

## Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

**Controlling officer:** the Commissioner, Independent Commission Against Corruption will account for expenditure under this Head.

Estimate 2025–26 .....	<b>\$1,397.4m</b>
Establishment ceiling 2025–26 (notional annual mid-point salary value) representing an estimated 1 556 non-directorate posts as at 31 March 2025 reducing by one post to 1 555 posts as at 31 March 2026.....	<b>\$1,199.2m</b>
In addition, there will be an estimated 19 directorate posts as at 31 March 2025 reducing by one post to 18 posts as at 31 March 2026.	
Commitment balance .....	<b>\$4.0m</b>

### Controlling Officer’s Report

#### Programmes

<p><b>Programme (1) Corruption Prevention</b>  <b>Programme (2) Operations</b>  <b>Programme (3) Preventive Education</b>  <b>Programme (4) Enlisting Support</b></p>	<p>These programmes contribute to Policy Area 13: Anti-corruption (Commissioner, Independent Commission Against Corruption).</p>
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#### Detail

##### Programme (1): Corruption Prevention

	2023–24 (Actual)	2024–25 (Original)	2024–25 (Revised)	2025–26 (Estimate)
Financial provision (\$m)	99.8	97.2	102.5 (+5.5%)	<b>102.3</b> (–0.2%)
				(or +5.2% on 2024–25 Original)

#### Aim

2 The aim is to identify and eliminate opportunities for corruption in government bureaux/departments (B/Ds) and public bodies (PBs), and advise the private sector on corruption prevention.

#### Brief Description

3 The Corruption Prevention Department (CPD) of the Independent Commission Against Corruption (ICAC) examines public sector procedures, makes recommendations to reduce corruption risks through assignment studies, and monitors the implementation of agreed recommendations. In addition, CPD gives timely corruption prevention advice through consultation, and is proactive in providing early input to the Government’s new initiatives and projects to enhance their robustness in terms of system integrity. In 2024, CPD completed 69 assignment reports which covered various B/Ds and PBs performing a wide range of functions.

4 CPD also provides free and tailor-made advisory services to the private sector proactively and on request, including business operators in various industries and private organisations engaged or entrusted by the Government to deliver public services. In 2024, the Corruption Prevention Advisory Service (CPAS) handled 929 public enquiries through its hotline. In addition, CPD had made wider use of its CPAS web portal to disseminate corruption prevention tips, advice and various resources to the private sector. There were over 286 200 visits to the web portal, including over 118 600 downloads (of corruption prevention publications) and views (of training videos and other corruption prevention resources).

5 In 2024, CPD accomplished the following major work -

- supported and assisted B/Ds, PBs and related organisations in enhancing governance capability and governance efficacy, including developing the “Integrity and Corruption Prevention Guide for National Sports Associations (NSAs)” and “Corruption Prevention Guide on Governance and Internal Control for Non-Governmental Organisations (NGOs)” to assist NSAs and NGOs to strengthen their integrity management system and corruption prevention safeguards; collaborating with the Civil Service Bureau (CSB) to update and promulgate the “Sample Guide on Conduct Matters for Civil Servants”; conducting a seminar for internal auditors of B/Ds and building a network with them; conducting reviews of various innovation and technology funding schemes; and devising the “Project Integrity Management Framework” for public works projects to assist stakeholders in effectively managing integrity risks when implementing the projects;

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- supported and assisted the development/enhancement of Hong Kong as an international centre for business, including launching the “Banking Industry Integrity Charter” with the support of the Hong Kong Monetary Authority and the Hong Kong Association of Banks; joining hands with the Chinese General Chamber of Commerce, Hong Kong to promote the “Business Sector Integrity Charter”; collaborating with the Construction Industry Council to introduce the first-ever Integrity Management Award to provide incentives to construction companies for taking measures to prevent corruption; and devising the framework of the “Integrity Compliance Management System” for listed companies;
  - supported and assisted B/Ds, PBs and related organisations in implementing initiatives, projects and services important to people’s livelihood, including assisting the Home Affairs Department to review the relevant administrative guidelines subsequent to the passing of the Building Management (Amendment) Bill 2023; providing advice to the Urban Renewal Authority on a number of major building rehabilitation schemes; assisting the Property Management Services Authority (PMSA) to review their regulatory framework; developing corruption prevention material on building maintenance; assisting the Buildings Department to strengthen its control regime of new building works, registered building professionals, registered contractors and technically competent persons; providing advice to the Housing Bureau and the Architectural Services Department on Light Public Housing projects; assisting the Invest Hong Kong to strengthen the safeguards in the New Capital Investment Entrant Scheme; and providing training to staff members of the Hong Kong Exchanges and Clearing Limited; and
  - collaborated with the Digital Policy Office (DPO) to assist B/Ds to enhance their corruption prevention capabilities through digitalisation of work processes; and made over 160 recommendations to B/Ds and PBs on the adoption of technology/digitalisation to enhance corruption prevention capabilities.
- 6 The key performance measures are:

### *Targets*

	Target	2023 (Actual)	2024 (Actual)	2025 (Plan)
assignment reports produced .....	at least 67	71	69	70
response to private sector requests for corruption prevention advice within two working days (%) .....	100	100	100	100

### *Indicators*

	2023 (Actual)	2024 (Actual)	2025 (Estimate)
areas awaiting study <sup>‡</sup> .....	206	—	—
previous assignments requiring monitoring <sup>‡</sup> .....	570	—	—
no. of occasions private sector entities given corruption prevention advice .....	1 447	1 230	N.A.§
no. of occasions public sector organisations advised through consultation .....	636	553	N.A.§

<sup>‡</sup> Indicators removed as from 2024 to prevent misinterpretation as the two indicators could not fully reflect the workload and performance of CPD.

<sup>§</sup> An estimate cannot be provided as it depends on the number of organisations requesting CPD’s services.

### *Matters Requiring Special Attention in 2025–26*

- 7 During 2025–26, CPD will continue to:
- support and assist B/Ds, PBs and related organisations in enhancing their governance capability and efficacy by, among other things, providing input on integrity management and corruption prevention;
  - work with relevant stakeholders, including the DPO, to assist B/Ds and PBs in enhancing their corruption prevention capabilities through digitalisation of work processes;
  - establish/maintain partnerships with major stakeholders of respective industries to provide support and assist private companies in enhancing their integrity management and corruption prevention capacity;
  - support and assist B/Ds, PBs and related organisations in enhancing integrity management in initiatives, projects and services related to people’s livelihood, including housing, building rehabilitation and infrastructure development; and
  - strengthen international collaboration on corruption prevention by, among other things, jointly hosting an event and developing a publication with the United Nations Office on Drugs and Crime (UNODC) that will involve the participation of/inputs from many anti-corruption agencies (ACAs)/related professionals worldwide.

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### Programme (2): Operations

	2023–24 (Actual)	2024–25 (Original)	2024–25 (Revised)	<b>2025–26 (Estimate)</b>
Financial provision (\$m)	1,043.7	1,080.9	1,103.8 (+2.1%)	<b>1,099.7</b> (–0.4%)
				(or +1.7% on 2024–25 Original)

#### *Aim*

8 The aim is to enforce the law vigilantly and professionally in order to seek out and eradicate corruption wherever it exists.

#### *Brief Description*

9 The Operations Department (OPS) of the ICAC investigates every pursuable report of corruption. In view of the insidious nature of corruption, it also adopts a proactive strategy to seek out unreported corruption and strengthen intelligence collection and analysis capability. OPS strives to achieve a high degree of professionalism and operational effectiveness in order to foster public confidence in the ICAC and encourage the community to report corruption with a view to deterring the corrupt.

10 In 2024, a total of 1 636 pursuable corruption complaints (excluding election complaints) were received by the ICAC, representing an increase of about four per cent compared with 1 566 complaints received in 2023. The complexity and magnitude of many corruption cases called for highly intensive investigation efforts. As at 31 December 2024, the investigation caseload of the ICAC stood at 1 217 cases (including 108 election cases).

11 In coping with the increasing complexity and sophistication of corruption investigations, OPS accomplished the following in 2024–25:

- increased enforcement efforts, including mounting large-scale operations, targeting suspected corrupt practices especially in sectors more vulnerable to corruption, such as building management, construction as well as finance and insurance;
- prioritised and allocated investigative resources strategically while enhancing officers' investigative skills through various training and development initiatives, particularly in digital forensics and financial investigation, in order to improve overall effectiveness in combatting corruption;
- enhanced operational collaboration, co-operation and professional exchange with other stakeholders locally and outside Hong Kong in order to fight corruption more effectively, including joint operations with regulatory bodies, such as the Accounting and Financial Reporting Council, the Competition Commission, the Insurance Authority and the Securities and Futures Commission;
- continued to leverage technology in various investigative processes in order to enhance the professional and operational capabilities of investigating officers; and
- enhanced the professional competence of ICAC officers in combatting corruption by attaining the accreditation status granted by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications for the newly established Hong Kong International Academy Against Corruption (HKIAAC) and the Professional Diploma in Anti-corruption.

12 The key performance measures are:

#### *Targets*

	Target	2023 (Actual)	2024 (Actual)	<b>2025 (Plan)</b>
complainants making pursuable corruption complaints contacted for interview within 48 hours (%).....	100	100	100	<b>100</b>
complainants making non-corruption complaints contacted within two working days to obtain consent to refer their complaints to relevant authorities (%).....	100	100	100	<b>100</b>
pursuable corruption investigations completed within 12 months (%).....	90.0	89.1	89.1	<b>90.0</b>

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### Indicators<sup>Ψ</sup>

	2023 (Actual)	2024 (Actual)
pursuable corruption complaints .....	1 566	1 636
non-pursuable corruption complaints .....	435	422
investigations completed# .....	1 503	1 388
persons prosecuted# .....	204	207
persons convicted# .....	137 <sup>λ</sup>	119
persons formally cautioned# .....	23	18
government officers recommended for disciplinary or administrative action.....	62	64

Ψ The indicators do not include election cases in order to provide a more accurate indication of general corruption trends.

# The figures included cases that were carried forward from previous years and completed.

λ The conviction figures for 2023 was updated to take account of two appeal cases which were determined in 2024 in favour of the appellant.

### Matters Requiring Special Attention in 2025–26

**13** During 2025–26, OPS will:

- continue to implement a comprehensive investigative strategy that integrates effective law enforcement, timely intervention and proactive approach to detect possible corruption threats and frustrate corrupt activities;
- intensify enforcement actions against suspected corrupt practices, particularly in sectors more susceptible to corruption, such as building management, construction as well as finance and insurance;
- take prompt and decisive enforcement action against suspected corrupt and illegal conduct relating to the 2025 Legislative Council General Election to ensure the election is open, fair and honest;
- continue to prioritise and deploy investigative resources in a strategic and flexible manner while enhancing the professional competence of officers in combatting corruption in order to effectively deal with the increasingly complex corruption cases;
- further strengthen operational liaison, co-operation and collaboration with other stakeholders locally and outside Hong Kong in order to fight corruption more effectively; and
- continue to leverage information technology to enhance investigative capabilities in the fight against corruption.

### Programme (3): Preventive Education

	2023–24 (Actual)	2024–25 (Original)	2024–25 (Revised)	2025–26 (Estimate)
Financial provision (\$m)	96.6	105.6	106.9 (+1.2%)	97.7 (–8.6%)
				(or –7.5% on 2024–25 Original)

### Aim

**14** The aim is to promote better public understanding of corruption and encourage target groups to take positive action.

### Brief Description

**15** The ICAC achieves the aim through an “Ethics for All” preventive education and publicity strategy adopted by its Community Relations Department (CRD), covering mainly four target-based areas:

- promoting ethics and corruption prevention in the private sector, including non-profit-making organisations;
- promoting integrity management in the Government and PBs;
- instilling positive values amongst young people; and
- educating candidates and voters to ensure clean public elections.

16 The Hong Kong Business Ethics Development Centre (HKBEDC), established under the auspices of CRD, continued to maintain long-standing partnership with chambers of commerce, trade associations and professional bodies to promote business ethics as the first line of defence against corruption. Tailor-made integrity training and thematic webinars are provided to employees of different trades and industries, such as construction, insurance, financial services, banking, etc. An array of online resources is also available on HKBEDC's website (<https://hkbedc.icac.hk>). In 2024, HKBEDC continued to organise Continuous Professional Development courses for governance professionals to raise their awareness of the latest legal and regulatory requirements as well as their guardian role in ethical management. In addition, the Integrity Promotion Programme for the Medical and Healthcare Industry was promulgated through medical professional bodies, private hospitals, medical groups and private clinics, encouraging practitioners to utilise ICAC's integrity resources and services.

17 The ICAC maintained collaboration with the Hong Kong Talent Engage (HKTE), reaching out to high quality talents interested in relocating to Hong Kong for long-term development. To assist incoming talents in understanding Hong Kong's anti-corruption laws as well as its clean and fair environment, the ICAC conducted presentations in seminars organised by HKTE and other related organisations. Besides, ICAC messages were widely disseminated to incoming talents through short videos, a thematic webpage and social media posts.

18 The ICAC continued to conduct talks for all imported workers on anti-corruption laws within eight weeks of their arrival in Hong Kong through various labour importation schemes. To enhance their vigilance against corruption, the ICAC further disseminated integrity messages through multiple online and offline channels, along with other publicity initiatives at their workplaces and quarters.

19 The ICAC continued to adopt a proactive approach in offering preventive education services to flat owners, members of owners' corporations and other stakeholders for enhancing their awareness of and engagement in clean building management. In addition to an enquiry hotline, a dedicated website (<https://bm.icac.hk>) was maintained to provide one-stop service for building management stakeholders. Collaboration with PMSA, property management companies, professional bodies, trade associations and tertiary education institutions continued throughout the year to synergise the concerted efforts in promoting professional ethics in the industry.

20 For the government sector, the ICAC continued to enhance integrity training for government officers at different levels. Under the Ethical Leadership Programme, the ICAC joined hands with CSB to organise a thematic workshop for Ethics Officers on supervisory accountability, a briefing for Assistant Ethics Officers on integrity management and seminars on the common law offence of misconduct in public office for civil servants at different ranks. In collaboration with the Civil Service College (CSC), ICAC sessions were arranged for senior officers joining CSC's flagship leadership development programmes as well as intakes attending the Induction Programme for Civil Service New Recruits. In 2024, regular integrity training was provided to over 35 000 government officers in 79 B/Ds.

21 The ICAC invited all chairpersons and members of the District Council (2024–2027) to visit its headquarters to learn about ICAC's latest work strategies through in-depth exchange with ICAC officers. Some District Council members promptly shared their positive experience of the visit on social media, demonstrating their support to the anti-corruption cause. Briefings were also organised for members of District Services and Community Care Teams to reinforce their vigilance in corruption prevention.

22 The ICAC continued to organise engagement programmes to promote integrity to young people of different developmental stages. Under the ICAC ELITE Youth Leadership Programme, multifarious activities were arranged for senior secondary and tertiary students who had a passion for fighting corruption and had leadership potentials. Activities included study tours to Xi'an and Macao to deepen young leaders' understanding of the motherland's graft-fighting initiatives, cultural heritage and economic development, and foster their sense of national identity. To further broaden participants' international perspective, they were arranged to meet with representatives of ACAs worldwide during the latter's visit to the ICAC.

23 The ICAC continued to develop moral education resources to support teachers and parents in cultivating positive values among the younger generation. During the year, a teaching package with elements promoting integrity, rule of law, sense of national identity, etc. was developed in response to the implementation of the new "Citizenship, Economics, and Society" curriculum in secondary schools. Moral education picture books were produced for young children along with other learning and teaching resources aggregated on a dedicated portal (<https://me.icac.hk>) for use by teachers and parents.

24 To uphold a clean and fair Rural By-election conducted in late 2024, the ICAC organised briefings for candidates, Returning Officers and electoral staff to explain the Elections (Corrupt and Illegal Conduct) Ordinance (Cap. 554) (ECICO) requirements, distributed reference materials to all candidates and voters, maintained a thematic website to provide up-to-date information and operated a hotline to answer enquiries.

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25 The key performance measures are:

### *Targets*

	Target	2023 (Actual)	2024 (Actual)	2025 (Plan)
business organisations reached.....	at least 1 500	4 640	4 957	3 300
non-profit-making organisations reached...	at least 1 000	2 656	2 207	2 200
government departments/PBs reached.....	at least 120	147	143	130
schools reached.....	at least 600	885	934	650

### *Indicators*

	2023 (Actual)	2024 (Actual)	2025 (Estimate)
business organisations which have used ICAC's corruption prevention service .....	628	610	— <sup>τ</sup>
employees in the business sector who have received training in corruption prevention and business ethics .....	94 345	119 044	70 000
employees and members of non-profit-making organisations who have received training in corruption prevention .....	13 195	15 101	9 000
civil servants/staff of PBs who have received training in corruption prevention .....	48 006	50 009	38 000
student participants of integrity and ethics promotion activities/programmes .....	270 086	281 655	220 000
election candidates/agents contacted.....	1 333	76	N.A. <sup>¶</sup>
candidates/agents who have attended the ECICO briefings...	310	8	N.A. <sup>¶</sup>

<sup>τ</sup> Indicator to be removed as from 2025 as the indicator of “employees in the business sector who have received training in corruption prevention and business ethics” and the target of “business organisations reached” can more directly and effectively reflect CRD’s work for the business sector.

<sup>¶</sup> An estimate cannot be provided as it depends on the number of candidates standing for elections and by-elections, if any, held in the year.

### *Matters Requiring Special Attention in 2025–26*

26 During 2025–26, the ICAC will:

- continue to provide anti-corruption education for and promote integrity messages to imported workers and incoming talents under various labour importation and talent admission schemes launched by the Government;
- host a territory-wide building management summit to bring together District Council members, representatives of relevant B/Ds, PBs and building management organisations, professionals and flat owners for in-depth exchanges on integrity and quality building management;
- continue to organise training and engagement activities under the ICAC ELITE Youth Leadership Programme to nurture young people to become future leaders who possess an international perspective, embrace integrity and uphold the rule of law; and
- launch the “Support Clean Elections” Programme which comprises a series of education and publicity activities to uphold integrity and fairness in the public elections in 2025.

### **Programme (4): Enlisting Support**

	2023–24 (Actual)	2024–25 (Original)	2024–25 (Revised)	2025–26 (Estimate)
Financial provision (\$m)	96.6	105.6	106.9 (+1.2%)	97.7 (–8.6%)
				(or –7.5% on 2024–25 Original)

### *Aim*

27 The aim is to promote public awareness of the evils of corruption, foster public confidence in and support for the work of the ICAC, encourage reporting of corruption, publicise to the international community Hong Kong’s effective anti-corruption regime as an important competitive advantage of Hong Kong, and consolidate the leading role of Hong Kong and the ICAC in the global fight against corruption.

### *Brief Description*

28 The aim of the programme is achieved by:

- organising activities in the community to keep the public vigilant against corruption and abreast of the work of the ICAC;
- publicising various initiatives of the ICAC through extensive media channels to enhance public understanding of the work of the ICAC, encourage reporting of corruption and enlist their support;
- facilitating exchange and co-operation with Mainland and overseas counterparts, including those in Belt and Road (B&R) countries and international organisations, so as to promote to the international community the ICAC's anti-corruption strategies and work as well as Hong Kong's effective anti-corruption regime;
- organising professional anti-corruption training for graft-fighters worldwide and local public and private sectors through the newly established HKIAAC, as well as promoting the exchange of anti-corruption experiences among anti-corruption experts and scholars; and
- leveraging the leading role in the International Association of Anti-Corruption Authorities (IAACA) to advance the effective implementation of the United Nations Convention against Corruption (UNCAC) through global and regional collaboration.

29 The ICAC continued to garner public support and encourage the reporting of corruption through community engagement activities. To mark its 50th anniversary in 2024, the ICAC engaged members of the public from diverse sectors of the society to participate in commemorative events to witness Hong Kong's anti-corruption achievements over the past 50 years. Engagement activities under the theme "Fighting Corruption: The Mission Continues" included running events, virtual walks, a photo and video collection campaign, a youth video competition and district involvement projects. Members of the ICAC Club continued to serve actively as volunteers in ICAC's community education and publicity activities with aggregate service hours reaching over 78 500 since its inception in 1997.

30 The ICAC Open Day held in August 2024 attracted the participation of over 5 000 citizens and its publicity videos generated huge publicity mileage with over 2 million viewership. Furthermore, the ICAC set up a café named "1974" inside the ICAC Building in November 2024. This unique café, integrated with features of education and publicity, allowed visitors from Hong Kong, the Mainland or abroad to explore ICAC's work up close while savouring the signature "ICAC coffee" of Hong Kong and also to discover the resolute commitment and endeavours of the ICAC in fighting corruption.

31 The ICAC has been enhancing its media publicity efforts to connect with the general public. Press briefings on major corruption cases were live-broadcast on the "Hong Kong ICAC" Facebook page to enhance public awareness of enforcement efforts and showcase the professionalism of ICAC officers. In addition to its existing social media accounts on Facebook, Instagram, YouTube, LinkedIn, WeChat and Weibo, the ICAC launched its official Xiaohongshu account titled "Hong Kong ICAC" in 2024. Viral videos were also produced and work partners' social media networks were leveraged to amplify the publicity impact of integrity messages across the territory.

32 A new season of "ICAC Investigators 2024", jointly produced by the ICAC and Television Broadcasts Limited, was broadcast in October 2024 and reached a record high of 10.54 million viewers. In addition, a special commemorative publication was produced to showcase through historical photos Hong Kong's anti-corruption journey and the work of the ICAC in the past five decades.

33 The latest annual survey revealed that members of the public continued to show zero tolerance to corruption. On a rating scale of 0 to 10, of which 0 represented total rejection and 10 total tolerance of corruption, the mean score for 2023 was 0.3. An overwhelming majority (96.7%) of respondents believed that integrity was important for Hong Kong's development, indicating that the core value of integrity was deeply rooted in Hong Kong. Besides, 98.9 per cent of respondents said they had not personally encountered corruption in the past year. Similar findings were recorded in the past ten years, reflecting that Hong Kong was a very clean society.

34 During 2024, the HKIAAC addressed the keen demand of the international community for anti-corruption training. A total of 23 international training programmes were held, including 14 tailored for ACAs of different countries. Some of these programmes were co-hosted with international organisations such as UNODC, the Asian Development Bank - Organisation for Economic Co-operation and Development Anti-Corruption Initiative for Asia and the Pacific and the IAACA, covering topics such as financial investigation, leveraging innovation and technology in fighting and preventing corruption, and cross-boundary asset recovery. The HKIAAC also hosted the flagship ICAC Leadership and Executive Development Programme in November 2024. In total, over 2 000 anti-corruption personnel from 75 jurisdictions benefitted from these HKIAAC programmes.

35 The ICAC strengthened its strategic partnership with UNODC to enhance international collaboration. A memorandum of understanding (MoU) was signed between the two institutions in May 2024 to demonstrate mutual commitment to anti-corruption cooperation. The Commissioner, ICAC attended international conferences held by UNODC's Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network) and Central Asian Regional Platform for Fast-Tracking the Implementation of the UNCAC to call for the participating agencies to unite in the fight against corruption. The ICAC and UNODC also co-hosted training programmes in Hong Kong, Mongolia and Kazakhstan to assist countries worldwide in enhancing their anti-corruption capabilities.

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36 The ICAC actively contributed to the promotion of integrity building in the nation’s B&R Initiative. In 2024, the ICAC concluded MoUs with six B&R and other countries, namely Indonesia, Kazakhstan, Maldives, Mauritius, Saudi Arabia and South Africa, to strengthen the joint efforts in combatting and preventing corruption. A training programme was organised in September 2024 for 27 anti-graft practitioners from 13 B&R countries to enhance their capabilities in fighting and preventing corruption in major infrastructure projects. Besides, bilateral meetings were conducted with ACAs in B&R countries throughout the year to foster and maintain collaborations.

37 Serving as the Presidency and Secretariat of the IAACA, the ICAC continued to lead the IAACA in promoting international anti-corruption cooperation in 2024. In addition to organising training events in collaboration with international organisations and ACAs from various countries such as Kenya, the Republic of Korea, Malaysia and South Africa, the IAACA also expanded global connections and strengthened its role in the international anti-corruption community. In 2024, the IAACA Secretariat arranged two executive committee meetings and over 40 bilateral meetings with ACAs and organisations around the world. The IAACA also joined the UNODC GlobE Network as an observer in September 2024. With ICAC’s vigorous efforts, the number of organisational members of the IAACA increased from 122 when the ICAC assumed the presidency in 2022, to 180 by the end of 2024.

38 The ICAC, the HKIAAC and the IAACA continued to leverage its tripartite partnership, giving full play to its synergy to deepen collaboration with ACAs and international organisations worldwide. In May 2024, the ICAC and the IAACA successfully hosted the 8th ICAC Symposium, where over 500 representatives from about 180 anti-corruption and law enforcement agencies of nearly 60 jurisdictions gathered in Hong Kong to chart a new path to combat corruption. During the event, the IAACA adopted the historic “Hong Kong Declaration on Strengthening International Cooperation in Preventing and Fighting Corruption”, which was the first-ever international anti-corruption declaration named after Hong Kong. The HKIAAC and the IAACA also co-hosted a back-to-back training programme, including a study trip to Changsha, Hunan Province for 50 representatives from 20 ACAs and law enforcement agencies to enhance their understanding of the Mainland’s anti-corruption development.

39 The ICAC also strengthened exchanges and co-operation with the ACAs in the Mainland and Macao in support of the national anti-corruption policy and strategic development of the Guangdong-Hong Kong-Macao Greater Bay Area (GBA). Under the support and arrangement of the National Commission of Supervision (NCS) and the Commission Against Corruption of Macao, ICAC officers participated in study visits to the Mainland and Macao for exchange of anti-corruption experience. Under the coordination of the NCS, the ICAC is in full swing compiling a guide on doing business with integrity in the GBA, which will serve as a corruption prevention guide for cross-boundary enterprises.

40 The key performance measures are:

### *Targets*

	Target	2023 (Actual)	2024 (Actual)	2025 (Plan)
response to requests for anti-corruption service/information within two working days (%).....	100	100	100	100
advertising campaign.....	1 in every 2 to 3 years	0	0	— <sup>v</sup>
ICAC drama series.....	1 series in every 2 to 3 years	0	1	0

<sup>v</sup> Target to be removed as from 2025. The last advertising campaign was conducted in 2022. Upon review, the resources would be reallocated to other initiatives with better publicity impact.

### *Indicators*

Public support for the cause of the ICAC can also be reflected by the following:

	2023 (Actual)	2024 (Actual)	2025 (Estimate)
organisations which have jointly organised publicity projects with the ICAC or provided assistance in ICAC publicity projects.....	832	751	750

The ICAC has maintained a number of online platforms to promote anti-corruption and probity messages and has also actively engaged partners to promote probity messages through their online platforms. The number of visits is:

	2023 (Actual)	2024 (Actual)	2025 (Estimate)
no. of visits to ICAC’s online platforms and no. of reach to online platforms of ICAC’s partners.....	7 292 000	27 279 000	28 000 000



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ICAC's performance in furtherance of international co-operation and exchange can be reflected by the following:

	2023 (Actual)	2024 (Actual)	2025 (Estimate)
ACAs/international organisations reached <sup>α</sup> .....	484	—	—
anti-corruption practitioners reached through trainings, meetings or seminars <sup>α</sup> .....	4 060	—	—
training activities, study visits or meetings organised and consultancy services provided, and number of international/regional conferences participated <sup>α</sup> .....	133	—	—
professional anti-corruption training programmes for anti-corruption and related organisations worldwide organised by the HKIAAC <sup>^</sup> .....	—	23	20
professional anti-corruption training programmes for local public and private sectors organised by the HKIAAC <sup>^</sup> ....	—	11	10
participants benefitting from the training programmes organised by the HKIAAC <sup>^</sup> .....	—	2 613	2 000
anti-corruption and related organisations reached <sup>^</sup> .....	—	537	500
members of anti-corruption and related organisations worldwide reached <sup>@</sup> .....	—	5 469	4 500
international co-operation and exchange activities organised/participated <sup>ω</sup> .....	—	271	220

<sup>α</sup> In view of the establishment of the HKIAAC in 2024 and taking into account ICAC's latest development in international co-operation and exchange work, the three indicators introduced in 2023 are subsumed into the newly added indicators as from 2024.

<sup>^</sup> New indicators as from 2024.

<sup>@</sup> New indicator as from 2024. Members of anti-corruption and related organisations worldwide reached by training programmes organised by the HKIAAC have been excluded.

<sup>ω</sup> New indicator as from 2024. Training programmes organised by the HKIAAC have been excluded.

### ***Matters Requiring Special Attention in 2025–26***

**41** During 2025–26, the ICAC will:

- revamp the ICAC Exhibition Hall with technology driven facilities and open it up for public visits by appointment for an immersive anti-corruption journey;
- launch an information channel on social media platforms to feature the work of the ICAC and corruption cases, with a view to enhancing ICAC's transparency;
- continue to carry out the ICAC Annual Survey to assess the community's attitude towards corruption and align ICAC's education and publicity strategies to better meet public needs;
- continue to provide specialised training through the HKIAAC for overseas ACAs and related organisations (in particular those from B&R countries) to enhance their capabilities in combatting and preventing corruption; offer customised training for local professionals and senior executives in both public and private sectors to enhance their ability to identify and manage corruption risks in their organisations; and collaborate with international, Mainland and local experts and academics in conducting anti-corruption research and promoting exchange;
- continue to strengthen the strategic partnership with UNODC, and support international anti-corruption capacity building by, inter alia, jointly organising professional anti-corruption training and developing corruption prevention guides;
- enhance its support to integrity building of the B&R Initiative by sharing Hong Kong's anti-corruption experience with B&R countries, signing MoUs with counterparts from B&R countries, and organising training for anti-corruption practitioners of these countries;
- continue to lead the IAACA to promote the effective implementation of the UNCAC by enhancing professional experience sharing in collaboration with HKIAAC and international/regional partners, forging closer international partnerships and strengthening connection of graft-fighters worldwide;
- complete the compilation of the guide on doing business with integrity in the GBA which is a corruption prevention guide for cross-boundary enterprises; and
- continue to deepen co-operation with ACAs in the Mainland and Macao, including jointly providing corruption prevention training to enterprises in the region to promote business integrity by making use of the guide for doing business with integrity in the GBA co-developed by Guangdong, Hong Kong and Macao.

**Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION**

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**ANALYSIS OF FINANCIAL PROVISION**

	2023–24 (Actual) (\$m)	2024–25 (Original) (\$m)	2024–25 (Revised) (\$m)	2025–26 (Estimate) (\$m)
<b>Programme</b>				
(1) Corruption Prevention.....	99.8	97.2	102.5	<b>102.3</b>
(2) Operations.....	1,043.7	1,080.9	1,103.8	<b>1,099.7</b>
(3) Preventive Education.....	96.6	105.6	106.9	<b>97.7</b>
(4) Enlisting Support.....	96.6	105.6	106.9	<b>97.7</b>
	<hr/>	<hr/>	<hr/>	<hr/>
	1,336.7	1,389.3	1,420.1 (+2.2%)	<b>1,397.4</b> (-1.6%)
				<b>(or +0.6% on 2024–25 Original)</b>

**Analysis of Financial and Staffing Provision**

**Programme (1)**

Provision for 2025–26 is \$0.2 million (0.2%) lower than the revised estimate for 2024–25. This is mainly due to the decrease in departmental expenses, partly offset by increase in provision for salaries.

**Programme (2)**

Provision for 2025–26 is \$4.1 million (0.4%) lower than the revised estimate for 2024–25. This is mainly due to the decrease in departmental expenses, partly offset by increase in provision for salaries.

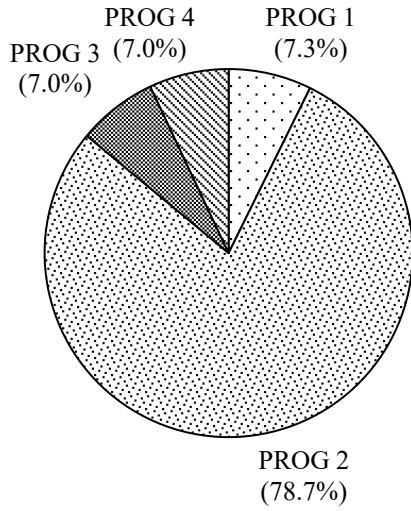
**Programme (3)**

Provision for 2025–26 is \$9.2 million (8.6%) lower than the revised estimate for 2024–25. This is mainly due to the decrease in departmental expenses.

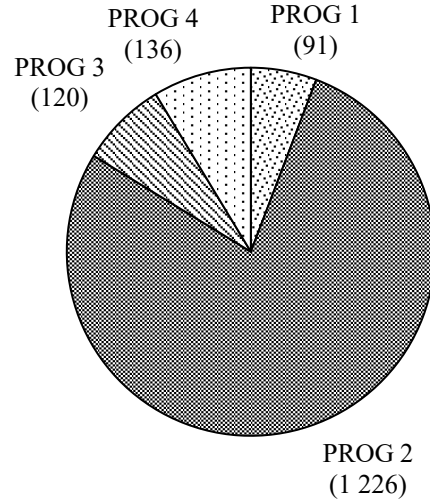
**Programme (4)**

Provision for 2025–26 is \$9.2 million (8.6%) lower than the revised estimate for 2024–25. This is mainly due to the decrease in departmental expenses. There will be a net decrease of two posts in 2025–26.

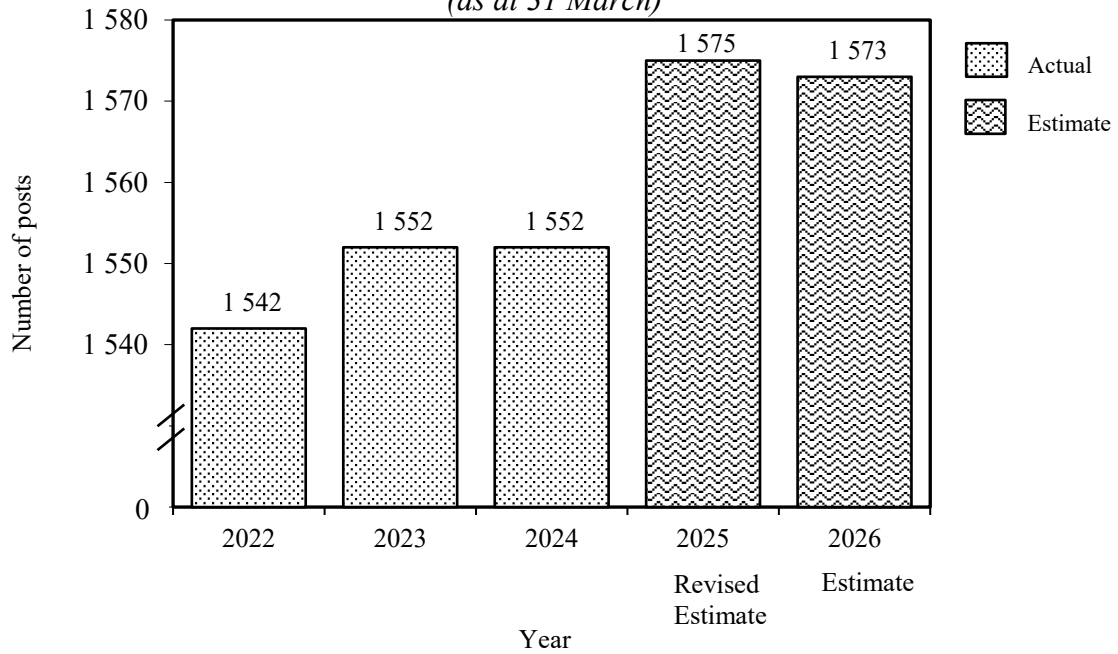
*Allocation of provision to programmes (2025-26)*



*Staff by programme (as at 31 March 2026)*



*Changes in the size of the establishment (as at 31 March)*



## Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

Sub-head (Code)	Actual expenditure 2023–24	Approved estimate 2024–25	Revised estimate 2024–25	Estimate 2025–26	
	\$'000	\$'000	\$'000	\$'000	
<b>Operating Account</b>					
Recurrent					
000	Operational expenses .....	1,304,759	1,358,803	1,385,441	<b>1,362,338</b>
103	Rewards and special services.....	19,381	15,900	20,100	<b>18,610</b>
203	Expenses of witnesses, suspects and detainees...	593	650	650	<b>650</b>
	Total, Recurrent.....	<u>1,324,733</u>	<u>1,375,353</u>	<u>1,406,191</u>	<u><b>1,381,598</b></u>
Non-Recurrent					
700	General non-recurrent .....	—	1,000	1,000	<b>3,500</b>
	Total, Non-Recurrent.....	<u>—</u>	<u>1,000</u>	<u>1,000</u>	<u><b>3,500</b></u>
	Total, Operating Account .....	<u>1,324,733</u>	<u>1,376,353</u>	<u>1,407,191</u>	<u><b>1,385,098</b></u>
<b>Capital Account</b>					
Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote).....	11,986	12,941	12,941	<b>12,266</b>
	Total, Plant, Equipment and Works.....	<u>11,986</u>	<u>12,941</u>	<u>12,941</u>	<u><b>12,266</b></u>
	Total, Capital Account.....	<u>11,986</u>	<u>12,941</u>	<u>12,941</u>	<u><b>12,266</b></u>
	Total Expenditure .....	<u><u>1,336,719</u></u>	<u><u>1,389,294</u></u>	<u><u>1,420,132</u></u>	<u><u><b>1,397,364</b></u></u>

## Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

### Details of Expenditure by Subhead

The estimate of the amount required in 2025–26 for the salaries and expenses of the Independent Commission Against Corruption is \$1,397,364,000. This represents a decrease of \$22,768,000 against the revised estimate for 2024–25 and an increase of \$60,645,000 over the actual expenditure in 2023–24.

#### *Operating Account*

#### Recurrent

**2** Provision of \$1,362,338,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Independent Commission Against Corruption.

**3** The establishment as at 31 March 2025 will be 1 575 posts. It is expected that there will be a net decrease of two posts in 2025–26. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2025–26, but the notional annual mid-point salary value of all such posts must not exceed \$1,199,179,000.

**4** An analysis of the financial provision under *Subhead 000 Operational expenses* is as follows:

	2023–24 (Actual) (\$'000)	2024–25 (Original) (\$'000)	2024–25 (Revised) (\$'000)	2025–26 (Estimate) (\$'000)
Personal Emoluments				
- Salaries.....	1,070,659	1,126,329	1,124,289	<b>1,144,774</b>
- Allowances.....	29,573	30,585	30,551	<b>30,550</b>
- Job-related allowances.....	4,895	5,081	5,081	<b>4,638</b>
Personnel Related Expenses				
- Death, incapacity, injury payments and expenses.....	2,429	—	4,492	—
- Mandatory Provident Fund contribution.....	23,370	26,347	24,413	<b>26,227</b>
Departmental Expenses				
- Remuneration for special appointments ....	3,921	4,031	4,145	<b>4,174</b>
- General departmental expenses .....	140,613	137,793	162,840	<b>129,319</b>
Other Charges				
- Investigation expenses .....	9,888	9,000	10,000	<b>10,500</b>
- Publicity .....	19,348	19,567	19,567	<b>12,086</b>
- Grant to the ICAC Welfare Fund.....	63	70	63	<b>70</b>
	1,304,759	1,358,803	1,385,441	<b>1,362,338</b>

**5** Provision of \$18,610,000 under *Subhead 103 Rewards and special services* is for expenditure on rewards and services of a confidential nature.

**6** Provision of \$650,000 under *Subhead 203 Expenses of witnesses, suspects and detainees* is for meals and incidental expenses for persons assisting in investigations and for expenses of witnesses from abroad.

## Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

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### Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2024	Revised estimated expenditure for 2024–25	Balance
			\$'000	\$'000	\$'000	\$'000
<b><i>Operating Account</i></b>						
700		<i>General non-recurrent</i>				
	809	Revamping of outdoor challenge course in ICAC Training Camp .....	5,000	—	1,000	4,000
		Total .....	<u>5,000</u>	<u>—</u>	<u>1,000</u>	<u>4,000</u>