecute despite protracted investigative efforts, due to its secretive and syndicated nature. Corruption, undeclared conflicts of interest, fraud and bid-rigging are often hidden behind layers of intermediaries and shell companies. Infights and disputes always complicate the issue. The illicit payments are customarily made in cash making it difficult to trace illicit funds, let alone proving its corrupt purpose. Potential witnesses, if any (including property owners or junior staff members of contractors, consultants and PMCs), may fear retaliation especially when triads are involved. They are therefore often reluctant to come forward to assist. When there is not enough evidence to meet the high standard of proof required, criminal prosecution becomes impossible. Therefore, the ICAC also adopts a proactive approach intervention strategy to disrupt impending illegal activities taking into account the overall interests of property owners.

97. The ICAC has on different occasions learnt from senior office bearers of the professional bodies representing surveyors, engineers and architects registered in Hong Kong that their members are unwilling to join the building renovation industry. These and other similar anecdotal accounts strongly suggest that the industry is dominated by unscrupulous operators, many with triad or dubious background, which has deterred ordinary and innocent professionals from joining the industry due to intimidation and unfair competition (i.e. unrealistically low consultancy fees).

3. CONCLUSION

98. The building renovation sector in Hong Kong has become a huge and highly lucrative market, as a result of the confluence of legal and regulatory maintenance requirements and the continual funding sustained by property owners' contributions and substantial Government subsidies under various rehabilitation

schemes. This high-value environment operates largely within a framework that is built on an honour system, which relies on trust and integrity on the part of the consultants and contractors to function. It however contains inherent and apparent structural vulnerabilities. The primary legal responsibility for maintenance of building lies with the property owners but, through no fault of their own, they often lack the specialized technical expertise and experience required to plan and oversee complex renovation projects. As a loose entity with collective responsibility, it is also challenging for property owners to reach a consensus and hence disputes are not uncommon.

99. This combination of high financial incentives and structural gaps has allowed the market to be infiltrated by unscrupulous operators. Organized syndicates, employing illicit methods such as corruption, triad tactics, bid-rigging and fraud to manipulate the tendering processes, are driven by the potential profits to seek a dominant market share. The presence and tactics of these actors have created an uneven playing field, leading many honest and reputable professionals to actively decline participating in the market because of concerns over unfair competition and professional integrity.

100. The result is a self-perpetuating cycle: the withdrawal of ethical professionals further distorts the ecosystem in favour of nefarious elements, limiting choices for property owners and entrenching the dominance of problematic service providers. This cycle cannot be broken and reversed without targeted intervention. Therefore, any proposed measures to rectify the situation must be designed to disrupt and drive out the bad players on one hand, and on the other to create a fair and attractive environment that encourages good players to join the industry, so as to rebuild public confidence.

101. For its part, the ICAC will continue to adopt the three-pronged strategy. Community education and systemic prevention work remain vital for strengthening the capacity and resilience of property owners and others to fight corruption and bid-rigging, by raising public awareness and strengthening procedural safeguards to plug loopholes in the system. On the enforcement side, the overall objective is to make corruption in the building renovation sector a high-risk crime which will create the deterrent effect to drive out the bad players. Despite inherent challenges in dealing with complex and syndicated crime in the sector, ICAC will continue to proactively and vigilantly investigate all allegations of corruption and seek to prosecute the offenders whenever possible. At the same time, early intervention strategies will also be actively deployed when appropriate to frustrate corrupt schemes before they can negatively impact on property owners. Given that we are fighting a multi-faceted problem, enhanced inter-agency collaboration and intelligence exchange with the CC and other stakeholder agencies will also be key priorities.

Independent Commission Against Corruption

January 2026

Post-report note:

Between February and May 2026, the ICAC mounted three major law enforcement operations against corrupt syndicates targeting building maintenance projects, including Operation “Lion Rock” and Joint Operation “Scabbard” with the Police (ICAC Press Releases at Annexes D to F). For Case Study 3, a further Press Release in relation to charging of suspects was issued by the ICAC on 25 March 2026 (Annex G).



2024年4月18日

新聞稿

聯合新聞稿：廉署與競委會首次採取聯合行動 搗破樓宇維修工程貪污及圍標集團拘 20 人

廉政公署(廉署)與競爭事務委員會(競委會)過去兩日(4月16日及17日)首次採取聯合行動，搗破一個新冒起的樓宇維修工程貪污及圍標集團。廉署在聯合行動中拘捕20名人士，分別為17男3女，年齡介乎36歲至70歲，包括該集團的主腦及骨幹成員，涉及工程承辦商、工程顧問、中間人、業主立案法團成員以及物業管理公司職員。

廉署與競委會於聯合行動中，根據法庭手令搜查了共約40個處所，包括多間工程承辦商、顧問公司及物業管理公司的辦公室，以及涉案人士的住所等，並檢走多項證物，包括多部電腦及手提電話，以及與樓宇維修工程相關的招標文件等。

在今次行動中，競委會行使了其強制權力，除了持法庭手令搜查處所，亦要求有關各方交出文件和資料。行動期間，有個別人士拒絕提供有關資料，妨礙競委會的調查工作，此為《競爭條例》第52條及第54條所訂明的刑事罪行，競委會會作出跟進。

涉案公司及人士涉嫌行賄受賄以及從事反競爭行為，藉此操控樓宇維修工程的招標程序，將工程標價誇大，協助與集團有關的承辦商取得工程及顧問合約，並操控監督維修工程及發放工程費用，違反《防止賄賂條例》第9條及《競爭條例》的「第一行為守則」。

行動共涉及兩個位於港島的住宅屋苑及商住樓宇，以及四個位於新界的住宅屋苑及工業大廈的多項維修工程項目，合約總值約1.8億元，個別合約金額由數百萬元至數千萬元不等。個別工程項目懷疑涉及賄款逾100萬元。其中一半涉案的維修工程合約仍未批出，而其餘的維修工程則早於廉署及競委會展開調查前已經開始進行。

廉署及競委會相信集團已被瓦解，但由於調查仍在進行，不排除再採取執法行動。廉署及競委會現階段不會就有關案件作進一步評論。

今次廉署與競委會首次採取聯合行動，充分展現出雙方決心打擊涉及樓宇維修的貪污及潛在反競爭行為。廉署及競委會會繼續與其他執法部門及相關機構保持緊密聯繫，確保樓宇維修業的廉潔及公平競爭，保障業主權益。

調查源自有熱心市民早前向廉署舉報涉及樓宇維修的貪污投訴，廉署經深入調查後發現上述貪污及圍標集團，並揭發該集團涉及其他屋苑／樓宇的維修工程。而競委會早前亦接獲情報，指有涉案的公司於多個樓宇維修工程中，從事反競爭行為。競委會及後深入跟進，並信納有合理理由懷疑有關項目已成為合謀的目標，因而將個案提升至調查階段。

廉署呼籲，如業主或任何人士懷疑樓宇維修工程涉及貪污，應立即向廉署舉報或查詢。廉署 24 小時貪污舉報熱線：25 266 366。

競委會呼籲任何人士，如可就個案或有關反競爭行為提供資料，請盡快透過電話(3462 2118)或電郵(complaints@compcomm.hk)與競委會聯絡。競委會會將收到的所有資料保密，包括資料提供者的身份。而認為自己可能已從事或牽涉入合謀行為的人士，則應盡快聯絡競委會申請寬待或提供合作(寬待熱線：3996 8010、電郵：leniency@compcomm.hk)。

廉署一直以執法、預防及教育的「三管齊下」策略，打擊涉及樓宇管理業的貪污情況。廉署繼續主動接觸大廈管理組織，呼籲業主積極參與樓宇管理事務，對維修項目的貪污風險提高警惕。此外，廉署與相關政府部門、監管機構、專業團體及商會等合辦各類誠信培訓，加強業界人士的防貪能力建設，拒絕貪污誘惑。廉署亦製作了多元實用的防貪教育資源並上載於廉署「誠信優質樓宇管理」專題網站(bm.icac.hk)，同時亦設有誠信樓宇管理諮詢熱線 2929 4555，歡迎市民查詢。

廉署最近編製了《防貪攻略 - 樓宇維修》業主篇單張，列出在樓宇維修工程中業主要留意的事項，並提供相關防貪建議及有用資料。市民現可於廉署防貪諮詢服務網頁(cpas.icac.hk)下載有關單張。

樓宇維修是全港業主非常關心的議題，競委會一直主動跟進涉及相關市場的個案。包括圍標在內的合謀行為，在《競爭條例》下屬於嚴重反競爭行為，除了採取執法行動外，競委會一直積極推行宣傳教育，以提升公眾對圍標這議題的認知，及協助採購人員加強防範，當中包括於網站推出一系列教育資源，同時亦積極接觸各區人士，出席由不同政府部門、區議會及公營機構舉辦的地區活動，向業主及物業管理人員作講解。

另外，競委會亦推出了一套「不合謀條款」範本，供採購人員加入其招標文件及採購合約內，以減低他們在採購過程中面對反競爭行為的風險。該條款旨在警告競投者不得作出反競爭安排，以及作出這些安排的後果，一旦有違反條款的情況，亦可為採購方提供清晰、直接的合約保障。

(完)

April 18, 2024

Press release

Joint press release: Twenty netted, syndicate smashed in ICAC and Competition Commission first joint operation against corruption and tender-rigging over building maintenance

The ICAC and the Competition Commission conducted their first joint operation in the past two days (April 16 and 17), neutralising a newly-rising syndicate engaging in corruption and tender-rigging in relation to building maintenance. In the joint operation, the ICAC arrested 20 persons, namely 17 men and three women aged between 36 and 70, including the mastermind and backbone members of the syndicate. The arrestees included project contractors, project consultants, middlemen, members of Incorporated Owners and members of property management companies.

In the joint operation, search warrants were executed by the ICAC and the Competition Commission to conduct searches at about 40 premises, including offices of the aforementioned project contractors, consultancies and property management companies, as well as residences of the individuals concerned. Various exhibits were also seized, including computers, mobile phones, and tendering documents relating to building maintenance projects, etc.

The Competition Commission has exercised its compulsory powers in the operation. In addition to searching premises with warrants, it also requested relevant parties to produce documents and information. During the course of the operation, certain individuals had refused to provide relevant information. The Competition Commission will follow up on this obstruction of its investigation powers, which is criminal in nature under Sections 52 and 54 of the Competition Ordinance.

The companies and individuals concerned were alleged to have engaged in corruption and anti-competitive activities, contravening Section 9 of the Prevention of Bribery Ordinance and the First Conduct Rule of the Competition Ordinance. Through bribery means, they had allegedly manipulated the tendering exercises of building maintenance projects, exaggerated contracts sums, assisted associated contractors to secure maintenance projects and consultancy contracts, and manipulated project supervision and project payment release.

The operation involved renovation projects of a residential estate and a residential-commercial composite building on Hong Kong Island, as well as four residential estates and industrial buildings in the New Territories. Individual contracts of such renovation projects worth from several millions to several tens of millions dollars, totalling around \$180 million. It is alleged that bribe payments of individual projects amounted to over \$1 million. Half of the renovation projects were yet to be awarded, while works of the remaining projects had been launched prior to the commencement of the ICAC and Competition Commission investigations.

The ICAC and the Competition Commission believe that the syndicate concerned has been neutralised. As inquiries are ongoing, further law enforcement actions will not be ruled out. No further comment on the case will be made by the ICAC and the Competition Commission at this stage.

The joint operation conducted by the ICAC and the Competition Commission demonstrated the determination of the two agencies in cracking down corruption and potential anti-competitive activities in building maintenance. The two agencies will continue to maintain close liaison with other law enforcement agencies and related authorities to ensure a clean and level-playing field for the building maintenance industry and to safeguard the rights of property owners.

The investigations arose from a corruption complaint in relation to building maintenance lodged with the ICAC by members of the public. In-depth inquiries by the ICAC uncovered the aforementioned syndicate and their alleged involvement in other residential estates and buildings. Meanwhile, the Competition Commission had also received intelligence earlier alleging anti-competitive conduct in relation to various building maintenance projects. The Competition Commission followed up on the case and was satisfied that there was reasonable cause to suspect that the concerned projects had been the target of collusion. The Competition Commission therefore decided to escalate the case to the investigation phase.

The ICAC calls on property owners and members of the public that, should they suspect corruption is involved in building maintenance, they should make enquiries or report to the ICAC. The ICAC's report corruption hotline: 25 266 366.

The Competition Commission calls on anyone who can provide information on the matter or the relevant practices to contact the Competition Commission as soon as possible by telephone on 3462 2118 or by e-mail at complaints@compcomm.hk. The Competition Commission will keep any information provided, including the identity of informants, confidential. Those who consider that they may have engaged or been involved in cartel conduct should approach the Commission as soon as possible for leniency or co-operation (Leniency Hotline: 3996 8010; e-mail: leniency@compcomm.hk).

The ICAC has adopted a three-pronged approach of enforcement, prevention and education in fighting corruption in relation to the building management industry. The ICAC will continue to proactively approach building management bodies and encourage flat owners to stay vigilant against corruption in renovation works through active participation in building management. In collaboration with different government departments, professional bodies, regulators and trade associations, the ICAC will continue to organise integrity training to enhance practitioners' anti-corruption capacity and resistance to bribery temptations. The ICAC has also produced a wide range of practical education resources which are available in the Integrity and Quality Building Management website (bm.icac.hk). Citizens are also welcome to call the Integrity Building Management Enquiry Hotline at 2929 4555 for ICAC services.

The ICAC has recently compiled the “Corruption Prevention 101 – Building Maintenance Tips for Owners” leaflet, which lists out the key points-to-note in relation to building maintenance projects, and provides relevant corruption prevention suggestions and information. Members of the public can now download the leaflet from the ICAC Corruption Prevention Advisory Service webpage (cpas.icac.hk).

Building maintenance has been a matter of great concern for property owners in Hong Kong, and the Competition Commission has been proactively following up on cases in the relevant market. Cartel conduct such as bid-rigging, is specified as a serious anti-competitive conduct under the Competition Ordinance. In addition to enforcement actions, the Competition Commission has been actively launching publicity and educational initiatives to raise public awareness of such anti-competitive conduct, and to assist procurers in strengthening their preventive efforts. Apart from rolling out a series of educational resources on its website, the Competition Commission also reaches out to the community by speaking at briefings organised by different government departments, District Councils and public bodies targeting property owners and property management practitioners across different districts in Hong Kong.

Separately, the Competition Commission has also published a set of model “Non-collusion Clauses” for procurers to incorporate into their invitation to bid documents and contracts, with a view to reducing their exposure to anti-competitive conduct during procurement exercises. In essence, the “Non-collusion Clauses” serve to warn bidders of the prohibition against, and consequences of, entering into anti-competitive arrangements, as well as to provide a clear and straightforward contractual remedy for procurers in the event that these clauses have been breached.

X X X



2024年8月26日

新聞稿

廉署與競委會再度展開聯合行動 打擊樓宇維修工程貪污圍標

廉政公署(廉署)與競爭事務委員會(競委會)一連兩日(8月21日及22日)展開聯合行動。今次行動是繼4月中兩個機構首次進行代號「獵槍」的聯合行動打擊一個新冒起的貪污圍標集團後，經過四個月深入調查，詳細分析所收集到的證據，發現該集團有其他涉嫌貪污和圍標行為，遂展開進一步執法行動。

廉署於是次行動再拘捕5人和會見22人，包括工程承辦商、工程顧問、中間人、物業管理公司及業主立案法團成員。

兩個機構在聯合行動中根據法庭手令搜查了共約20個地點，包括多間工程承辦商及顧問公司的辦公室，涉案人士的住所等，並檢走多項證物。競委會亦行使了其強制權力，要求有關公司和人士交出文件和資料，以及出席競委會的聆訊以提供相關資料。

涉案公司及人士涉嫌行賄受賄以及從事反競爭行為，藉此操控樓宇維修工程的招標程序，將工程標價誇大，協助與集團有關的承辦商取得工程合約。

是次廉署調查，主要針對兩個位於港島的住宅屋苑之維修工程，懷疑涉及貪污罪行，工程合約合共約1.4億港元。兩個屋苑均有該集團骨幹成員涉嫌透過中間人，向業主立案法團成員提供利益，以確保該集團控制的兩間建築工程公司，分別取得兩個屋苑的維修工程合約，涉嫌違反《防止賄賂條例》第9條。涉案的維修工程並未執行。

而競委會今次行動涉及38個分別位於港島、九龍及新界的住宅屋苑/大廈及工業大廈的維修工程，涉案工程合約總值逾10億港元，個別合約金額達2.6億港元，部份維修工程合約仍未批出，部份合約則已被推翻，而個別維修工程早於競委會展開調查前已經開始進行。

在該 38 個住宅屋苑/大廈及工廈的維修工程招標期間，涉案公司及人士涉嫌直接，或透過中間人交換並協調投標價格，部分工程承辦商則作掩護式投標，以操控投標結果。有關行為構成圍標、合謀定價及交換影響競爭的敏感資料，違反《競爭條例》下的「第一行為守則」。

由於調查仍在進行，廉署及競委會現階段不會就有關案件作進一步評論。

連串的聯合執法行動，展現了廉署與競委會決心捍衛樓宇維修業界廉潔及公平競爭的環境，絕不姑息有關貪污和反競爭行為。兩個機構會繼續與其他執法部門及相關機構緊密合作，竭力打擊相關的犯罪份子，保障全港業主的權益。

廉署呼籲，如業主或任何人士懷疑樓宇維修工程涉及貪污，應立即向廉署舉報或查詢。廉署 24 小時貪污舉報熱線：25 266 366。競委會呼籲任何人士，如可就個案或有關反競爭行為提供資料，請盡快透過電話(3462 2118)或電郵(complaints@compcomm.hk)與競委會聯絡，而認為自己可能已從事或牽涉入合謀行為的人士，則應盡快聯絡競委會申請寬待或提供合作（寬待熱線：3996 8010、電郵：leniency@compcomm.hk）。

廉署一直嚴厲執法打擊涉及樓宇管理界的貪污問題，同時以制度預防及宣傳教育，加強樓宇管理組織及業主抵禦貪污的能力。廉署將繼續主動接觸大廈管理組織，及早介入懷疑有貪污風險的大廈維修工程，呼籲業主積極參與樓宇管理事務，對維修項目的貪污風險提高警惕。針對樓宇維修工程中常見的貪污風險，廉署編製及派發了《防貪攻略－樓宇維修》單張，為業主提供防貪建議及相關資料。市民可於廉署防貪諮詢服務網頁(cpas.icac.hk)下載有關單張。此外，廉署與相關政府部門、監管機構、專業團體及商會等合辦各類培訓及講座，提升業界人士的專業誠信水平，提醒他們應堅拒貪污誘惑。廉署亦製作了多元實用的防貪教育資源並上載於廉署「誠信優質樓宇管理」專題網站(bm.icac.hk)，同時亦設有誠信樓宇管理諮詢熱線 2929 4555，歡迎市民查詢。

除執法外，競委會一直透過宣傳教育，加強公眾對圍標及其他合謀行為的認知，同時亦協助採購人員加強防範，當中包括於網站推出一系列教育資源，並積極接觸各區人士。過去一年，競委會出席了 19 個關於樓宇維修及管理的講座，接觸不同地區的業主、物業管理人員，以及相關政府部門及公營機構，重點宣揚打擊圍標的訊息。

此外，競委會亦推出了一套「不合謀條款」範本，供採購人員加入其招標文件及採購合約內，以減低他們在採購過程中面對反競爭行為的風險。該條款旨在警告競投者不得作出反競爭安排，以及作出這些安排的後果，一旦出現違反條款的情況，亦可為採購方提供清晰、直接的合約保障。該範本備有中、英文版本，採購人員可於競委會網站 www.compcomm.hk 下載使用。

(完)

August 26, 2024

Press release

ICAC and Competition Commission conduct second joint operation against corruption and bid-rigging over building maintenance

The ICAC and the Competition Commission conducted a joint operation code-named “Shotgun” for two consecutive days on August 21 and 22, following the two agencies’ first collaborated action in mid-April against a newly-rising syndicate engaging in corruption and bid-rigging. After a four-month in-depth investigation and detailed analysis of evidence collected, the two agencies discovered that the syndicate might have been involved in other suspected corruption and bid-rigging activities and therefore took further enforcement actions.

The ICAC further arrested five persons and interviewed 22 persons during this operation, including project contractors, project consultants, middlemen, members of property management companies, and members of Incorporated Owners (IO).

In the joint operation, search warrants were executed by the ICAC and the Competition Commission to conduct searches at around 20 premises, including the offices of various project contractors, consultancies, as well as residences of the individuals concerned. Various exhibits were seized. The Competition Commission has also exercised its compulsory powers in the operation, requesting relevant companies and individuals to produce documents and information, and to attend before the Competition Commission to provide information relating to the case.

The companies and individuals concerned were alleged to have solicited and accepted bribes and engaged in anti-competitive activities in order to manipulate the tendering exercises of building maintenance projects. They were also alleged to have exaggerated contract sums and assisted associated contractors in securing contracts of the projects.

The investigation of ICAC mainly targeted renovation projects of two residential estates in Hong Kong Island, whereby corruption was suspected. The value of the two renovation project contracts was worth about \$140 million in total. It is alleged that the backbone members of the syndicate, through a middle man, might have offered advantages to the IO members in order to ensure that the associated project contractors controlled by the syndicate would be awarded the renovation contracts of the two residential estates respectively, thus contravening section 9 of the Prevention of Bribery Ordinance (POBO). The renovation projects concerned have yet to be executed.

Meanwhile, the investigation conducted by the Competition Commission concerned renovation projects of 38 residential estates / buildings, and industrial buildings in Hong Kong Island, Kowloon and the New Territories. The value of the relevant renovation contracts totalled over \$1 billion, with individual contracts worth as much as \$260 million. Some of the renovation contracts concerned have yet to be awarded and some had been overturned, while works of individual projects had commenced prior to the commencement of the Competition Commission's investigations.

During the tendering of renovation projects for the 38 aforementioned buildings, the companies and individuals concerned had allegedly manipulated the tender results by exchanging and coordinating bidding prices, either directly or through intermediaries, while some contractors had submitted cover bids. Such conduct would amount to bid-rigging, price-fixing and exchange of competitively sensitive information, contravening the First Conduct Rule of the Competition Ordinance.

As investigation is ongoing, no further comment on the case will be made by the ICAC and the Competition Commission at this stage.

The series of joint operations conducted by the ICAC and the Competition Commission demonstrate the determination of the two agencies in safeguarding a clean and level-playing field for the building maintenance industry, and that no corruption and anti-competitive conduct will be tolerated. The two agencies will continue to maintain close collaboration with other law enforcement agencies and related authorities to crack down on illegal activities and to safeguard the rights of property owners.

The ICAC calls on property owners and members of the public that, should they suspect corruption is involved in building maintenance, they should make enquiries or report to the ICAC without delay. The ICAC's report corruption hotline: 25 266 366. The Competition Commission calls on anyone who can provide information on the matter or the relevant practices to contact the Competition Commission as soon as possible by telephone on 3462 2118 or by e-mail at complaints@compcomm.hk. Those who consider that they may have engaged or been involved in cartel conduct should approach the Commission as soon as possible for leniency or co-operation (Leniency Hotline: 3996 8010; e-mail: leniency@compcomm.hk).

The ICAC has all along been taking stringent enforcement action against corruption in the building management sector. The ICAC also actively supports flat owners and building management bodies (BMBs) in enhancing their anti-corruption capability through corruption prevention and education. The ICAC will continue to proactively approach BMBs and adopt an early intervention strategy, as well as to encourage flat owners to stay vigilant against corruption in renovation works through active participation in building management. To address the corruption risks in building maintenance projects, the ICAC has compiled and distributed the "Corruption Prevention 101 – Building Maintenance Tips" leaflet to provide corruption prevention suggestions and relevant information for owners. Members of the public can download the leaflet from the ICAC Corruption Prevention Advisory Service webpage (cpas.icac.hk). In collaboration with different government departments, regulators, professional bodies and trade associations, the ICAC will continue to organise integrity training to enhance practitioners' professional conduct and resistance to bribery temptations. The ICAC has also produced a wide range of practical education resources which are available in the Integrity and Quality Building Management website (bm.icac.hk). Citizens are also welcome to call the Integrity Building Management Enquiry Hotline at 2929 4555 for ICAC services.

Apart from enforcement actions, the Competition Commission has been actively launching publicity and educational initiatives to raise public awareness of bid-rigging and other anti-competitive conduct, and to assist procurers in strengthening their preventive efforts. In addition to rolling out a series of educational resources on its website, the Commission also spares no effort in engaging with the community. Over the past year, the Competition Commission has attended 19 briefings on building maintenance and management, reaching out to property owners and property managers in various districts, as well as relevant government departments and public bodies, to promote the message of combatting bid-rigging. Separately, the Competition Commission has also published a set of model “Non-collusion Clauses” for procurers to incorporate into their invitation to bid documents and contracts, with a view to reducing their exposure to anti-competitive conduct during procurement exercises. In essence, the “Non-collusion Clauses” serve to warn bidders of the prohibition against, and consequences of, entering into anti-competitive arrangements, as well as to provide a clear and straightforward contractual remedy for procurers in the event that these clauses have been breached. Both Chinese and English versions of the model clauses are available for downloading at www.compcomm.hk.

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2026年1月2日

新聞稿

廉署打擊樓宇維修貪污團夥涉兩屋苑拘捕 21 人

廉署上星期採取執法行動，打擊一個有黑社會背景人士操縱的樓宇維修貪污團夥，涉及觀塘區兩個屋苑的大維修工程，先後拘捕共 21 名人士，包括該貪污團夥的骨幹成員。

被捕人士為 15 名男子及六名女子，年齡介乎 30 至 81 歲，包括中間人、工程顧問、工程承辦商及屋苑業主立案法團成員，部分人有黑社會背景。

廉署人員在行動中搜查多個地點，包括涉案工程顧問及工程承辦商的辦公室，並檢走多項證物，包括相關的招標文件。

行動涉及觀塘區兩個屋苑的大維修工程。就其中一項工程，涉案工程承辦商涉嫌透過中間人行賄工程顧問及屋苑法團部分成員，以取得總值約 3,300 萬元的工程合約。另一項工程則仍在籌備階段，涉案中間人懷疑藉貪污手段收集業主的「委任代表文書」（俗稱授權票），企圖操控屋苑法團以協助日後取得相關維修工程合約。

廉署採取執法行動後，已主動聯絡兩個屋苑的相關持分者，提醒他們在跟進涉案工程時需留意的貪污風險。

樓宇維修與廣大市民息息相關，牽涉不同持分者，廉署一直十分關注相關貪污情況，採取結合專業執法、制度預防及社區教育的「三管齊下」策略，透過嚴厲執法及適時主動介入，並與相關部門及機構緊密合作和各司其職，全力打擊樓宇維修工程中可能涉及的貪污及其他不法行為。此外，廉署為法團及業主提供實務指引，協助他們規劃及管理樓宇維修項目，並舉辦專業培訓，協助業內各持分者落實良好管治及有效內部管控制度。廉署又持續透過探訪、講座、研討會等多元化渠道，向樓宇管理組織、地區治理團隊及業主講解反貪法例，並鼓勵法團主動提升透明度，加強與業主溝通。

（完）

January 2, 2026

Press release

ICAC arrests 21 in crackdown on building maintenance corruption syndicate linked to two housing estates

In a law enforcement operation mounted last week, the ICAC neutralised a building maintenance corruption syndicate controlled by individuals with triad background. A total of 21 people linked to two grand renovation projects in Kwun Tong district, including backbone members of the corruption syndicate, were arrested.

The arrestees, comprising 15 men and six women aged between 30 and 81, included middlemen, project consultants, project contractors and members of incorporated owners (IO). Some of the arrestees have triad background.

During the operation, ICAC officers searched multiple locations, including offices of the project consultants and project contractors, and seized various exhibits, including relevant tender documents.

The operation targeted the grand renovation projects at two housing estates in Kwun Tong District. In one of the projects, the project contractor had allegedly bribed the project consultant and some IO members through middlemen to secure works contract worth a total sum of about \$33 million. In another project, which was at the preparatory stage, middlemen had allegedly collected instruments of proxy from flat owners by corrupt means in an attempt to manipulate the IO of the estate, so that the relevant renovation works contracts could be secured in future.

Following the enforcement action, the ICAC had proactively contacted relevant stakeholders of the two housing estates, reminding them to stay vigilant to corruption risks when handling the projects concerned.

Building maintenance is closely related to the public and involves multiple stakeholders. The ICAC has always attached great importance to corruption in building maintenance, adopting a three-pronged strategy of law enforcement, systemic prevention and community education in tackling these cases. In combating corruption and other illegal acts in building maintenance works, the ICAC has carried out vigorous law enforcement, made timely and proactive interventions, and worked closely with other departments and organisations in accordance with a clear division of labour. In addition, the ICAC has offered step-by-step guidance for IOs and property owners on planning and managing building maintenance projects.

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Professional training courses have also been organised to help different stakeholders in the sector implement good governance and robust internal control systems. The ICAC has also all along engaged with building management bodies, district governance teams and flat owners through various channels, including visits, talks and seminars, to explain to them the anti-corruption laws, and to encourage IOs to adopt proactive measures to enhance transparency and strengthen communication with flat owners.

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2026年2月13日

新聞稿

廉署拘捕 22 人涉七個屋苑及大廈樓宇大維修貪污阻截批出逾一億元合約

廉政公署本星期初(2月9日及10日)採取代號為「獅子山」的執法行動，打擊樓宇大維修工程涉嫌貪污及相關違法行為，涉及全港多區七個屋苑及大廈，拘捕共22名人士。

被捕人士分別為17名男子及五名女子，年齡介乎36至78歲，包括四間工程顧問公司及三間工程承辦商的董事及職員，以及部分屋苑及大廈的業主立案法團(法團)主席。

廉署人員在行動中根據法庭手令搜查多個地點，包括涉案工程顧問公司及工程承辦商的辦公室，並檢走多項證物，包括相關大維修工程的招標和工程文件，以及銀行和會計紀錄。

行動涉及三個屋苑、三座單幢住宅大廈及一座工業大廈的大維修工程，分布於全港多個地區，分別為荃灣、深水埗、大角咀、新蒲崗、觀塘、上環及筲箕灣，工程合約金額介乎200萬元至逾一億元，總值逾二億元。其中兩項總值逾一億元的工程仍在籌備階段，廉署執法行動成功阻截批出工程合約。

廉署早前接獲貪污投訴，指有工程承辦商涉嫌藉貪污手段，行賄工程顧問公司及法團成員以取得屋苑及大廈的大維修工程合約。

廉署調查發現，有工程顧問公司及工程承辦商的帳目懷疑造假以掩飾不尋常收入及支出。調查又發現其中一名法團主席涉嫌應入標工程顧問公司要求，洩露機密招標面試題目，協助對方成功獲聘為相關工程的顧問。

相關貪污調查仍在進行，廉署不排除再有進一步執法行動。

廉署採取執法行動後，已主動聯絡有關屋苑及大廈的相關持分者，提醒他們在跟進涉案工程時需留意的貪污風險。

廉署一直密切關注涉及樓宇管理及維修的貪污情況，採取結合執法、預防及教育的「三管齊下」的全方位策略，並會繼續與相關政府部門及機構緊密合作，全力打擊樓宇維修工程中可能涉及的貪污及其他不法行為。

廉署提醒公眾及相關業內人士，如懷疑任何與樓宇維修相關的貪污行為，應立即向廉署舉報。廉署24小時舉報貪污熱線：25 266 366。

(完)

February 13, 2026

Press release

Twenty-two arrested by ICAC for suspected corruption in seven grand renovation projects preventing award of contracts worth over \$100 million

The ICAC mounted a law enforcement operation codenamed “Lion Rock” this week (February 9 and 10) to combat suspected corruption and other related illicit activities involving the grand renovation projects of seven housing estates and buildings across the territory, arresting a total of 22 individuals.

The arrestees, aged between 36 and 78, are 17 men and five women, including the directors and staff members of four project consultancy firms and three project contractors, as well as some of the chairpersons of incorporated owners (IO) of the estates and buildings concerned.

During the operation, search warrants were executed by ICAC officers to conduct searches at multiple locations, including offices of the project consultancy firms and project contractors. Various exhibits were also seized, including the relevant tender and works documents, as well as banking and accounting records.

The operation involved the grand renovation projects at three housing estates, three residential buildings and an industrial building across the territory in Tsuen Wan, Sham Shui Po, Tai Kok Tsui, San Po Kong, Kwun Tong, Sheung Wan and Shau Kei Wan. The individual contract sum ranged from \$2 million to over \$100 million, while the total contract sum amounts to over \$200 million. Two of the projects, worth totalling over \$100 million, were still at the preparatory stage. The ICAC’s operation prevented the award of the two contracts concerned.

The ICAC investigation arose from a corruption complaint alleging that certain project contractors might have offered bribes to project consultancy firms and IO members for securing the grand renovation projects of the housing estates and buildings by corrupt means.

The ICAC investigation revealed that the project consultancy firms and the project contractors had fabricated their accounting records to cover up dubious incomes and expenses. The investigation also revealed that one of the IO chairpersons had allegedly divulged confidential tender interview questions upon the request of a project consultancy firm to assist the latter in securing a consultancy contract.

As the relevant corruption investigation is continuing, the ICAC does not rule out further law enforcement actions.

Following the enforcement action, the ICAC had proactively contacted relevant stakeholders of the housing estates and buildings concerned, reminding them to stay vigilant to corruption risks when handling the projects.

The ICAC has always attached great importance to corruption in building management and maintenance, adopting a three-pronged strategy of law enforcement, systemic prevention and community education in tackling these cases. The ICAC will continue to work closely with other government departments and organisations in combating corruption and other illicit activities in building maintenance works.

The ICAC urges members of the public and relevant industry practitioners that if they suspect corruption in building maintenance, they should report to the ICAC immediately through its 24-hour hotline (25 266 366).

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2026年3月30日

新聞稿

廉署與警方採取聯合行動打擊黑社會滲透樓宇維修貪污拘 42 人

廉政公署自去年中起陸續接獲市民貪污投訴，劍指一間工程顧問公司涉嫌透過貪污賄賂，於不同屋苑協助工程承辦商取得樓宇維修工程合約。

廉署進行詳細情報分析及深入調查後，發現該工程顧問公司涉嫌先以不合理低價進場，獲取不同屋苑的樓宇維修工程顧問合約，其後懷疑透過與其有關聯的黑社會人士充當中間人，以貪污手段意圖操控工程招標程序，協助承辦商在個別屋苑獲取大額工程合約。

有見及此，廉署及警方策劃部署聯合行動，上星期一連兩日(3月26日及27日)採取代號為「劍鞘」的執法行動，聯手打擊黑社會以貪污不法手段滲透樓宇維修工程，並掃蕩由相關黑社會操控的非法場所。

廉署調查發現，涉案工程顧問公司涉嫌於2025年中獲得新界區一個租者置其屋計劃屋邨的大維修工程顧問合約。該工程合約估算逾1.6億元，而工程顧問公司以遠低於合理水平的價格(即合約金額0.5%)，取得該工程的顧問合約。廉署懷疑工程顧問公司其後透過黑社會成員，暗中聯繫有意投標的工程承辦商，以行賄受賄方式，意圖操控工程招標程序。由於相關招標工作仍在籌備，廉署相信是次執法行動已及早阻止有關貪污勾當，成功堵截黑社會染指該屋苑的大維修工程。(圖1)

另外，該工程顧問公司於2022年獲得港島區一座單幢住宅大廈的大維修工程的顧問合約。一間工程承辦商後來以2,000萬元獲取該項大維修工程。廉署調查發現，該工程承辦商有多筆總額達數百萬元的不尋常支出。該工程顧問公司的註冊檢驗人員則涉嫌沒有履行檢驗職責而簽署建築物檢驗報告。由於該工程已經展開，基於安全考慮，廉署已將事件轉介屋宇署跟進檢視。(圖2)

該工程顧問公司又涉嫌與九龍區一座單幢住宅大廈的物業管理公司董事，從一名工程公司東主收賄，於2026年初游說各業主以高於市價約一倍價格，即約140萬元，將消防安全改善工程合約判授予該工程公司。由於合約尚未批出，廉署相信行動已阻截相關不法勾當。(圖3)

廉署在行動中拘捕10名男子，年齡介乎28歲至61歲，包括該間工程顧問公司的東主及註冊檢驗人員、多名有黑社會背景的中間人、兩間工程承辦商的東主及一間物業管理公司的董事。

廉署人員又根據法庭手令搜查22個地點，包括涉案工程顧問公司及工程承辦商的辦公室，以及涉案人士的住所等，並檢走大量證物，包括與樓宇維修工程相關文件，以及銀行和會計紀錄等。廉署連日檢視有關文件，初步發現涉案公司懷疑有不少帳目造假的情況，用以掩飾不尋常收入及支出。

在廉署進行拘捕後，警方隨即迅速搜查新界區多個相信由上述有黑社會背景人士操控的不法場所，並成功搗破兩個非法麻雀檔及一個百家樂賭檔，並拘捕32人，分別為14男18女，年齡介乎30歲至75歲，罪名包括「營辦賭博場所」及「在賭場以外任何場所進行賭博」。

「劍鞘」行動後，廉署已主動聯絡涉案屋苑及大廈的相關持分者，提醒他們在跟進涉案工程時需留意的貪污風險。

廉署發言人表示：「廉署一直密切關注樓宇管理及維修的貪污情況，並會繼續與警方及其他政府部門和監管機構保持緊密合作，因應合適個案及早介入，全力打擊及堵截樓宇維修工程中潛在及可能涉及的貪污及其他不法行為。『劍鞘』行動中兩項總值逾1.6億元的工程尚未批出。相關貪污調查仍在進行，廉署不排除再有進一步執法行動。」

警方發言人表示：「警方高度重視有不法份子涉嫌利用非法手段干預樓宇維修工程，並會嚴正追究任何違法行為。警方重申，打擊三合會活動為警方首要行動項目之一，警方絕不容許任何非法、暴力或三合會的活動在社會上發生，並會聯同廉署和其他相關執法部門繼續大力打擊相關的犯罪行為及其收入來源。」

廉署呼籲公眾以及樓宇管理及維修相關業內人士，如懷疑任何貪污行為，應立即向廉署舉報。廉署24小時舉報貪污熱線：25 266 366。警方亦呼籲市民尤其是業主，應該積極參與樓宇管理事務並向執法部門主動舉報任何違法行為。

(完)

March 30, 2026

Press release

ICAC and Police joint operation against corrupt triad infiltration in building maintenance, arrest 42

The Independent Commission Against Corruption (ICAC) has received corruption complaints from the public since mid-2025, alleging that a project consultancy firm had assisted construction contractors to secure building maintenance contracts in various residential estates through bribery.

Detailed intelligence analyses and intensive investigations by the ICAC revealed that the project consultancy firm, which had allegedly secured consultancy contracts of various building maintenance projects at unreasonably low fees, had engaged triad members linked to the firm as middlemen to manipulate the tendering process of the projects through corrupt means, aiming to assist contractors in securing a high-priced contract in a residential estate.

In view of the findings, the ICAC and the Police mounted a joint operation codenamed “Scabbard” for two consecutive days on March 26 and 27, joining hands to crack down on triad infiltration in building maintenance projects through corrupt means, raiding premises controlled by relevant triads for illicit activities.

The ICAC investigation revealed that the project consultancy firm secured the consultancy contract of the grand renovation project of a housing estate under the Tenants Purchase Scheme in the New Territories in mid-2025. The project sum was estimated to be over \$160 million and the consultancy firm secured the consultancy contract at a price far below a reasonable level (i.e. 0.5% of the contract sum). It is suspected that the project consultancy firm would subsequently contact potential bidders through triad members, and by means of bribery, manipulate the tendering process. While the relevant tendering exercise is still at preparatory stage, the ICAC’s early intervention is believed to have prevented the corrupt dealings from taking place and intercepted triad infiltration in the grand renovation project of the

housing estate. (Diagram 1)

In addition, the project consultancy firm secured the consultancy contract for the grand renovation project of a residential building on Hong Kong Island in 2022. The project was subsequently awarded at \$20 million to a project contractor, which had various dubious expenditures totalling several million dollars. Investigation by the ICAC also found that a registered inspector of the project consultancy firm was suspected of failing to fulfil his inspection duties and signed on Building Inspection Reports without conducting any inspection. As the project has already commenced, the ICAC has referred the incident to the Buildings Department for further inspection due to safety concerns. (Diagram 2)

The project consultancy firm, together with a director of the property management company of a residential building in Kowloon, is also suspected of accepting bribes from a project contractor for lobbying its flat owners to award the contract of a fire safety improvement project to the contractor at approximately twice the market price, i.e. \$1.4 million, in early 2026. The contract is yet to be awarded and the enforcement action of the ICAC is believed to have thwarted the illicit dealings. (Diagram 3)

In the operation, the ICAC arrested 10 men aged between 28 and 61, including the proprietor and a registered inspector of a project consultancy firm concerned, several middlemen with triad background, the proprietors of two project contractors and a property management company director.

ICAC officers also executed search warrants to conduct searches at 22 locations, including offices of the project consultancy firm and project contractors, as well as residences of the arrestees. Voluminous exhibits were also seized, including documents relating to the building maintenance projects, as well as banking and accounting records. Reviewing those documents, initial findings by the ICAC suggested that the companies involved in the present case might have fabricated accounting records to cover up dubious incomes and expenses.

Following the ICAC's enforcement actions, the Police swiftly launched raids at multiple locations in the New Territories believed to be controlled by the abovementioned individuals with triad background, shutting down two unlawful Mahjong dens and an illegal baccarat gambling den. A total of 32 individuals, comprising 14 men and 18 women, aged between 30 and 75, were arrested by the Police for offences including "operating gambling establishments" and "gambling in any place not being a gambling establishment".

Following the Operation “Scabbard”, the ICAC had proactively contacted relevant stakeholders of the housing estate and buildings concerned, reminding them to stay vigilant to corruption risks when handling the projects.

An ICAC spokesperson said, “The ICAC has been paying close attention to corruption in building management and maintenance. The Commission will continue to work closely with the Police as well as other government departments and regulatory bodies to combat potential and suspected corruption and other illicit activities in building maintenance projects by intervention at an early stage in cases deemed appropriate. Works contracts of two projects worth totalling over \$160 million revealed in Operation ‘Scabbard’ are yet to be awarded. The relevant corruption investigation is ongoing, and the ICAC does not rule out further enforcement actions.”

“The Police is highly concerned about suspected illegal interference in building maintenance and management projects by criminals. Any illegal activities will be pursued resolutely. The Police reiterates that combating triad activities is one of the Force’s top operational priorities. The Police does not tolerate any unlawful, violent, or triad-related activities in society, and will continue to co-operate with the ICAC and other law enforcement agencies to combat related crimes and cut the source of income of criminals,” a Police spokesperson noted.

The ICAC urges members of the public and practitioners of the building management and maintenance industry to report suspected corruption to the ICAC immediately through its 24-hour hotline (25 266 366). The Police also calls on citizens, particularly property owners, to proactively participate in building management affairs and report any illegalities to law enforcement agencies.

X X X

廉署與警方
「劍鞘」聯合行動

新界區
租者置其屋計劃屋邨
大維修工程

工程顧問公司東主

黑社會成員

工程承辦商

- 工程顧問超低價進場
- 經黑社會暗中聯繫有意入標承辦商
- 行賄受賄操控招標程序

預算工程費逾**\$1.6億**

招標仍在籌備
廉署及早介入
堵截貪污勾當及黑社會滲透

圖 1

廉署與警方
「劍鞘」聯合行動

港島區
單幢住宅大廈
大維修工程

註冊檢驗人員

工程顧問公司東主

工程承辦商

- 工程顧問超低價進場監管總值**\$2,000萬**工程
- 調查顯示承辦商有**數百萬元**不尋常支出
- 註冊檢驗人員沒有履行檢驗職責

工程已經展開
基於安全考慮
已轉介屋宇署跟進

圖 2



圖 3



Diagram 1



Diagram 2



Diagram 3



廉政公署

INDEPENDENT COMMISSION AGAINST CORRUPTION

2026年5月5日

新聞稿

廉署拘七人圖奪樓宇大維修工程 法團主席疑涉貪包庇承辦商
工程顧問隱瞞雙重身分

廉署上星期(4月27日及28日)採取執法行動，打擊一個專門針對單幢樓宇大維修工程的貪污集團，拘捕五男兩女，年齡介乎37歲至75歲，當中包括業主立案法團主席、工程承辦商東主，以及工程顧問公司的董事和聘用的註冊檢驗人員。

廉署早前接獲市民舉報，懷疑位於旺角一座商住大廈的大維修工程招標過程可能涉及貪污。廉署調查揭發被捕承辦商東主，涉嫌透過親友暗中持有涉案工程顧問公司，用低價取得工程顧問合約，並在招標過程中隱瞞承辦商及工程顧問的雙重身分和利益衝突，意圖誘使法團揀選其工程承辦商進行大維修。

廉署調查發現，該工程顧問公司並沒有按法團要求，申報與該工程承辦商的利益衝突，而業主立案法團主席懷疑縱容包庇，可能涉及貪污。因有業主對招標過程存疑，涉案承辦商最終未能獲取該項價值約2,000萬元的工程合約。

廉署調查又發現被捕註冊檢驗人員正職從事金融業，懷疑她在有關工程並沒有根據建築物條例履行檢驗職責而簽署建築物檢驗報告。廉署已同步將相關建築物檢驗資料轉介屋宇署跟進。

廉署人員在行動中搜查多個地點，包括涉案工程顧問公司及工程承辦商的辦公室，以及被捕人士的住所，並檢走相關樓宇維修工程文件和會計紀錄。

廉署在行動中發現涉案工程顧問公司及承辦商亦試圖透過隱瞞關係和利益衝突，以取得另外兩個位於大坑及深水埗的樓宇大維修項目，有關工程正進行招標，合約價值共約600萬元。廉署行動成功堵截有關非法行為，過程中亦已提醒相關業主代表在判授合約時要留意的貪污風險。

- 2 -

相關貪污調查仍在進行中，廉署不排除再有進一步執法行動。

廉署呼籲公眾以及從事樓宇維修及管理業人士，如有任何貪污懷疑，應立即向廉署舉報。廉署24小時舉報貪污熱線：25 266 366。

(完)

May 5, 2026

Press release

Seven arrested by ICAC for alleged bribery for conniving at concealment of contractor's dual role as consultant in grand maintenance projects

Last week (April 27 and 28), the ICAC conducted an enforcement action against a corruption syndicate specifically targeting grand maintenance projects of single-block buildings, arresting five men and two women, aged between 37 and 75, including the chairman of an Incorporated Owners (IO), the proprietor of a project contractor, and directors of a project consultancy firm and a registered inspector employed by the firm.

The ICAC received a public complaint alleging possible corruption in the tender exercise for the grand maintenance project of a single-block composite building in Mong Kok. Investigations revealed that the arrested project contractor's proprietor allegedly controlled the project consultancy firm through his associates, secured the consultancy contract for the grand maintenance project at a low price, and concealed his dual roles as project contractor and consultant, along with his conflicting interests during the tendering process, with intent to induce the IO to select his company as the project contractor.

ICAC enquiries found that the project consultancy firm concerned did not declare its conflicting interests with the project contractor as required by the IO, while the IO chairman was suspected of bribery for conniving at the concealment. As property owners surmised irregularities in the tender exercise, the project contractor eventually failed to secure the \$20 million works contract.

It was also revealed in the ICAC investigation that the arrested registered inspector, who maintained a full-time job in the finance industry, might not have discharged her inspection duties in accordance with the Buildings Ordinance when signing Building Inspection Reports. The ICAC has referred the relevant inspection information in parallel to the Buildings Department for follow-up action.

ICAC officers conducted searches at multiple locations, including the offices of the project consultancy firm and the project contractor, as well as residences of the arrestees, seizing relevant documents related to the grand maintenance projects and accounting records.

It was revealed in the ICAC operation that the project consultancy firm and project contractor also concealed their relationship and conflicting interests in two other grand maintenance projects currently undergoing tender exercises – one in Tai Hang and another in Sham Shui Po – to secure contracts with a total contract sum of about \$6 million. The ICAC successfully intercepted these illicit activities and reminded property owners of potential corruption risks during contract awards.

As the relevant corruption investigation is ongoing, the ICAC does not rule out further enforcement actions.

The ICAC urges members of the public and practitioners in the building management and maintenance industry to report suspected corruption to the ICAC immediately through its 24-hour hotline at 25 266 366.

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廉政公署

INDEPENDENT COMMISSION AGAINST CORRUPTION

2026年3月25日

新聞稿

廉署持續打擊樓宇大維修工程貪污起訴五人涉三個屋苑

廉政公署持續打擊樓宇大維修工程貪污，星期一(3月23日)分三宗案件落案起訴五名人士，控告他們涉嫌就三個屋苑的大維修工程，行賄有關屋苑的業主立案法團(法團)成員及業主代表。三個涉案屋苑的工程總值約9,000萬元。案件今早(3月25日)在東區裁判法院提訊。

廉署一直密切關注涉及樓宇管理及維修的貪污情況，採取結合執法、預防及教育的「三管齊下」的全方位策略，並持續與相關政府部門及機構緊密合作，全力打擊樓宇維修工程中可能出現的貪污及其他不法行為。

廉署早前與競爭事務委員會採取代號為「獵槍」的聯合行動，成功搗破一個涉嫌透過貪污和圍標手段，以操控樓宇維修工程招標程序的犯罪集團。經深入調查及徵詢法律意見後，廉署落案起訴四男一女。

五名被告為張焯權、周淑霞及三名中間人黃湘豫、鄭國歡及江寶材，年齡介乎42歲至70歲，共被控八項罪名，即七項向代理人提供利益罪名，違反《防止賄賂條例》第9(2)(a)條，以及一項串謀向代理人提供利益，違反《防止賄賂條例》第9(2)(a)條及《刑事罪行條例》第159A條。

涉案三個屋苑分別為柴灣茵翠苑、堅尼地城海都樓及葵涌怡勝花園，它們案發時正展開大維修工程。

首宗案件控罪指張焯權及茵翠苑時任法團秘書周淑霞涉嫌於2022年9月至2023年2月期間，串謀向屋苑一名時任法團成員提供一筆金額不詳的賄款，以協助與張焯權有聯繫的承辦商取得該屋苑的大維修工程合約。該法團成員拒絕受賄，亦沒有協助相關承辦商取得工程合約。案發時，茵翠苑業主大會通過以約3,900萬元將相關大維修工程合約判給志富建築(集團)有限公司，但其

後在另一業主大會推翻有關決定。周淑霞當時正為張焯權的一間公司工作，而她出任茵翠苑法團秘書時，並非屋苑的業主或居民。

另一宗案件涉及海都樓的大維修工程，最初居民通過決議，將有關工程以約3,100萬元判給祥利建築公司(祥利)，但部分海都樓業主其後入稟土地審裁處，要求推翻該決議。相關三項控罪指鄭國歡及江寶材涉嫌於2022年10月至2024年2月期間，先後向一名海都樓業主代表提供一封未有指明金額的利是及兩筆分別為數萬元及50萬元的賄款，以協助游說其他業主停止反對祥利獲批該工程合約，及協助該宗土地審裁處案件達致庭外和解。該名業主代表拒絕受賄，亦沒有向二人提供協助。向土地審裁處入稟要求推翻決議的居民最終獲勝訴。

第三宗案件四項控罪指黃湘豫涉嫌於2020年7月至2024年4月期間，先後四次向怡勝花園一名時任法團成員提供未有指明金額的賭場籌碼及價值約50,000元的裝修服務，以協助黃湘豫推薦的工程顧問及承辦商取得怡勝花園大維修顧問及工程合約。該法團成員並沒有接受黃湘豫提供的利益，亦沒有協助相關工程顧問或承辦商取得合約。怡勝花園大維修工程的工程顧問合約，最終由鴻毅建築師有限公司獲得，而有關工程合約則由俊豪建築工程有限公司取得，合約金額逾2,100萬元。

相關貪污調查仍在進行，廉署不排除會有更多人士被檢控。

廉署提醒公眾及樓宇管理及維修相關業內人士，如懷疑任何貪污行為，應立即向廉署舉報。廉署24小時舉報貪污熱線：25 266 366。

(完)

March 25, 2026

Press release

Five linked to three housing estates charged in ICAC's ongoing crackdown on corruption in grand renovation projects

The ICAC, in its ongoing effort to crack down on corruption in grand renovation projects, charged five individuals in three cases on Monday (March 23) for allegedly

offering bribes to members of incorporated owners (IO) and a representative of flat owners in relation to the grand renovation projects of three housing estates with project sums totalling about \$90 million. The cases are set for mention at the Eastern Magistrates' Courts this morning (March 25).

Paying close attention to corruption in building management and maintenance, the ICAC adopts a three-pronged strategy of law enforcement, systemic prevention and community education, and works closely with other government departments and organisations in combating corruption and other illicit activities in building maintenance works.

The ICAC had earlier mounted a joint operation codenamed "Shotgun" with the Competition Commission, resulting in the successful crackdown on a crime syndicate allegedly engaged in manipulating the tendering exercises of building maintenance projects through bribery and bid-rigging. After conducting intensive investigations and seeking legal advice, the ICAC yesterday charged four men and one woman.

The five defendants, aged between 42 and 70, are Cheung Kwing-kuen and Chow Shuk-ha, and three middlemen, namely Wong Sheung-yu, Cheng Kwok-foon and Kong Po-choy. They face a total of eight charges – seven of offering an advantage to an agent, contrary to section 9(2)(a) of the Prevention of Bribery Ordinance (POBO), and one of conspiracy to offer an advantage to an agent, contrary to section 9(2)(a) of the POBO and section 159A of the Crimes Ordinance.

The three housing estates in the present cases, Yan Tsui Court in Chai Wan, Hoi Tao Building in Kennedy Town and Victory Garden in Kwai Chung, were undergoing grand renovation projects at the material times.

In the first case, the charge alleges that between September 2022 and February 2023, Cheung and Chow, then member secretary of the IO of Yan Tsui Court, conspired together to offer an unspecified sum of money to a then IO member to assist contractors associated with Cheung in securing the grand renovation contract of Yan Tsui Court. The IO member rejected bribes and did not assist the contractors to secure the works contract. At an owners' meeting, Yan Tsui Court's grand renovation contract was awarded to Chi Fu Construction (Group) Limited at \$39 million by resolution. The resolution was subsequently overturned at another owners' meeting. At the material time, Chow worked for a company of Cheung. When Cheung assumed the position of the IO's secretary, she was neither a flat owner nor a resident of Yan Tsui Court.

Another case concerns the grand renovation project of Hoi Tao Building. The works contract was originally awarded to a contractor, Cheung Lee Construction Co (Cheung Lee), at \$3.1 million by resolution of flat owners. Some flat owners subsequently filed a case with the Lands Tribunal, requesting the overturning of the resolution. The three charges allege that between October 2022 and February 2024, Cheng and Kong, allegedly offered a red packet of an unspecified amount and two bribes of several tens of thousands of dollars and \$500,000 respectively, to a representative of flat owners to assist in persuading other flat owners to stop opposing the award of the works contract to Cheung Lee, and to assist in reaching a settlement of the Lands Tribunal case. The representative did not accept the bribes and did not offer any assistance to the duo. The Lands Tribunal eventually ruled in favour of the flat owners who filed the case.

In the third case, the four charges allege that on four occasions between July 2020 and April 2024, Wong offered an unspecified amount of casino chips and renovation services worth \$50,000 to a then member of the IO of Victory Garden to assist the project consultants and contractors recommended by Wong in securing the consultant and works contracts of the grand renovation project of housing estate. The IO member did not accept the advantages offered by Wong and did not assist the project consultants or contractors in obtaining any contracts. The consultancy contract for the grand renovation project of Victory Garden was eventually awarded to Will Power Architects Company Limited while the relevant works contract worth over \$21 million was awarded to Smart Goal Construction Engineering Limited.

As the relevant corruption investigation is continuing, further prosecutions will not be ruled out.

The ICAC urges members of the public and practitioners of the building management and maintenance industry to report suspected corruption to the ICAC immediately through its 24-hour hotline (25 266 366).

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