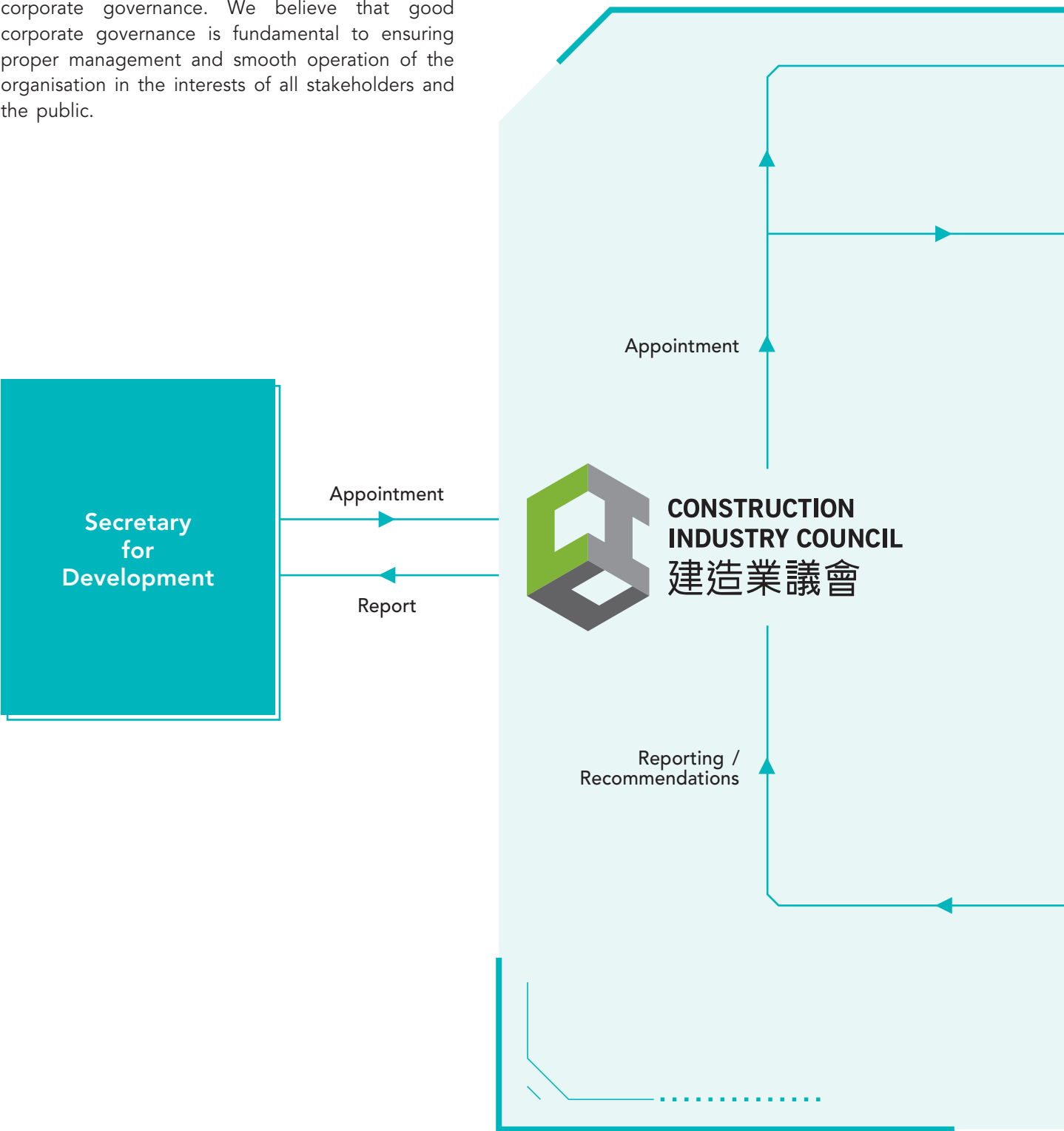
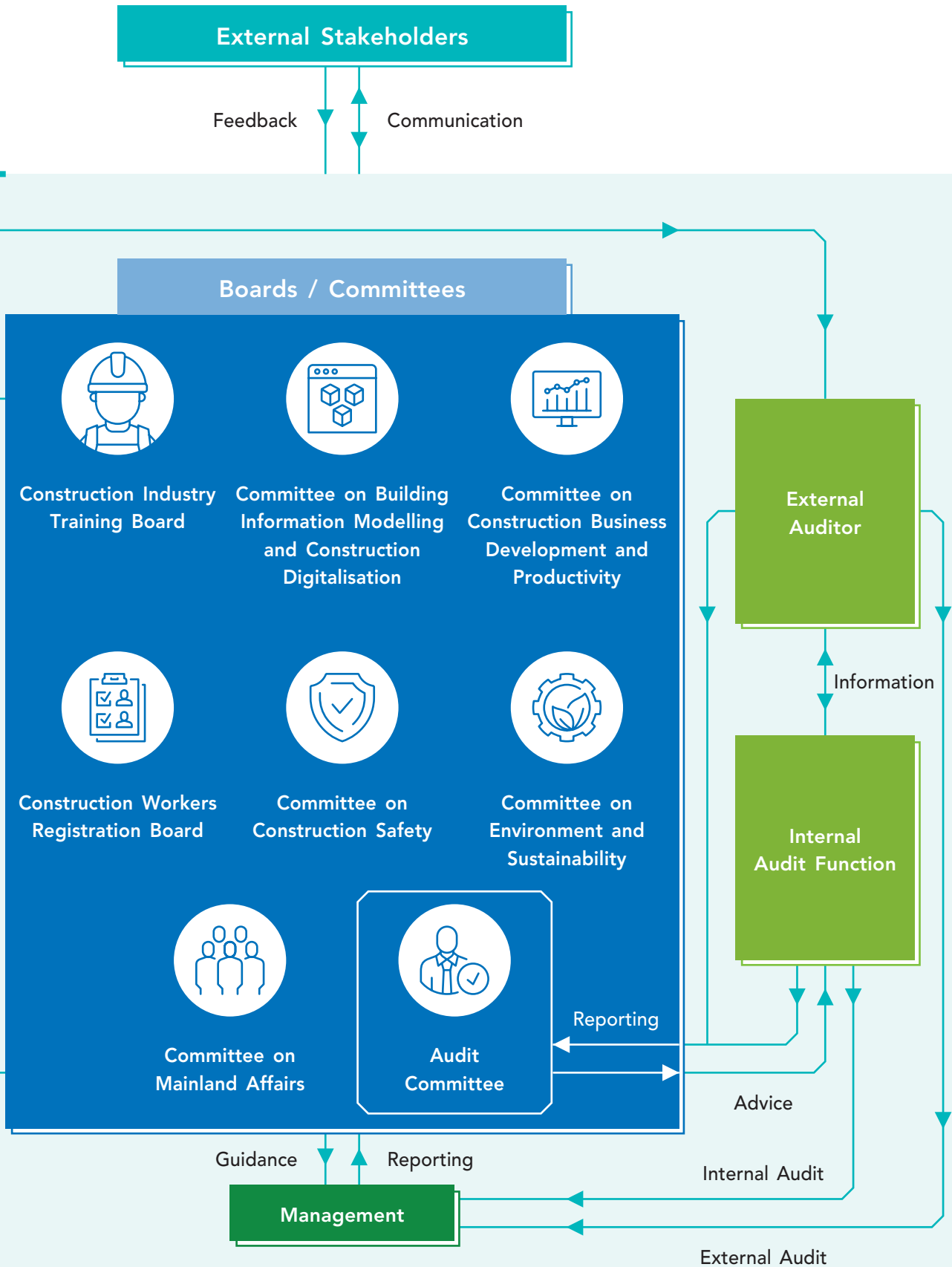


Corporate Governance Structure

The Construction Industry Council (CIC) is firmly committed to maintaining high standards of corporate governance. We believe that good corporate governance is fundamental to ensuring proper management and smooth operation of the organisation in the interests of all stakeholders and the public.





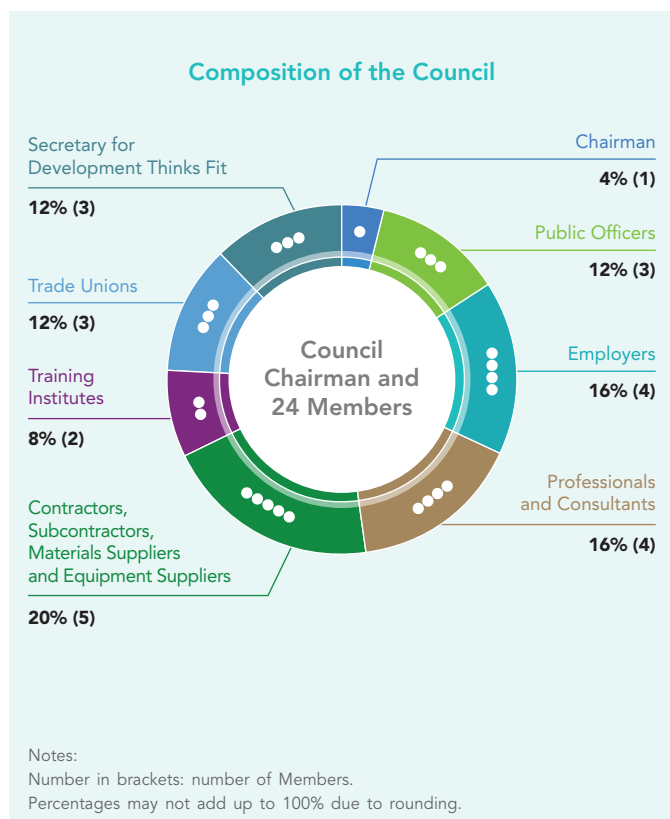
The Council, Statutory Boards and Industry Development Committees

Structure and Composition

The Council

The Chairman of the CIC and its 24 Members are appointed by the Secretary for Development, generally for two years each term. They may serve the CIC continuously for up to six years. The composition of the Council is governed by Sections 9 to 12 and Schedule 2 of the Construction Industry Council Ordinance (Cap. 587) (CICO), as follows:

- not more than three public officers;
- not more than four persons who represent employers;
- not more than four persons who represent professionals or consultants;
- not more than five persons who represent contractors, subcontractors, materials suppliers or equipment suppliers;
- not more than two persons who represent training institutes, academic or research institutions;
- not more than three persons from trade unions representing construction workers; and
- not more than three persons the Secretary for Development thinks fit to be a Member.



Statutory Boards

Apart from the Council, there are five Statutory Boards established under the CICO and the Construction Workers Registration Ordinance (Cap. 583) (CWRO), namely

- the Objections Board;
- the Construction Industry Training Board;
- the Construction Workers Registration Board;
- the Construction Workers Qualifications Board; and
- the Construction Workers Review Board.

Industry Development Committees

In overseeing the performance of the CIC, pursuant to Section 15 of the CICO, the Council has established a number of Boards and Committees to assist the CIC in executing and managing its various core businesses and functions. Upon such division of responsibilities, the Council concentrates on strategic issues, direction planning, policy making, corporate governance and the long-term development of the industry. The five major Industry Development Committees are:

- Committee on Building Information Modelling and Construction Digitalisation;
- Committee on Construction Business Development and Productivity;
- Committee on Construction Safety;
- Committee on Environment and Sustainability; and
- Committee on Mainland Affairs.

In addition to the Boards and Committees, a number of subcommittees, task forces and working groups are also formed to assist the relevant Boards/Committees to focus on specific issues and carry out respective tasks for better performance of the CIC's functions.

Appointment

To ensure connectivity and to strengthen communication, the Chairpersons of Boards/Committees are, as far as possible, Council Members, while the subcommittees/task forces/working groups are chaired by the respective board/committee members, unless special expertise is required from outside parties. Council Members may indicate their preference to join up to three committees in general.

The appointment mechanism of the Industry Development Committees was revamped in 2018. To add in new blood and to rejuvenate the composition of the Industry Development Committees, a new category "Young Member" was introduced in 2021 to appoint suitable personnel under 40 years old when appointed. The appointment mechanism was further enhanced in 2024 by capping the

percentage of Council Members on each Industry Development Committee at 50% to ensure a balanced representation with both Council Members being familiar with CIC operations and stakeholders possessing relevant industry knowledge and expertise. Under the established mechanism on selecting and appointing new members to the Committees, the CIC will invite relevant construction industry-related bodies to nominate candidates in order of priority. The candidates' suitability will be assessed by their expertise, previous contributions to the industry and/or CIC task forces, their willingness to serve, and the needs of the CIC, etc. The Council Chairman, in consultation with the individual Committee Chairpersons, will propose the list of Committee Members for the Council's approval, with due consideration given to Council Members' indicated preferences and nominations received.

Via mirroring the Council and capping Committees' members to a maximum of 18, the enhanced appointment mechanism would enable the Committees to be more representative of the industry, allowing an integration of views from representative sectors and enabling more youthful elements to contribute to Committee work while forbidding monopolisation by particular institutions as non-Council members would normally serve a maximum of four years. This mechanism also encourages members to advise from a macro, instead of a sectoral perspective. They enable the CIC to benefit from a wide range of experience and a variety of independent perspectives. In addition to sufficient diversity, wider representation and better integration, it also exemplifies cross sector collaboration. To proactively respond to the fast-moving and dynamic nature of the environment, an in-house rule for adjusting the maximum number of Members on each Industry Development Committee was introduced in 2024, subject to approval by the Council, to enhance flexibility while upholding the principles of the appointment mechanism. In addition, to ensure seamless transition and uninterrupted operation of the Industry Development Committees during the change of term, the normal end date of their Chairpersons and Members' term of service has been changed from 31 January to 30 April starting from 2024.

Members of the Construction Industry Training Board and the Construction Workers Registration Board are appointed in accordance with the relevant sections of the CICO/CWRO. The CIC reviews the Board appointment mechanisms from time to time to enhance its representativeness and effectiveness. Following the launch of the Registered Specialist Trade Contractors Scheme in April 2019, the number of registered specialist trade contractors has grown rapidly. The Council in December 2021 approved both Boards to expand the invitation list from 2022 to include nominations from organisations with representatives from registered specialist trade contractors/trade unions. At the same time, the same expansion has been extended to the invitation list for nominations to the Industry Development Committees. In addition, as the construction

industry develops and evolves with time, the challenges faced by industry stakeholders are also becoming more diverse and multi-faceted. Given the constraints on Board composition (restricted by category and maximum number of members), the CIC approved the appointment of advisors in 2022 to help in broadening the views received from industry stakeholders as well as getting more expertise from sectors currently unrepresented on the Board in resolving problems. In 2024, the CIC further extended the appointment of advisors to the five major Industry Development Committees. As a control mechanism, the maximum number of advisors shall not exceed half of the quorum of the board or committee.

Modus Operandi of the Council

Apart from the regulatory requirements on meeting procedures of the Council and the Statutory Boards, the CIC Boards and Committees at large adopt the following key features on meeting procedures as a good practice of corporate governance:

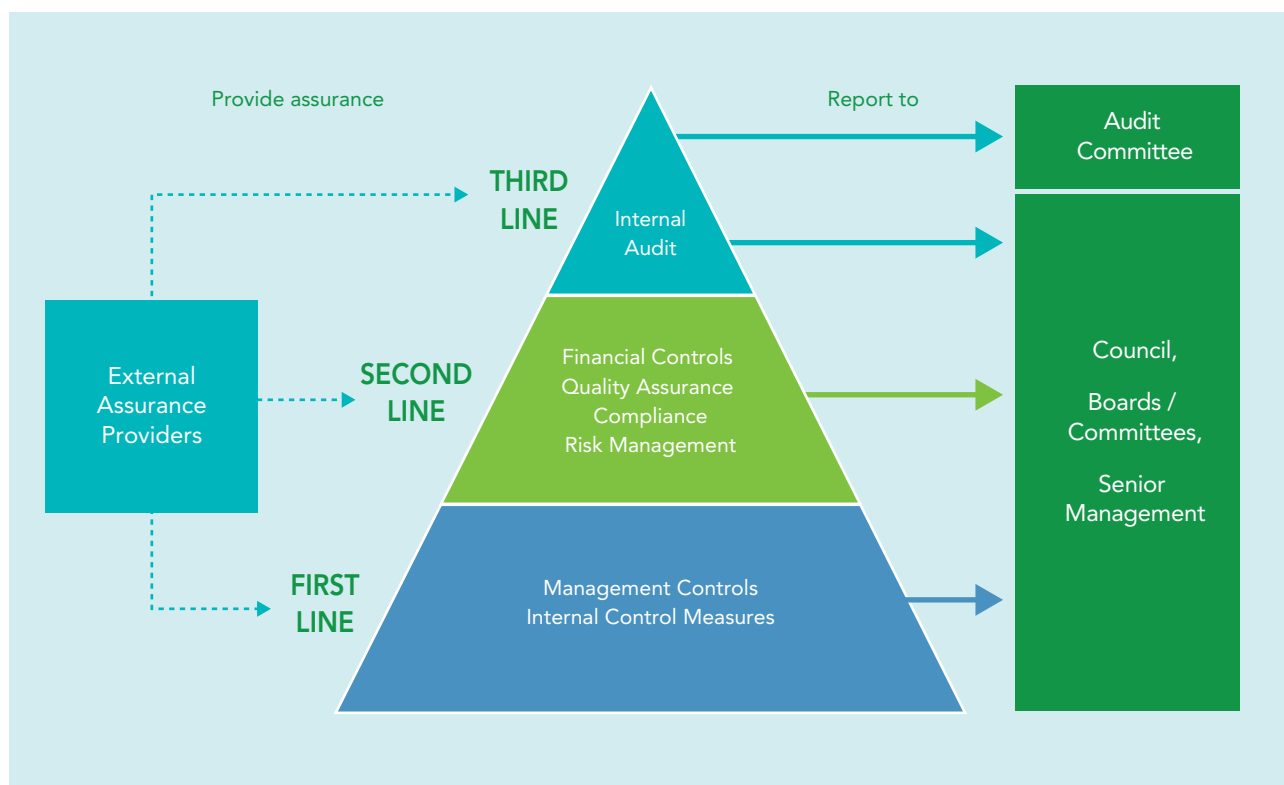
- 1 The Council and the Executive Committee hold bimonthly meetings, while Boards and Committees meet at least quarterly (except for the Objections Board, Construction Workers Qualifications Board and Construction Workers Review Board, which hold meetings as and when necessary).
- 2 Attending meetings by video conferencing is arranged for Members who cannot join the meeting in person.
- 3 The annual meeting schedule is set at the end of the previous year to allow Members to reserve time to attend.
- 4 Notice of Meeting is issued to Members at least 14 calendar days before the meeting. Members are provided with the Agenda and Papers at least seven calendar days before the meeting is convened.
- 5 The draft meeting Agenda is prepared by the responsible Secretariat, subject to endorsement by the Executive Director and approval by the Council Chairman / Board / Committee Chairperson.
- 6 Except for Committees of which the Executive Director is a member, the Executive Director and senior management attend the meetings to present the papers and provide further information and explanations on the issues where appropriate. However, they have no voting rights and shall not influence the decision-making process. The management of the CIC, under the leadership of the Executive Director, will follow up on the execution of the strategic directions set by the Members and report progress from time to time.
- 7 Members are required to sign the attendance sheet at the meeting. Meeting attendance and proceedings are documented in the Minutes recorded by the relevant Secretariat.

- 8 The draft Minutes prepared by the Secretariat should be ready around seven calendar days after the meeting for consideration by the senior management and Chairman/Chairperson. The Minutes and discussion points of each agenda item are circulated to Members no later than 21 calendar days after the meeting for comment. The Minutes are reviewed and confirmed in the subsequent meeting. In addition, for the Council and the Executive Committee meetings, an action list of issues/matters that require immediate attention would be developed by the Secretariat for the management of relevant departments/business units to follow up in a timely manner.
- 9 Minutes of the meetings (except those of the Executive Committee, Audit Committee, Objections Board and the closed-door sessions of meetings of the Council) are uploaded to the CIC website for the public's reference.
- 10 Members are required to declare conflicts of interests, if any, before the commencement of discussion of the related agenda item(s) in question. These declarations and the actions taken, such as a Member abstaining from participating in the discussion of the concerned item(s), will be recorded in the Minutes and kept in a register of the relevant Secretariat.
- 11 Members have access to relevant expertise to help discharge their responsibilities upon obtaining proper approval where appropriate, e.g. consultants will be invited to present and explain their recommendations in separate sessions before the Council meeting to allow more time for questions and detailed discussions.
- 12 The quorum required by the Council meetings and Statutory Boards meetings is specified in the CICO and CWRO respectively. At a meeting of the Council, a quorum is not less than half of its members. The quorum for a Construction Industry Training Board meeting is not less than six members, while a Construction Workers Registration Board meeting requires a quorum of 10 members. For a meeting of the Construction Workers Qualifications Board, the quorum is seven members, and the quorum for a Construction Workers Review Board meeting is four members.

A "Starred Discussion Paper" system was introduced in 2018 to facilitate prompt handling of approval matters and efficient processing of discussion papers at meetings. For routine and straightforward matters presented in a Starred Discussion Paper, approval by Members is assumed, unless Members choose to raise comments and/or enquiries during meeting. Since the implementation of this system, meetings have been conducted in a smoother, more timely and effective manner.

Risk Management and Internal Controls

Risk management is integrated into the CIC's strategic planning process and its daily operations. With the growing complexity of operations and the increasing expectation of the industry on the CIC's services, the governance and control measures of the CIC have been strengthened in the recent years, with the following Three Lines of Risk Management structure in place:



FIRST LINE	<p>Operational management is responsible for maintaining effective internal controls on a day-to-day basis. Internal policies and procedures are established and documented in the CIC's operation manuals. All divisions and departments are required to conduct regular reviews on their operational manuals and ensure staff's compliance with internal operational policies and procedures.</p> <p>Operational management reports, including areas with control deficiencies, if identified, and rectifying measures and controls, are compiled on a regular basis.</p>
SECOND LINE	<p>Financial control, quality assurance, compliance and risk management functions are in place to ensure proper internal controls over daily operations (i.e. the First Line of Risk Management).</p> <p>A team of experienced staff with accounting expertise and relevant qualifications is responsible for the financial reporting and accounting functions.</p> <p>By an integrated top-down and bottom-up risk review process, risk items in CIC are identified and prioritised for monitoring by different levels of management according to the risk levels. An open and effective communication channel is created to ensure controls of top risks, timely reporting of emerging risk exposures and formulating relevant mitigation measures.</p> <p>CIC maintains a corporate level risk register and a departmental level risk register and these are reviewed and updated periodically under the risk management mechanism. Under the mechanism, views from all managerial staff are solicited to identify top tier risks and cross department risks the CIC is facing. Forums and/or interviews facilitating the discussion of strategies to manage the identified potential risks are held where appropriate. The risk management mechanism lays down a defined way to assess risks and increase the awareness of staff in relation to risk management.</p>
THIRD LINE	<p>The Internal Audit Department is responsible for reviewing the effectiveness of governance, risk management and internal controls in the first two Lines of Risk Management. The Department is comprised of staff with professional qualifications and has unhindered access to operational information for executing its duties.</p> <p>Through a risk-based audit approach, the Department assesses the effectiveness of internal controls of CIC across key business processes. The Committee of Sponsoring Organisations of the Treadway Commission (COSO) Framework is also adopted to assess the five major components of internal controls, namely control environment, risk assessment, control activities, information and communication, and monitoring activities.</p> <p>The Department, with the assistance of an external vendor specialising in internal audit, conducts internal audit exercises according to the annual internal audit plan approved by the Audit Committee. Findings are discussed and confirmed with the senior management and reported to and considered by the Audit Committee, to ensure the highest level of independence and objectivity.</p>

External Assurance Providers

External auditors and regulators outside of the CIC provide additional assurance to the CIC's stakeholders. For instance, the Hong Kong Council for Accreditation of Academic and Vocational Qualifications provides quality assurance to the Qualification Framework recognised programmes of the Hong Kong Institute of Construction. In addition, senior management meets regularly with the ICAC Corruption Prevention Department to uphold the leading practices and measures in corruption prevention, especially on the new business or operations of the CIC.

Internal Audit

The Internal Audit functions, as specified in the "Internal Audit Charter" of the Internal Audit Operation Manual, include:

- developing a flexible annual audit plan using risk-based methodology covering reviews of key controls, including financial, operational and compliance controls and risk management functions. The main focus is on accountability, compliance and efficiency;
- implementing the annual audit plan as approved by the Audit Committee, including special tasks or projects requested by the management and the Audit Committee and performing compliance reviews with the laid down policies, procedures and requirements;
- discussing with the management and the Audit Committee the adequacy of the CIC's internal controls in the areas of corporate governance, information systems and security, and related significant findings and recommendations, together with the management's responses to resolve the issues or improve the processes;
- ensuring the endorsed recommendations from the audit report are completed by the management in a timely manner; and
- reporting to the Audit Committee and/or the senior management directly for any major issues encountered in relation to the internal audits.

Mechanism of Complaints Handling

To maintain public accountability, the CIC has established various communication channels with internal and external stakeholders and always welcomes their feedback. Substantive complaints showing dissatisfaction against the CIC or our staff members will be timely handled and thoroughly investigated in accordance with the established Complaint Handling Policy and Procedures. Any non-compliance and inefficiency found in the provision of services will be followed up by the relevant management on service enhancement measures and further reported to the Audit Committee.

Ethical Culture

A high level of integrity is essential to the organisation's continued success and long-term advancement. The CIC is strongly committed to upholding the principles of fairness, honesty, integrity and impartiality in conducting its business and discharging its functions.

Code of Conduct for Members

Sections 6 and 7 under Schedule 3 and Section 8 under Schedule 4 of the CICO lay down the provisions on disclosure of interests of members and keeping of a relevant register. CIC's Code of Conduct for Members (the Code) sets out the standards of conduct and behaviour, while the Policy on Disclosure of Interests of Members (the Policy) spells out the declaration and handling of conflicts of interests for observance by Members. To uphold public trust and protect public interests, upon acceptance of appointment, Members of Council/Boards/Committees are required to accept and abide by the Code and the Policy, and declare any conflicts of interests in compliance with the stipulated requirements. Newly appointed Council Members are given briefings and a bilingual Information Booklet for Council Members to familiarise them with the CIC's corporate governance structure and the work of the CIC.

Code of Conduct for Staff

For CIC staff, the Code of Conduct (the Code) is in place to set out the basic standard of conduct and other relevant policies which all staff are expected to understand and observe in the daily discharge of their duties. The Code, which is reviewed periodically to ensure compliance with the Prevention of Bribery Ordinance (Cap. 201) and the best practices promulgated by the Independent Commission Against Corruption (ICAC), covers the areas of acceptance of advantages, conflicts of interests, use of organisation's assets and resources, confidentiality of information, outside work, workplace behaviour, etc.

All staff are required to read and sign their understanding of and compliance with the Code, the Personal Data (Privacy) Policy and relevant Standard and Procedure, Document Retention Policy, Declaration of Conflict of Interest, seeking approval for outside work, etc. when they first join the CIC, as well as at the beginning of each year. Staff are also reminded to check and update their personal information on the Human Resources Management System to ensure their accuracy. Announcement will also be issued to staff on regular basis, in particular prior to major festivals such as Mid-Autumn Festival, Christmas, Lunar New Year, etc. reminding them on CIC Policy on Anti-Bribery.

Compliance Training for Staff

The CIC is fully committed to the principles of honesty, integrity and fair play and attaches much importance to protecting a person's right to privacy in relation to personal data. We provide an equal opportunity environment when delivering services to the general public. To keep our staff updated on the latest development of the relevant ordinances and to refresh their knowledge in these aspects on a regular basis, the following trainings are arranged. Professionals and representatives of relevant statutory bodies are invited to conduct the following trainings on regular basis throughout the year:

- Safety;
- Cybersecurity;
- Prevention of Bribery Ordinance;
- Equal Opportunities Legislation; and
- Personal Data (Privacy) Ordinance.

All new staff are required to attend these training as soon as they arrive on board and on a compulsory basis. To strengthen the protection of personal data privacy and the CIC's cybersecurity and enhance staff's awareness, all staff are required to attend training on "Protection of Personal Data Privacy" and "Protection of Cybersecurity" annually on a compulsory basis, while staff are also encouraged to attend other training to update their knowledge.

Corporate Governance Framework

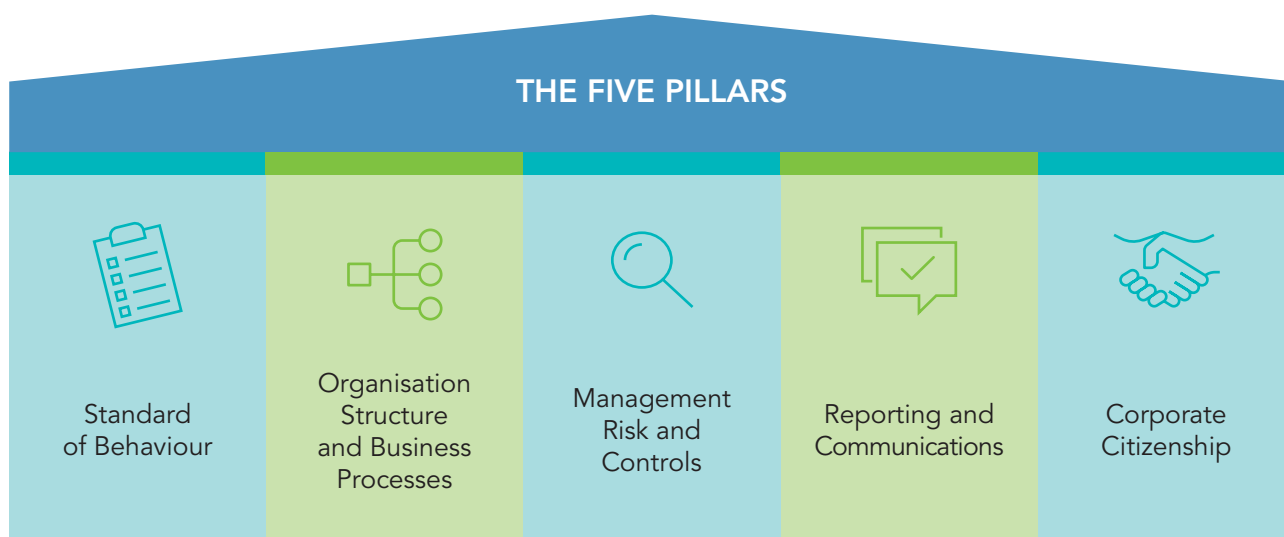
As a statutory body, the CIC is committed to operating in an open and accountable environment so as to provide our stakeholders and public with services that are of value for money. The CIC trusts a defined corporate governance framework can:

- contribute to the effective performance of the roles of the CIC;
- serve to maintain the trust built on the CIC by the public regarding the use and stewardship of levies collected and other assets which the CIC is entrusted; and
- enhance stakeholders' confidence that the CIC upholds the best quality services with the highest ethical standards.

The CIC's corporate governance framework is established with reference to the following:

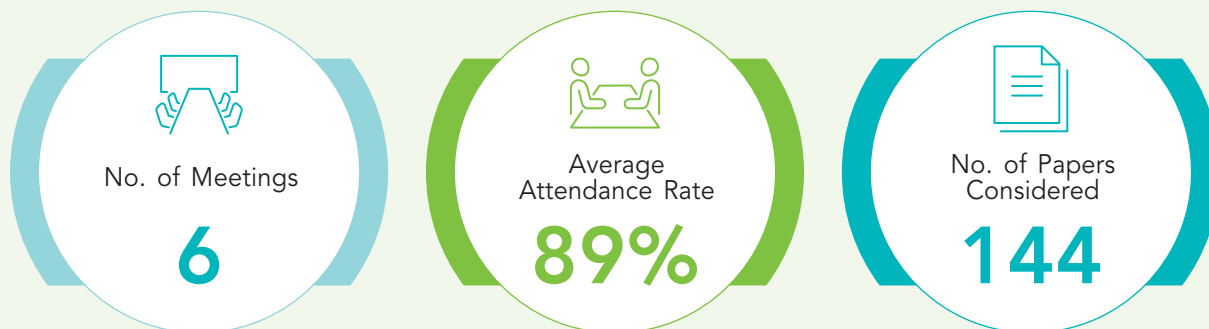
- Corporate Governance Code and Corporate Governance Report issued by the Hong Kong Exchanges and Clearing Limited;
- Corporate Governance for Public Bodies – A Basic Framework published by the Hong Kong Institute of Certified Public Accountants; and
- Good Governance and Internal Control in Public Organisations issued by the Independent Commission Against Corruption.

In pursuit of its Vision and Mission, the CIC's corporate governance framework is supported by the Five Pillars:



Summary of Work Done in 2024

Council



Major Work Plans

The CIC formulates its annual Major Work Plans and publishes the information in the form of bilingual booklets. The Major Work Plans consist of the initiatives, action plans, timeline and the expected deliverables of individual departments of the CIC. The senior management will review their work progress at regular intervals during the year, and assess the final output and performance of the responsible departments against the work plans at the end of the year. Moreover, to enhance transparency and openness, the booklets of Major Work Plans will be distributed to various government departments, stakeholder organisations, industry associations/unions and training institutions. The "CIC 2024 Major Work Plans" were published in March 2024.



CIC 2024 Major Work Plans

CIC Fellows

The CIC Fellows, composed of retired Council Members, retired Chairpersons of major Boards/Committees and retired Executive Directors, was officially set up in 2021. It serves as a high-level advisory organisation for the benefit and future development of the construction industry as well as a platform to maintain friendship and facilitate the exchange of information among stakeholders on industry knowledge, experience and new technology updates. Dr. CHAN Ka-kui, the former CIC Chairman, is the Convenor. Different functions, site tours and social gatherings are organised every year to solicit advice and support for the CIC where necessary.



Annual Event of the CIC Fellows

An initiative called the “CIC Members cum Fellows Visit (MFV) Programme” commenced in early August 2022. Under this programme, both existing Council Members and CIC Fellows are invited to visit different premises / facilities of the CIC. Each visiting group is consisted of one to two incumbent Council Member(s) and one to two CIC Fellows. The visiting groups are invited to record their observations and give corresponding recommendations / improvement suggestions to the CIC. Three visits were conducted in 2024. A sound mechanism is in place to monitor the follow up actions taken by the responsible department(s) / business unit(s).



MFV Programme – a visit to the HKIC - Sheung Shui Campus

The “CIC Fellows Sharing” was introduced in 2023 to form part of the whole-person development which the Hong Kong Institute of Construction’s (HKIC) advocates. In 2024, four sharing sessions were organised for the HKIC students, providing the students with the opportunity to learn from the experiences and insights of the CIC Fellows who had made significant contributions to the construction industry. The sharing sessions are a valuable platform for the students to gain knowledge about the industry and its challenges and opportunities as well as to network with industry professionals.



CIC Fellows Sharing - Ir POON Lock-kee, Rocky at Sheung Shui Campus

Significant matters considered/ resolved

Standard of Behaviour

It states the expectations on Members’ and staff’s behaviour. Compliance with the CIC Code of Conduct, Prevention of Bribery Ordinance and Code of Conduct for Personnel in the Construction Industry is expected.

- 1 On 5 February 2024, an orientation session was conducted and the Information Booklets for Council Members were distributed to the Council Members who were newly appointed in 2024.
- 2 To uphold public trust and protect public interests, all Members of the Council/Boards/ Committees appointed in 2024 have accepted and agreed to abide by the Code and the Policy, and to declare any conflicts of interests in compliance with the stipulated requirements.
- 3 Before the commencement of each Council Meeting, the Chairman will remind Council Members to declare any conflicts of interests on items discussed at the meeting. This will be properly documented and appropriate actions will be taken where deemed necessary.

Organisation Structure and Business Processes

It illustrates the functions and operations of the CIC with clearly defined roles and responsibilities as well as reporting structure.

- 1 Appointment/re-appointment of Chairperson/ Members to the Construction Industry Training Board and the Construction Workers Registration Board
- 2 Establishment of Adviser appointment mechanism to the major Industry Development Committees
- 3 Enhancements to the appointment mechanism for the Industry Development Committees
- 4 Optimising the List of Specified Bodies of the Committee on Registered Specialist Trade Contractors Scheme
- 5 Revising the Procurement Manual of the CIC

Risk Management and Controls

It aims at analysing factors which may hinder the CIC from achieving its vision and mission. There is internal audit, statutory audit as well as budgeting and financial management to direct the appropriate behaviour. A dedicated risk management mechanism is established to lay down a defined way to assess risks.

- 1 Formulating a risk-based internal audit plan
- 2 Developing the Whistleblowing Policy
- 3 Organising training sessions on Personal Data Privacy for all staff
- 4 Organising training sessions on cybersecurity for all staff

Reporting and Communications

This pillar delineates the external and internal reporting requirements to ensure a timely disclosure of information for management decisions and compliance with regulatory requirements.

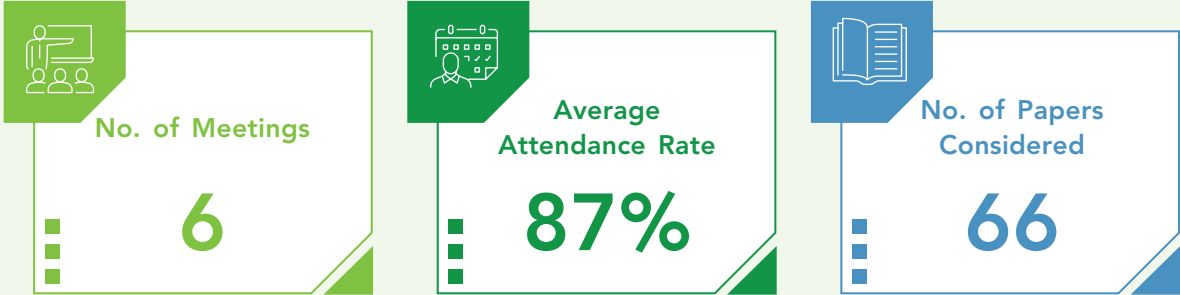
- 1 To maintain communication efficiency, progress reports of major Boards and Committees were submitted to the Council on a regular basis to ensure work progress and high-level strategic issues were brought to the attention of the Council in a timely manner
- 2 Report on CIC Sponsorship Applications for industry events held in 2024
- 3 Report on CIC Members cum Fellows Visit (MFV) Programme in 2023
- 4 Implementation of the roadmap towards Zero Carbon at the CIC – Zero Carbon Park
- 5 Finalisation of the CIC – Zero Carbon Park Business Plan 2025
- 6 Formulation of the Focus Areas of 3-Year Strategic Plan for the CIC
- 7 Finalisation of the 2025 Major Key Performance Indicators of the CIC

Corporate Citizenship

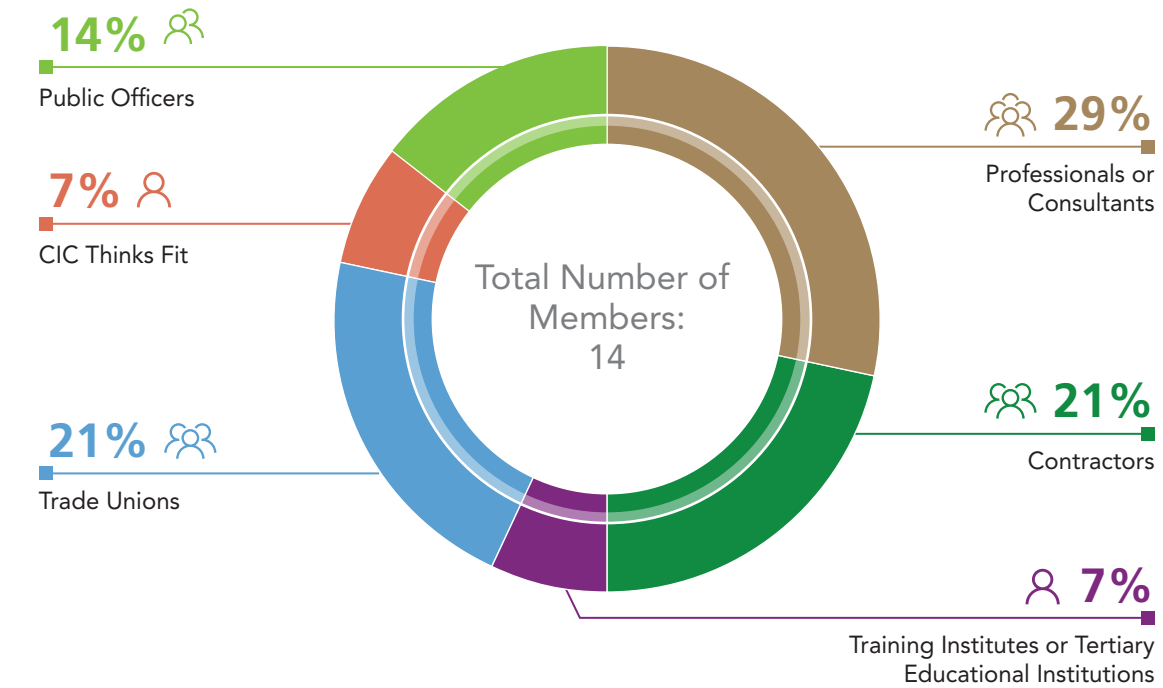
Corporate citizenship is embedded to demonstrate the CIC's commitment to contribute to build a caring society. There are three main areas, namely "Environment", "Charitable Activities" and "Volunteerism".

- 1 Launch of the "Energising Programme", encouraging full-time staff to take part in activities related to "environment", "charitable activities" and "volunteerism"
- 2 Promotion of low carbon living and sustainability
- 3 Continuing to promote participation in charitable activities and volunteer services

Construction Industry Training Board



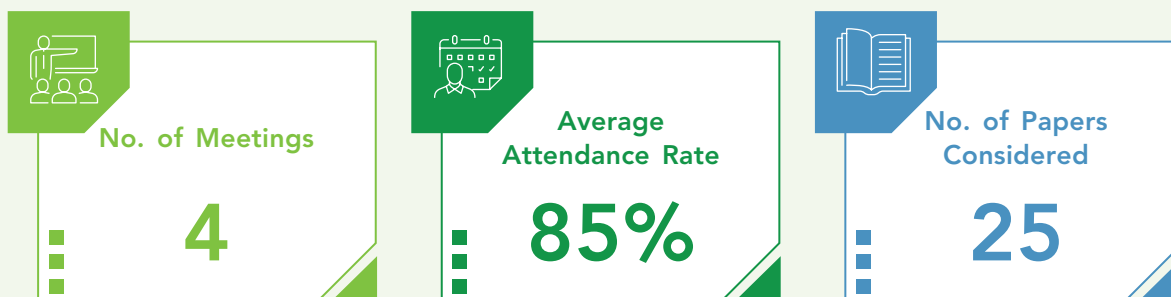
Board Diversity



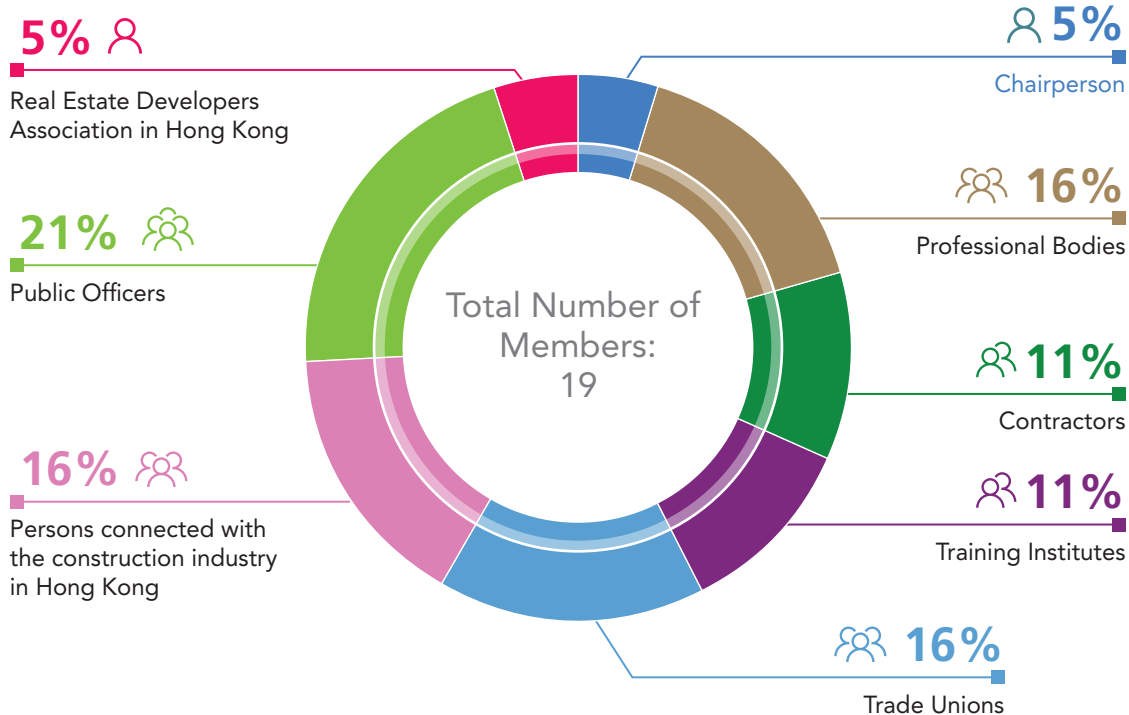
⧻ Number of Members

(as at 31 December 2024)
Percentages may not add up to 100% due to rounding.

Construction Workers Registration Board



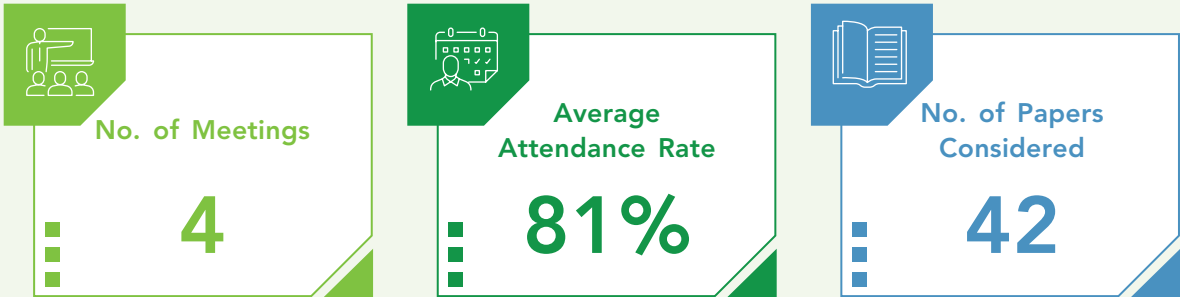
Board Diversity



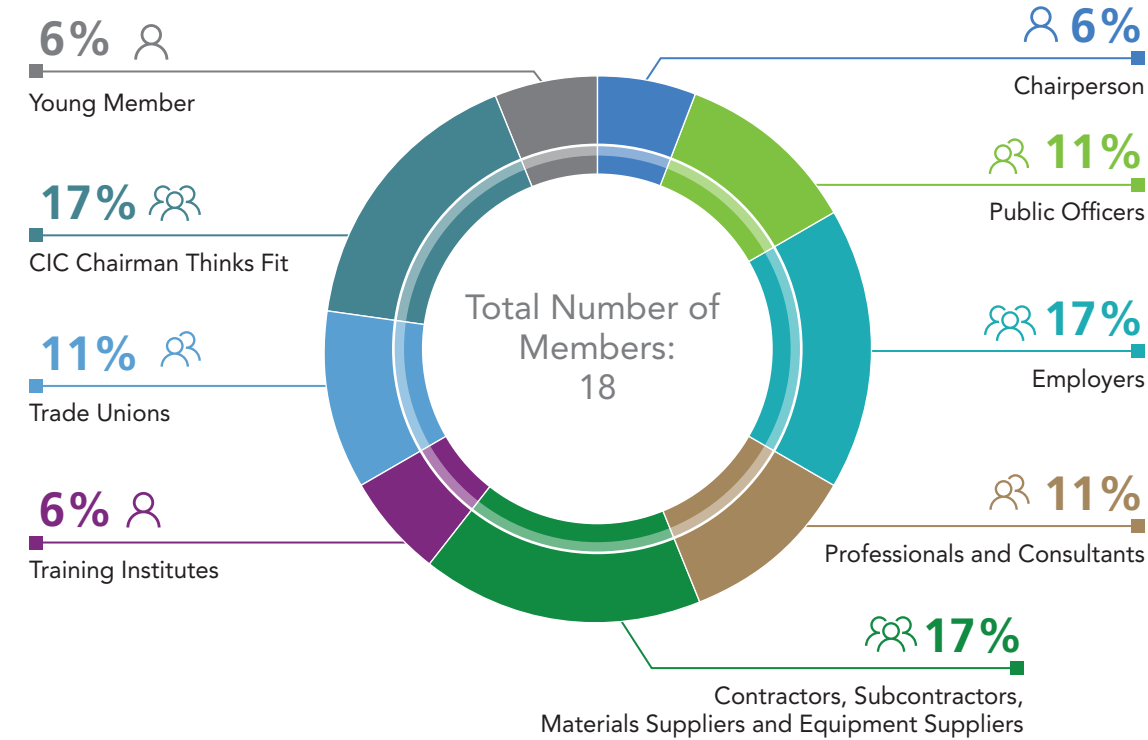
(as at 31 December 2024)

Percentages may not add up to 100% due to rounding.

Committee on Building Information Modelling and Construction Digitalisation

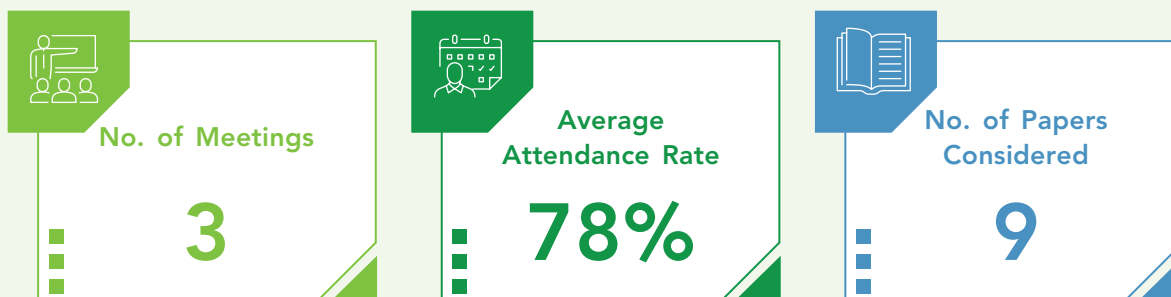


Committee Diversity

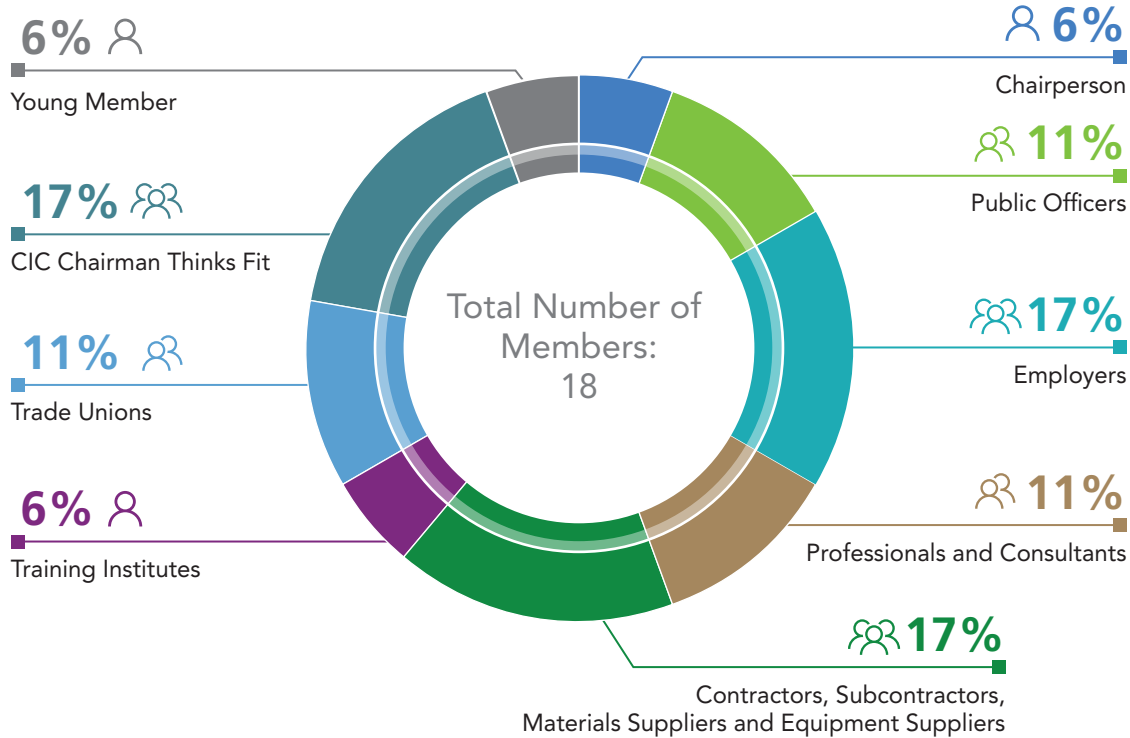


(as at 31 December 2024)
Percentages may not add up to 100% due to rounding.

Committee on Construction Business Development and Productivity



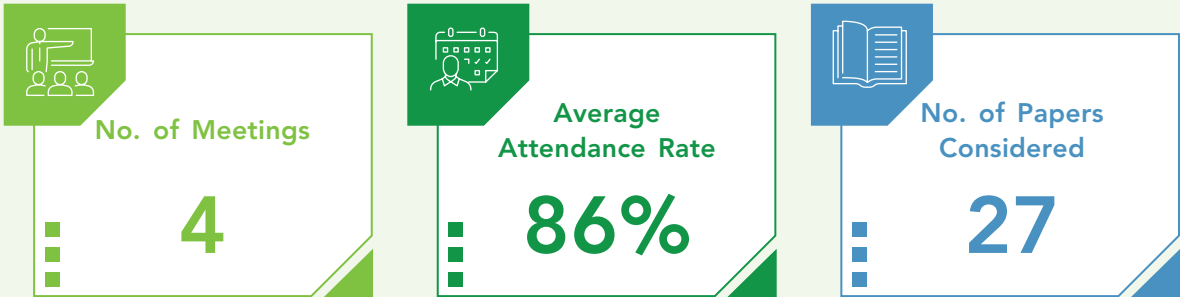
Committee Diversity



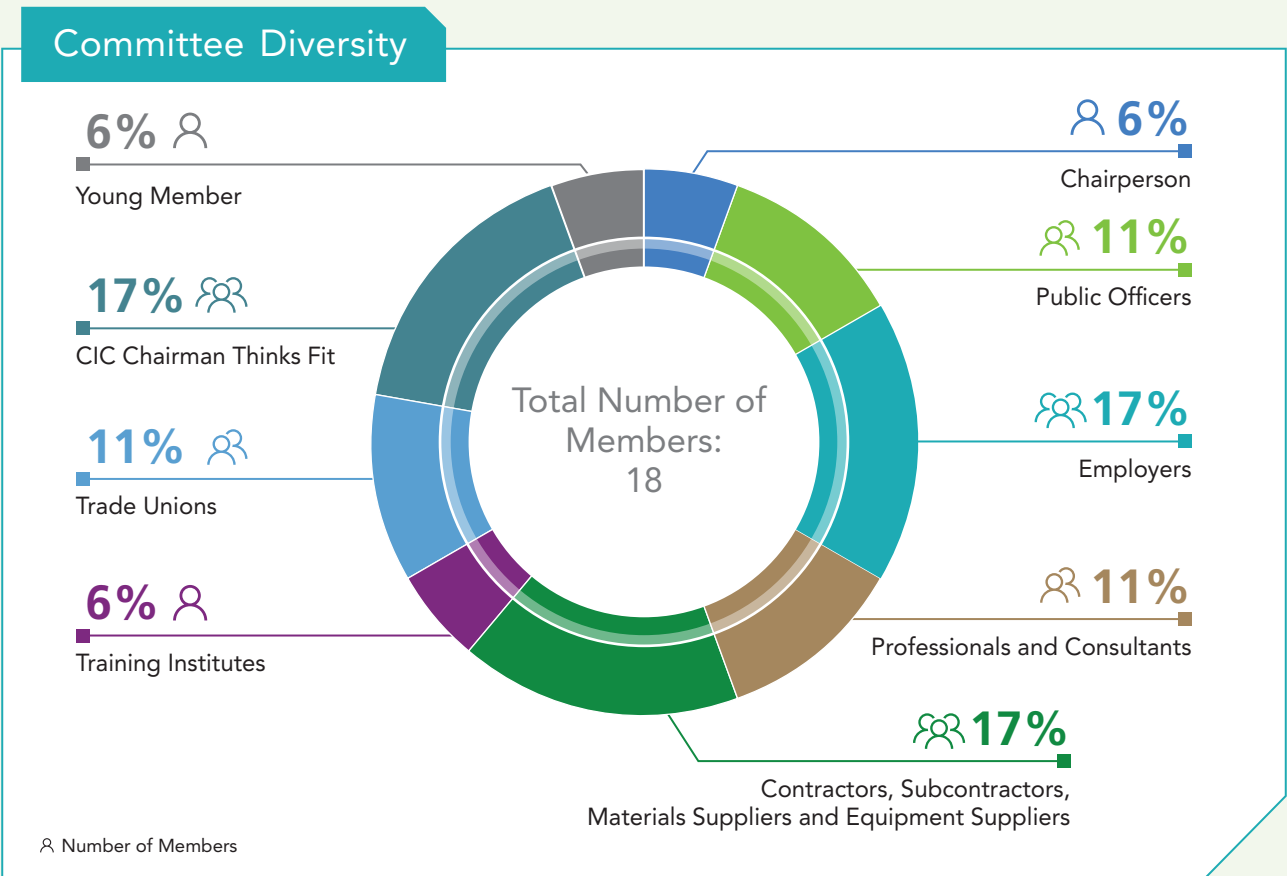
(as at 31 December 2024)

Percentages may not add up to 100% due to rounding.

Committee on Construction Safety

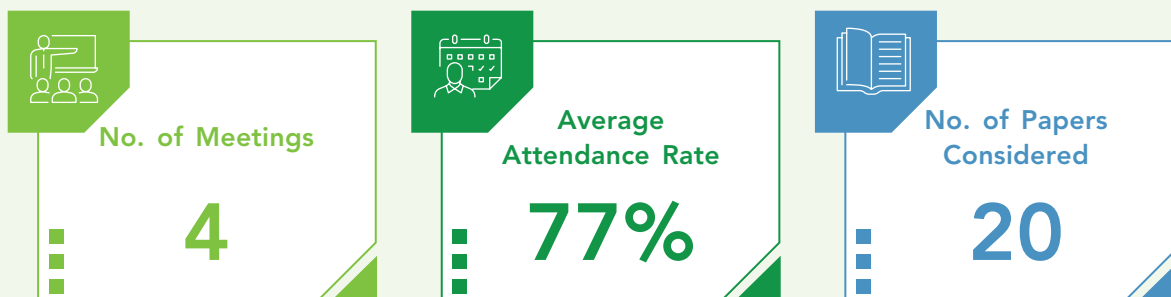


Committee Diversity

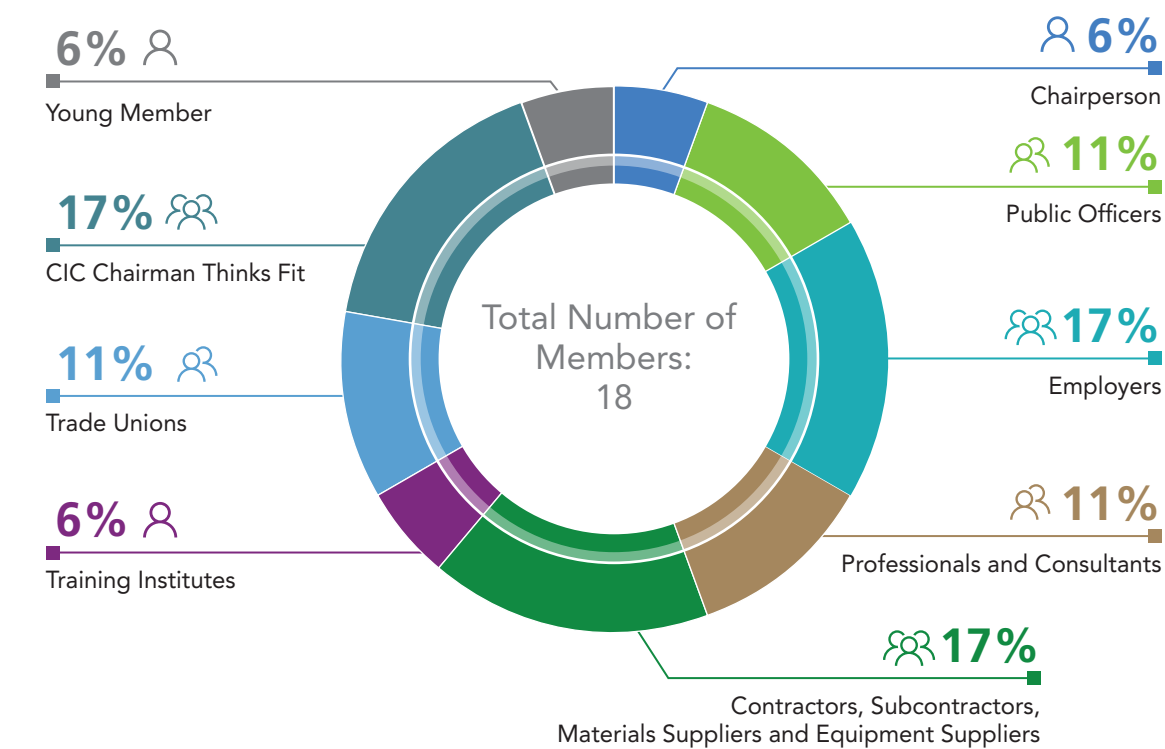


(as at 31 December 2024)
Percentages may not add up to 100% due to rounding.

Committee on Environment and Sustainability



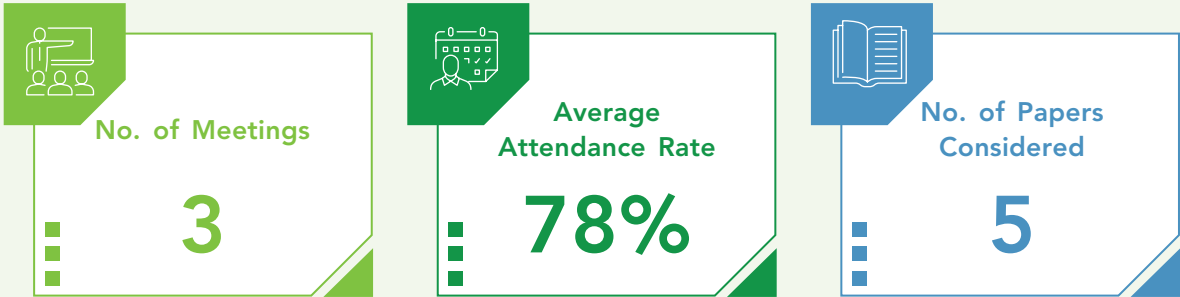
Committee Diversity



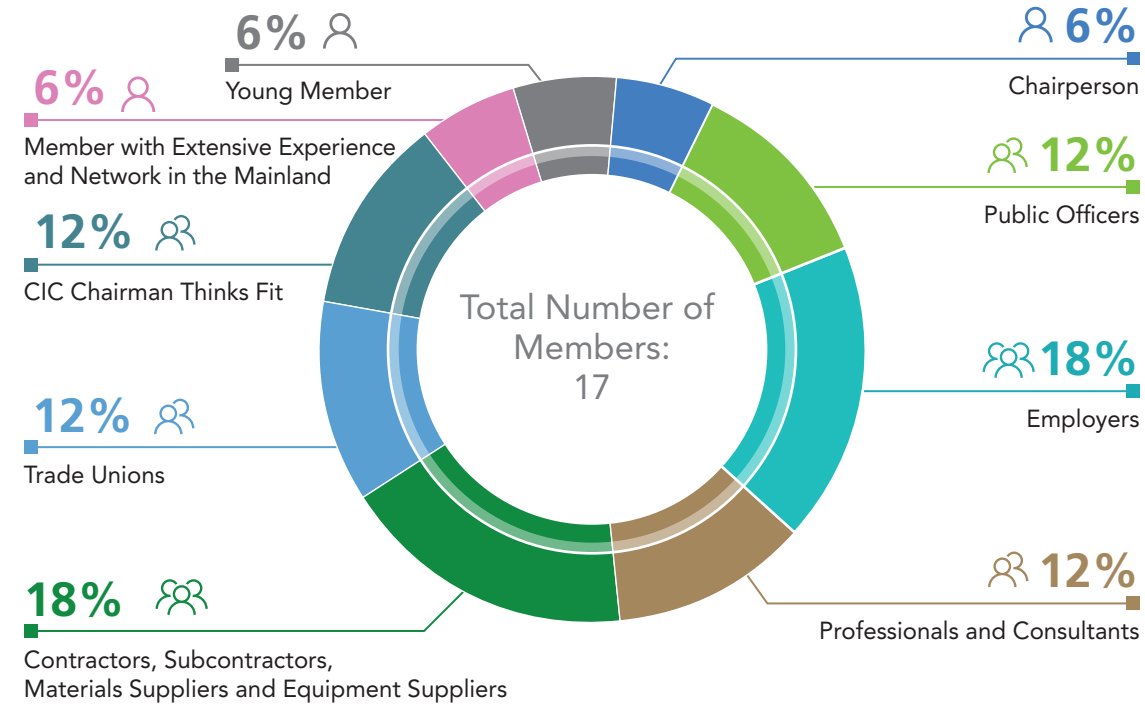
(as at 31 December 2024)

Percentages may not add up to 100% due to rounding.

Committee on Mainland Affairs



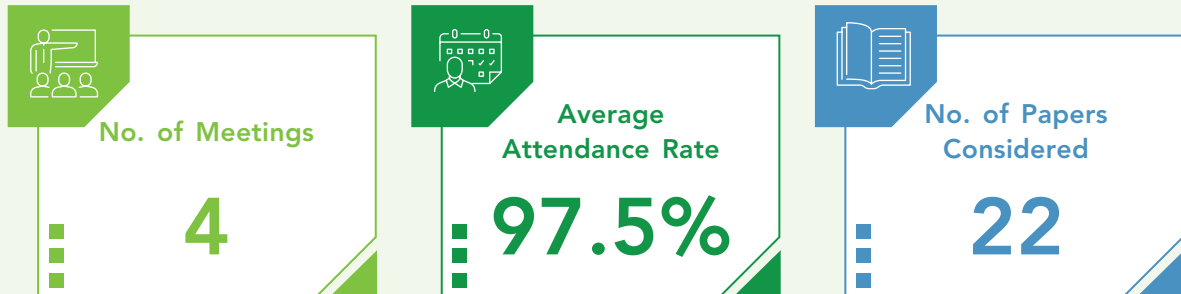
Committee Diversity



⧻ Number of Members

(as at 31 December 2024)
Percentages may not add up to 100% due to rounding.

Audit Committee



Committee Diversity

20%

A representative of the Development Bureau

20%

Chairperson

20%

An officer with extensive experience in corporate governance and / or internal audit from a stakeholder of the construction industry

20%

CIC Council Member

20%

An officer with extensive experience in corporate governance and/or management from a stakeholder of construction industry

Total Number of Members:
5

Number of Members

(as at 31 December 2024)

Percentages may not add up to 100% due to rounding.

Meeting Attendance

Council Members' Attendance in Various Meetings in 2024

		Council	Com-EXE	Com-BIM & CD	Com-CBD & PRO	Com-CSY	Com-E&S	Com-MA	Com- RSC	Com- AUD
CHAIRMAN										
1	Ir Prof. HO On-sing, Thomas	6/6	6/6							
MEMBERS										
2	Mr. CHAN Kim-kwong ⁽¹⁾	N/A				1/1 ⁽¹⁰⁾			4/4 ⁽¹¹⁾	
3	Ar. Marvin CHEN	6/6					1/1 ⁽¹⁰⁾	1/3		
4	Prof. CHENG Chin-pang, Jack	5/6	5/6	4/4		1/1 ⁽¹⁰⁾				
5	Ir CHEUNG Chi-kong, Victor	5/6			2/3		2/3 ⁽⁹⁾		2/4 ⁽¹¹⁾	
6	Prof. CHUNG Kwok-fai ⁽¹⁾	N/A		0/1 ⁽¹⁰⁾						
7	Sr HO Kwok-kwan, Thomas	6/6					1/1 ⁽¹⁰⁾	3/3	4/4 ⁽¹²⁾	
8	Ir HUNG Cheung-shew, Danny	5/6			2/3	3/3 ⁽⁹⁾			2/4 ⁽¹²⁾	
9	Ir KAN Jun	5/6					3/4	3/3		
10	Mr. KWOK Hing-wun	6/6					0/3 ⁽⁹⁾			
11	Sr LAM Kin-wing, Eddie	5/6	6/6							
12	Ir LAU Chun-kit, Ricky	6/6 ⁽⁵⁾	6/6 ⁽⁸⁾							
13	Ir LEUNG Hung-wai, Daniel ⁽²⁾	5/5 ⁽⁶⁾			2/3 ⁽⁷⁾	4/4				
14	Mr. LEUNG Kin-man, Stephen ⁽³⁾	1/1 ⁽⁷⁾								
15	Ar. LEUNG Wai-kin, Clarence	4/6	4/4 ⁽⁹⁾				4/4			
16	Ir LEUNG Wing-kee, Ricky	5/6	6/6		3/3				3/4 ⁽¹²⁾	4/4
17	Mr. LI Tat-wai ⁽¹⁾	N/A				0/1 ⁽¹⁰⁾				
18	Ir LIU Sing-pang, Simon	6/6	6/6		3/3					
19	Mrs. LO LEE Oi-lin	6/6								
20	Mr. MA Hok-ming, Kevin	6/6					3/3 ⁽⁹⁾	3/3		3/3
21	Mr. MOW Tai-hing	6/6				4/4				
22	Mr. NG San-wa, Lawrence	5/6			2/3	3/3 ⁽⁹⁾				
23	Ir POON Lock-kee, Rocky ⁽¹⁾	N/A	2/2 ⁽¹⁰⁾							
24	Ir SUM Pang-tuen, Barry ⁽⁴⁾	N/A		1/1 ⁽¹⁰⁾						
25	Ir TONG Ka-hung, Edwin	6/6			3/3				8/8	
26	Mr. TSE King-wai ⁽¹⁾	N/A				0/1 ⁽¹⁰⁾				
27	Mr. TSE Wang-yu	6/6				3/3 ⁽⁹⁾		2/3		
28	Mr. WONG Hin-wing, Simon ⁽¹⁾	N/A								4/4
29	Mr. WONG Siu-han, Rex	4/6	4/4 ⁽⁹⁾			4/4	2/4			
30	Ir Prof. YOUNG Meng-Cheung, Andrew	4/6					3/4			
31	Ir YU Chen-on, Emil	6/6			3/3					
32	Ms. YU Po-mei, Clarice	3/6								

(1) Retired as CIC Member w.e.f. 1 February 2024.

(2) Membership since 4 March 2024.

(3) Retired w.e.f. 4 March 2024.

(4) Resigned on 19 February 2024.

(5) Two meetings were attended by a representative.

(6) Four meetings were attended by a representative.

(7) One meeting was attended by a representative.

(8) Three meetings were attended by a representative.

(9) Membership since 1 May 2024.

(10) Term ended on 30 April 2024.

(11) Membership since 16 July 2024.

(12) Term ended on 15 July 2024.

CITB Members' meeting attendance in 2024

Chairperson		Attendance
1	Sr LAM Kin-wing, Eddie	6/6
Members		Attendance
2	Mr. CHAN Lok-chai	6/6
3	Mr. CHAN Shut-ho, Franki ⁽¹⁾	3/3
4	Mr. CHOW Luen-kiu	5/6
5	Ir FUNG Kwok-keung, Conrad ⁽²⁾	0/1
6	Mr. HUANG Yongquan	6/6
7	Ms. LAM Nga-man, Pamela	6/6
8	Ar. LEE Chiu-ming, Benny ⁽¹⁾	2/3
9	Prof. LIM Wan-fung, Bernard Vincent ⁽³⁾	1/3
10	Mrs. LO LEE Oi-lin	5/6
11	Ir LUK Wai-lam, William	4/6
12	Mr. NG Ho-wang ⁽⁴⁾	6/6
13	Mr. NG San-wa, Lawrence ⁽³⁾	3/3
14	Mr. TSE Wang-yu ⁽¹⁾	2/3
15	Sr WONG Kin-wai, Staw	5/6
16	Mr. WONG Ping ⁽³⁾	2/3
17	Mr. WONG Siu-han, Rex ⁽¹⁾	3/3
18	Dr. YAN Ting-kwan, Daniel	6/6

(1) Term Commenced on 1 July 2024.

(2) Resigned on 21 Feb 2024.

(3) Term ended on 30 June 2024.

(4) Two meetings were attended by a representative.

CWRB Members' meeting attendance in 2024

Chairperson		Attendance
1	Ir LIU Sing-pang, Simon	4/4
Members		Attendance
2	Mr. CHAN Chi-ming, Antonio ⁽¹⁾	1/2
3	Mr. CHAN Shut-ho, Franki ⁽²⁾	2/2
4	Mr. CHAN Wai-tong, Victor	4/4
5	Ir CHAN Yun-kan, Simon	4/4
6	Ms. CHENG Sau-kuen ⁽¹⁾	2/2
7	Mr. CHEUNG Tat-fai, Kenneth ⁽¹⁾	2/2
8	Ir Prof. CHI Wuh-jian, Joseph ⁽¹⁾	2/2
9	Mr. CHIU Kin-keung ⁽¹⁾	2/2
10	Ar. IP Man-kiu, Irene ⁽¹⁾	1/2
11	Mr. LAM Oi-ki, Peter ⁽²⁾	1/2
12	Ms. LAM Nga-man, Pamela	4/4
13	Ar. Dr. LAM Wai-pan, Wilson ⁽²⁾	2/2
14	Ir LEUNG Wai-bun, Brian ⁽²⁾	0/2
15	Ir LEUNG Wai-ho, Alfred ⁽²⁾	2/2
16	Mr. LO Cheuk-pui, Edward ⁽¹⁾	2/2
17	Mr. LOK Kwei-sang, Tandy ⁽²⁾	2/2
18	Mr. NG Choi-wah ⁽²⁾	2/2
19	Sr PONG Yiu-po, Daniel	4/4
20	Cr TANG Yu-chi, Alfred	2/4
21	Ir TSANG Hing-cheung, Gilbert	4/4
22	Ir WONG Hon-ping, Edmond ⁽¹⁾	2/2
23	Ir WONG Lui	4/4
24	Mr. WONG Ping ⁽²⁾	1/2
25	Ir Prof. XIAO Fu, Linda	3/4
26	Mr. YAU Wah-hong, Alec	2/4
27	Mr. YUEN Tsz-lok, Murphy	4/4

(1) Term Commenced on 1 July 2024.

(2) Term ended on 30 June 2024.