

CORPORATE GOVERNANCE REPORT

企業管治報告



1. Corporate Governance Framework

The Construction Industry Council (CIC) firmly believes 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 CIC establishes the corporate governance framework 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 pursuing the Vision and Mission, the CIC has its corporate governance framework and system supported by Five Pillars:

1. 企業管治框架

建造業議會(議會)深信良好的企業管治為機構高效管理和順暢運作的基石，亦能維護持份者及公眾的利益。議會參考以下準則以建立機構的企業管治框架：

- 香港交易及結算所有限公司發布的《企業管治守則》及《企業管治報告》；
- 香港會計師公會發布的《公營機構企業管治的基本架構》；及
- 廉政公署發布的《公營機構的良好管治及內部監控》。

為達成議會的願景及使命，議會的企業管治框架和系統由五項基石所支持：





2. The Council and Statutory Boards

Council Chairman (since 1 February 2016): Mr. CHAN Ka-kui

The Council Chairman and 24 Members are appointed by the Secretary for Development, generally for two years each time. 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 3 public officers;
- not more than 4 persons who represent employers;
- not more than 4 persons who represent professionals or consultants;
- not more than 5 persons who represent contractors, subcontractors, materials suppliers or equipment suppliers;
- not more than 2 persons who represent training institutes, academic or research institutions;
- not more than 3 persons from trade unions representing construction workers; and
- not more than 3 persons the Secretary for Development thinks fit to be a Member.

(Please refer to page 67 for the Council Members' Meeting Attendance in 2019.)

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

- (1) Objections Board;
- (2) Construction Industry Training Board;
- (3) Construction Workers Registration Board;
- (4) Construction Workers Qualifications Board; and
- (5) Construction Workers Review Board.

2. 議會及法定委員會

議會主席(自2016年2月1日起): 陳家駒先生

議會主席及24位成員由發展局局長委任，每屆任期一般為兩年，主席及各成員可服務議會連續不超過六年。議會的組成是根據《建造業議會條例》(第587章)第9至12條，並受附表2所規管，成員如下：

- 不超過3名公職人員；
- 不超過4名聘用人代表；
- 不超過4名專業人士或顧問代表；
- 不超過5名承建商、分包商、材料供應商或設備供應商代表；
- 不超過2名培訓機構、學術或研究機構代表；
- 不超過3名代表建造業工人的職工會代表；及
- 不超過3名發展局局長認為合適的其他人士。

(請於67頁查閱議會成員2019年的會議出席紀錄。)

除議會外，合共有五個根據《建造業議會條例》及《建造業工人註冊條例》(第583章)成立的法定委員會，分別是：

- (1) 處理反對事宜委員會；
- (2) 建造業訓練委員會；
- (3) 建造業工人註冊委員會；
- (4) 建造業工人資格評審委員會；及
- (5) 建造業工人覆核委員會。



(Please refer to pages 70 and 71 for the Members' Meeting Attendance of the Construction Industry Training Board and the Construction Workers Registration Board in 2019.)

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 its attention on strategic issues, direction planning, policy making, corporate governance and the long-term development of the industry.

3. Executive Committee, Boards and Committees

In addition to the respective Boards and Committees, 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.

To ensure connectivity and to strengthen communication, the role of Board/Committee Chairpersons are, as far as possible, taken up by Council Members, while the subcommittees/task forces/working groups should be chaired by the respective board/committee members, unless special expertise is required from outside parties. Council Members may indicate their preference to join normally up to three committees at the commencement of their term.

(請於70及71頁查閱建造業訓練委員會成員及建造業工人註冊委員會成員2019年的會議出席紀錄。)

議會按《建造業議會條例》第15條設立若干委員會及專責委員會監督機構表現，協助議會妥善地執行各項職能和管理相關業務運作。職責分工確立後，議會可專注於策略性事務、方向發展、政策制定、企業管治，以及建造業長遠發展等的工作，從而更有效地發揮議會的職能。

3. 執行委員會、委員會與專責委員會

除了委員會及專責委員會，議會轄下亦設立小組委員會、專責小組及工作小組等，輔助各相關委員會／專責委員會集中處理專業領域、專門問題或特定事項，並執行相應的任務，讓議會能更妥善地執行其職能。

為確保聯繫和鞏固溝通，一般而言，委員會／專責委員會的主席一職盡可能由議會成員擔任，而小組委員會／專責小組／工作小組的主席職位則由委員會／專責委員會成員出任，除非個別小組需要向外尋求具有特殊專長或經驗的領導。每位議會成員在加入議會時，一般可選擇加入最多三個專責委員會。



Executive Committee

Chairperson: Mr. CHAN Ka-kui
(Tenure as Chairperson: since 1 February 2018)

The Executive Committee was formed in 2018 following a streamlining and transformation from the previous Committee on Administration and Finance, to allow a more efficient decision-making process in the delivery of the CIC's services and initiatives. The Council Chairman is also the Chairperson of the Executive Committee. For close connectivity and institutional coordination, the Chairpersons of the main Boards and Committees, who are also Council Members, sit on the Executive Committee.

All major approvals are, in principle, vested in the Council, which meets bi-monthly in the even-number months, while the Executive Committee is also a bi-monthly forum in the odd-number months to discuss policies and new initiatives and brainstorm on important issues. On pressing occasions, the Executive Committee is empowered to act on behalf of the Council to approve urgent matters for operational needs, except those specifically reserved for the Council under the CICO. The approved items shall be reported to the Council in a timely manner.

(Please refer to page 72 for the membership lists and Terms of Reference of Boards and Committees under the CIC.)

執行委員會

主席：陳家駒先生
(主席任期：自2018年2月1日起)

執行委員會是隨著議會於2018年的一項精簡架構及轉型措施而成立，取代了當時的行政及財務專責委員會，讓議會在提供服務和推行各類舉措的決策過程更具效率。議會主席同時擔任執行委員會主席，其他主要委員會／專責委員會的主席，亦即議會成員，則同時成為執行委員會成員，以確保緊密的連貫性及機構的協調性。

議會會議逢雙數月份舉行，負責大部分主要的審批和核准權利，而執行委員會會議則於單數月份舉行，主要研討新政策的制定、新措施的推行及其他策略性的規劃。在緊急情況下，為應付運作上的需要，執行委員會獲授權核准一些事宜(根據《建造業議會條例》專為議會預留的事宜除外)，並就已核准事宜適時向議會作出報告。

(請於72頁查閱議會轄下各委員會及專責委員會的成員名單及職權範圍。)



4. 2019 Achievements

We share with you the CIC's 2019 accomplishments on corporate governance, as follows:

4.1 Public Recognition

The CIC's effort and commitment to good corporate governance earned its first Corporate Governance Award "Commendation on Corporate Governance Improvements" under the category of "Self-nomination Awards" of the Hong Kong Institute of Certified Public Accountants (HKICPA). We are honoured to be the only winner under this Category in 2019. The HKICPA's Corporate Governance Awards are recognised as an important benchmark of Hong Kong's corporate governance standards and best practices. The CIC regards the commendation as a significant achievement and accolade.

In the assessment, the quality of our overall corporate governance framework, the recent initiatives and developments in improving the standards, and strong features of voluntary disclosures and practices were acknowledged. The judges applauded the CIC's efforts in strengthening membership diversity and representation, ensuring connectivity between the Council and Boards/Committees, enhancing more efficient decision-making, and improving transparency through publication of informative booklets. Details of the CIC's good corporate governance practices are covered in the ensuing paragraphs of this chapter.

4. 2019年的成果

我們與大家分享議會2019年在企業管治方面的成就如下：

4.1 公眾認同

我們很高興獲香港會計師公會頒發「最佳企業管治大獎2019自薦獎」的「企業管治進步嘉許獎」，表示議會在維持良好企業管治方面的工作和努力得到認同。這是議會首個企業管治獎項，而議會亦是這個獎項今年唯一的獲獎機構。香港會計師公會舉辦的年度最佳企業管治大獎，是香港公認的企業管治水平及良好作業的重要指標；因此，議會視這個嘉許獎為一項重大成就和榮譽。

在評審過程中，議會企業管治框架的整體質素、近年就提升相關水準的改革和發展，以及出色的自願性披露和舉措均得到評審團的認同。評判並讚揚議會在提升成員多元化和代表性、確保議會與委員會／專責委員會之間的聯繫、改善決策過程的效率，以及為進一步提高透明度而出版的資訊刊物等各方面的工作。有關議會企業管治的良好作業及安排，已詳載於本章隨後的段落。



Ir Albert CHENG, Executive Director (1st right) received the HKICPA Corporate Governance Award on behalf of the CIC 執行總監鄭定寧工程師(右一)代表議會接受香港會計師公會的企業管治獎項



4.2 Enhancement of Newly-implemented Initiatives

To reinforce a high standard of corporate governance, the CIC launched a revamp on the existing practices and introduced a number of new initiatives on many fronts of corporate governance in 2018. They included the establishment of Audit Committee, enhancement of the structure and appointment mechanism of Boards/Committees, streamlining of paper approval system, etc. In 2019, the CIC spent a great deal of effort on consolidating the changes, refining the operations and strengthening the systems.

4.3 Crisis Management

Hong Kong underwent some months of unprecedented social unrest in 2019. The crisis affected the emotions and living of many local citizens. Being an organisation of good corporate governance, the CIC tried very hard to maintain normal operation and provide services to the industry, while protecting the safety of its staff members. An Operation Task Force was timely set up to gauge, manage and mitigate the risks arising from the societal events and to implement responsive measures.

5. Appointment of Members

The appointment mechanism of the five Industry Development Committees was revamped in 2018. Under the revamped mechanism, on selecting and appointing new members to the Committees, the CIC will invite the 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 the CIC task forces, etc., their willingness to serve, and the needs of the CIC. The Council Chairman will discuss nominations with the individual Committee Chairpersons.

4.2 新舉措的優化

為強化高質素的企業管治水平，議會於2018年進行了一些改革，實行一連串相關的新措施。當中包括審核專責委員會的成立、委員會／專責委員會架構的重組及成員委任機制的改善、文件審批制度與程序的簡化等等。在2019年，議會繼續鞏固及優化各項新安排和新系統，致力讓議會的運作更為順暢和完善。

4.3 危機管理

香港在2019年經歷了數個月前所未有的社會事件，重大的社會危機影響到普羅市民的情緒和生活。作為一個有良好企業管治文化的機構，議會竭力維持機構正常運作及為行業提供一貫服務之餘，也著重保障所有員工的安全。為此，議會適時成立了行動工作小組，以監察、管理及制定措施減低議會可能面對的潛在風險。

5. 成員的委任

五個行業發展專責委員會的組成和成員委任制度於2018年曾進行改革。根據新機制，在選擇及委任新成員加入專責委員會時，議會會邀請相關的建造業機構或組織按次序提名候選人；議會根據各候選人的專長、過往表現、對業界貢獻、他們本人意願及議會需要等因素，從具有潛質的候選人中委任合適人選加入各專責委員會。在考慮過程中，議會主席亦會諮詢相關專責委員會主席的意見。



By mirroring the Council and capping Committees' members to a maximum of 17, with a maximum four-year tenure, the revamp helps to improve the public perception of the Committees to be more representative of the industry, allowing an integration of views from representative sectors while forbidding monopolisation by particular institutions. The new mechanism encourages members to advise from a macro, instead of a sectoral, perspective. They bring to the CIC 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.

每個行業發展專責委員會的構成形同「小型議會」，成員來自業界不同範疇，人數限制為17人，任期最長四年。這項改革大大提升了專責委員會的代表性，促進意見交流與融合，並有效防止個別組織或成員的壟斷。新機制鼓勵成員提出不同觀點及表達獨立意見，從而能夠為議會帶來更多更廣的發展空間。除了達致多元化、廣泛代表性、最佳的融合，新制度也推動了建造業的跨範疇協作。

Composition of the Council 議會的組成



Composition of the Five Industry Development Committees 五個行業發展專責委員會的組成 in the form of a "mini Council" 形同「小型議會」





6. Code of Conduct and Disclosure of Interests

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

6.1 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.

6. 行為守則及利害關係的披露

高水平的誠信是機構持續成功和長遠發展的關鍵。議會在日常營運、處理公務及履行職責時，一向嚴守公平、誠實、大公無私及正直不阿的原則。

6.1 議會成員

《建造業議會條例》附表3第6及7條和附表4第8條，規管議會成員利害關係的披露及議會備存相關紀錄冊的責任。《建造業議會成員的行為守則》(守則)載列議會成員的操守和必須恪守的行為標準，而《成員的利害關係的披露政策》(政策)則說明議會成員必須就利害關係作申報，以及議會處理利益衝突的制度。為維持公眾的信心和保障公眾的利益，所有議會／委員會／專責委員會成員在接受任命時，必須簽署確認書，確認收悉、明白並遵守上述的守則及政策。



6.2 For Staff

For staff, the *Code of Conduct* (the Code) is in place to set out the basic standard of conduct and other relevant policies which all CIC 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 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 new employees are required to sign their acknowledgement of the Code. In addition, the CIC management staff are required to declare in writing annually their compliance with this Code.

6.2 議會職員

至於議會職員，《員工行為準則》(準則)清晰說明了議會對員工道德操守的基本要求和相關的適用政策，議會職員在執行職務時必須遵守。準則參照廉政公署的《防止賄賂條例》(第201章)及良好作業守則，定期進行更新。準則涵蓋接受利益、利益衝突、使用議會資產和資源、資料保密、外間受僱和工作操守等範疇。所有新僱員工必須簽署和確認該準則。此外，管理層員工必須每年以書面聲明其已遵守準則。

7. Council Proceedings

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:

- (a) Bi-monthly meetings are held by the Council and the Executive Committee, 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).
- (b) The meeting schedule is set at the beginning of each year to allow Members to reserve time to attend.
- (c) 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 7 calendar days before the meeting is convened.
- (d) The draft Agenda is prepared by the responsible Secretariat and approved by the Council Chairman/Board/Committee Chairperson.

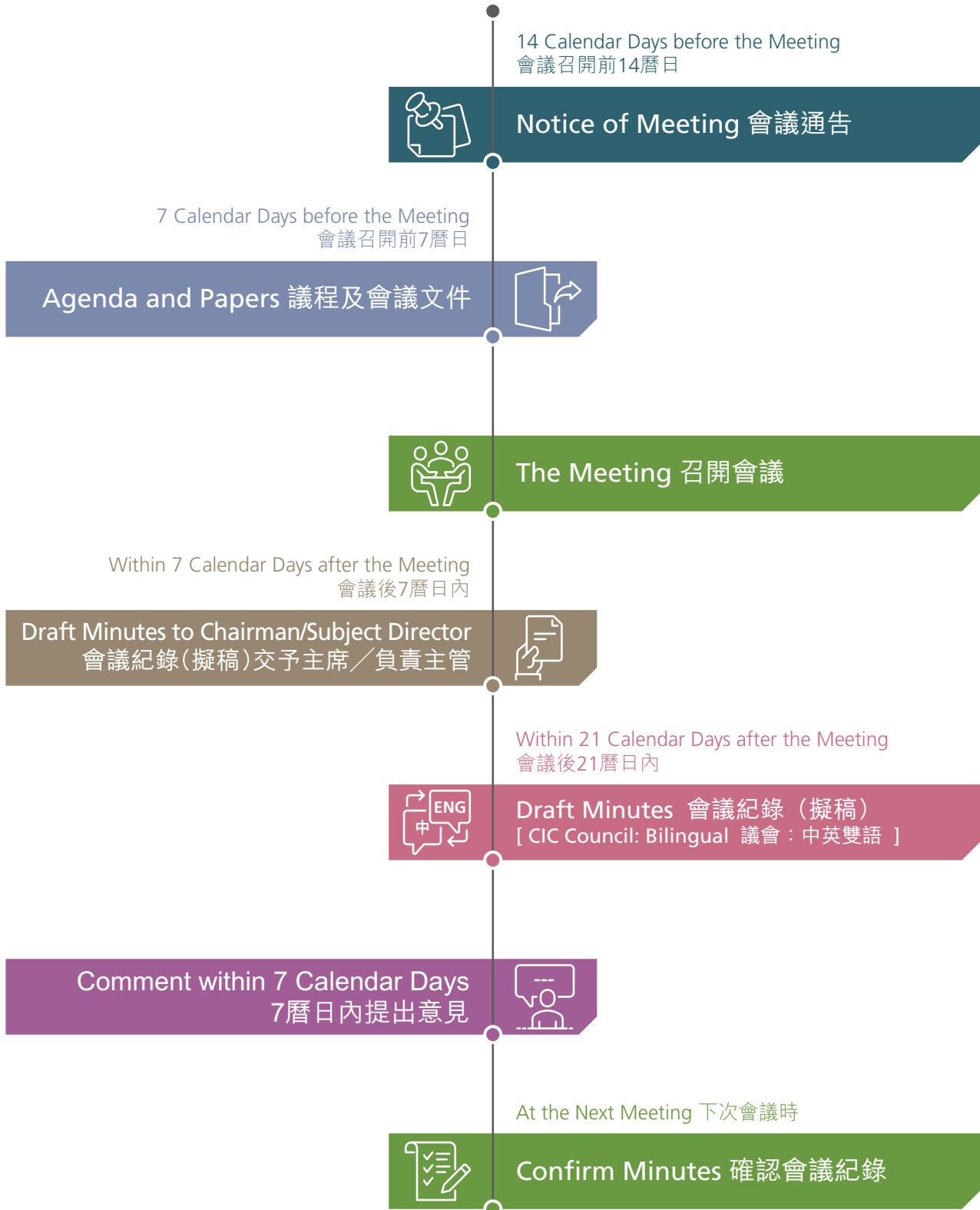
7. 議會程序

除了議會和法定委員會會議程序的監管要求外，議會的委員會及專責委員會大致上也遵從以下多個關鍵的議會程序，以維持企業管治的優良作業模式：

- (a) 議會及執行委員會每兩個月召開一次會議，而委員會及專責委員會最少每季召開一次會議(除處理反對事宜委員會、建造業工人資格評審委員會及建造業工人覆核委員會，會因應需要而召開會議)。
- (b) 每年年初定立會議時間表，方便成員預留時間出席。
- (c) 會議通告於會議召開前至少14曆日發送給成員。而會議議程和討論事項文件則於會議召開前至少7曆日發送給成員。
- (d) 會議議程經由所屬的秘書處擬備，議會／委員會／專責委員會主席負責審批。



Workflow and Timeline for Issuance of Meeting Documents
發出會議文件的流程及時間表





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| <p>(e) 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 may 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.</p> | <p>(e) 執行總監及高級管理人員會適時出席會議，並就有關事項提供資料和進行闡述，惟他們並沒有決議程序的投票權，亦不可影響決策過程。在執行總監的領導下，管理層會跟進已制定的策略的執行情況，並定時作出匯報。</p> |
| <p>(f) 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. 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 approved in the subsequent meeting.</p> | <p>(f) 成員須簽署出席紀錄表。相關的秘書處會記錄會議出席情況及議事程序於會議紀錄中，並於會議後21曆日內向成員傳閱會議紀錄及每項議程的討論內容，以供他們反映意見。會議紀錄將在下次會議時進行檢討及核准。</p> |
| <p>(g) 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 posted to the CIC website for reference by the public.</p> | <p>(g) 會議紀錄(執行委員會、審核專責委員會、處理反對事宜委員會及議會會議的閉門會議環節除外)均上載於建造業議會之網站，以供公眾參考。</p> |
| <p>(h) 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.</p> | <p>(h) 在相關議題進行討論前，成員須申報有關的利益衝突(如有)。申報和所採取的行動，例如成員被禁止參與相關事項的討論，將會記錄於會議紀錄內。</p> |
| <p>(i) Members have access to 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.</p> | <p>(i) 在取得恰當核准後，如適用，成員可獲專業支援以履行職責。例如：外部的專業顧問可被邀請出席會議的特定環節，為某些議題作介紹或闡述，讓成員有更充裕時間進行質詢及討論。</p> |
| <p>(j) The quorum required by the Council meetings and statutory Boards meetings is specified in the CICO and CWRO respectively.</p> | <p>(j) 議會會議和法定委員會會議所要求的法定人數由《建造業議會條例》及《建造業工人註冊條例》制定。</p> |



On meeting procedures, 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 the new system, meetings have been conducted in a smoother, more timely and effective manner.

8. Transparency and Accountability

An Orientation programme will be arranged for the newly appointed Council Members each year to bolster their sense of belonging and to familiarise them with the history, background, development, organisation structure, governance framework and major initiatives of the CIC. A bilingual booklet *Information for Council Members* containing the relevant details such as Code of Conduct, CIC’s statutory functions, Council operations, etc. is prepared for reference by new Members.

As a statutory body being financed mainly by construction industry levy, the CIC has a mission to operate in an open, transparent and accountable environment so as to provide stakeholders, the industry and the public with services that are of value for money. To enhance communication with employees and improve transparency to the public, the CIC has published the *Corporate Governance Manual* and an annual *CIC Major Work Plans* in addition to the delivery of Annual Report. These three bilingual publications are accessible at the CIC website.

Furthermore, the meeting schedules and minutes of the Council (open-door sessions only), Boards and Committees are uploaded to the CIC website for public access. Members of the public can attend the open-door sessions of the Council meetings. The CIC considers transparency fundamental to good corporate governance and has taken an open approach to disclosing information.

關於會議程序，議會於2018年推行「簡易程序文件」制度，以便在會議中及時通過核准事宜和有效處理討論文件。常規性和簡單直接的事項，將被納入「簡易程序文件」，並被視作獲得成員的核准，除非成員要求於會議期間進行討論或提出質詢。自新制度實施後，會議過程更為順暢、快捷及有效率。

8. 透明度及問責性

議會每年為新成員安排迎新會面，加強他們對議會的歸屬感，讓他們熟悉議會的歷史、背景、發展，組織架構、企業管治和重要舉措。此外，機構秘書處編制「議會成員手冊」予新成員參閱，其內容涵蓋行為守則、議會法定職能、議會的營運等等。

作為一個法定機構並以建造業徵款為主要財政來源，議會必須在公開、具透明度及問責的環境下運作，並向持份者、業界和公眾提供有價值的服務。為增強員工溝通和提高公眾透明度，除了議會年報，我們也出版「企業管治手冊」及「建造業議會年度重點工作計劃」；這三本中英雙語的刊物均可於建造業議會之網站下載。

此外，議會和各主要委員會／專責委員會的會議時間表及會議紀錄（議會只限會議的對外開放環節）會上載到建造業議會的網站，供公眾瀏覽；而公眾人士亦可出席議會會議的對外開放環節。議會相信，機構透明度是達致良好企業管治之道，因而亦樂意主動公開資料。



Communication enhances public trust. In parallel with information disclosure, the CIC is receptive to external views and professional opinions. Apart from the engagement of a large number of Council/Boards/Committees Members, the CIC also actively engages industry stakeholders and members of the public on business development, initiatives implementation and many other industry-related matters such as quality issues, safety policy, service review, innovation and technology application, etc. through consultations and industry seminars. There are various engagement programmes which foster formal and informal communications between the CIC and stakeholders.

溝通可以加深公眾信任。在公開資訊之餘，議會亦樂於接受外界觀點和專業意見。議會、委員會及專責委員會等成員的加入已促進了不同界別參與議會事務，議會同時也積極吸納其他持份者和公眾人士參與我們的事宜，包括行業發展、重點倡議，以及其他與建造業相關的事項，例如質素管理、服務檢討、技術創新、科技應用等等。透過各式各樣的諮詢活動和專題研討會，議會與各界建立了正式及非正式的溝通渠道，集思廣益，不斷進步。

9. Sustainability and Corporate Responsibility 9. 可持續性及企業責任

The CIC recognises sustainability and corporate responsibility are elemental to maintaining its leading as well as contributing role to the construction industry. Sustainability focuses on balancing the current and future needs of people, while corporate responsibility is about operating the organisation and running the businesses properly and responsibly in all aspects.

可持續發展和履行企業責任是議會非常重視的一環，它們是支撐議會在建造業擔當領導及推動角色兩項不可或缺的元素。可持續發展在於平衡人們目前與未來的需要，而履行企業責任則代表我們在各業務範疇均以恰當及負責任的方式營運，對社會作出貢獻。

Internally, the CIC management has introduced a number of initiatives on corporate responsibility e.g. a paperless office, green procurement, safety library, etc. To construction workers, the CIC has made constant efforts to support them and cater for their welfare. For instance, the in-town service centre has recently been refurbished and upgraded. Besides, specific programmes like Construction Workers Festival are organised for construction workers. The CIC also awards scholarships to their family members. All these practices are for the good of construction workers.

對內方面，議會管理層實施了一系列關於企業責任的作業舉措，包括無紙化工作間、環保採購、安全資料圖書館等等。對建造業工人，議會十分支持和關注他們的福祉。我們最近翻新及擴充了其中一個市區服務中心，讓建造業工人得到更佳的支援和服務，議會並為他們舉行不同的活動，例如建造工友節，亦向他們的家人頒發獎學金，希望更全面照顧建造業工人的需要。

Externally, under the CIC Construction Industry Sports and Volunteering Programme, an array of different sports and volunteering services are organised for industry practitioners in order to help the needy and to promote a healthy and caring lifestyle. As regards ethnic minorities in Hong Kong, the CIC collaborates with the Government and the ethnic minority communities to provide training and enhance recruitment opportunities for the group. In building a sustainable future for Hong Kong, the CIC is dedicated to operating and growing in an environmentally and socially responsible manner.

對外方面，議會透過建造業運動及義工計劃履行企業責任，我們為業界從業員提供各種各樣的體育運動和志願服務機會，幫助有需要的社群之餘，也推動健康與關愛的生活模式。至於香港的少數族裔，議會聯同政府和少數族裔社群，盡力為他們提供培訓和招募機會。議會致力在維持運作及實踐增長上堅守對環境和社會負責任的重要原則，為香港建立一個可持續的將來。



10. Risk Management and Internal Controls

The CIC is operating in an increasingly complex and challenging environment. To uphold the governance standard and control internal deficiencies or malpractice, the CIC management attaches a great deal of importance to the functions of internal audit. The independence of the work of Internal Audit Department was substantiated by the establishment of the Audit Committee in 2018, which comprises independent members including Council Members, government representative and external professionals. The Audit Committee oversees the internal and external audit work and advises the CIC on corporate governance, including risk management and internal control systems.

Further details of the work of the Internal Audit Department and its achievements in 2019 are set out in the chapter of Operational Review of this Annual Report.

11. Grade Management and Talent Development

To contribute to a high level of corporate governance, the CIC implements an internal initiative of Grade Management. The Corporate Secretariat Department formulates a series of Grade Management policies and guidelines such as meeting procedures, language requirements, paper preparation, documentation system as well as Council Members overseas visits policy for corporate-wide observance. Secretariat staff are expected to abide by the various requirements in performing their duties. Besides, forms and templates are prepared and accessible at the CIC intranet for use by the secretariat officers. With concerted efforts of all parties, the governance standard and secretarial service quality of the CIC have been improved.



Management staff participated in Corporate Governance training
管理層員工參加「企業管治」培訓

10. 風險管理及內部監控

議會面對著日趨複雜、充滿挑戰的營運環境，為保持管治水準及監控內部缺失或不當行為，議會管理層高度重視內部審計的功能。審核專責委員會於2018年成立，進一步確立內部審計部工作的獨立性。審核專責委員會的成員包括議會成員、政府代表和外方專業人士，負責監督內部及外部的審計工作，並就企業管治向議會提出意見和建議，包括風險管理及內部監控系統等等。

內部審計部的工作及2019年的成果，詳載於本年報「營運概覽」一章。

11. 職系管理及人才發展

為實踐高水平的企業管治的目標，議會推行了一項「職系管理」內部措施，由機構秘書處負責執行。機構秘書處制定一系列「職系管理」的政策及指引，涵蓋會議程序、語文運用要求、文件準備、文書系統，以及議會成員海外職務訪問的政策，供機構參考和遵從。所有負責秘書處職系工作的同事，在執行職務時，均須遵守相關政策及指引。此外，機構秘書處擬定各式各樣的表格和樣板，並上載到議會內聯網，供秘書處職系同事使用。經大家的合作和共同努力，議會的秘書處職系服務質素得到明顯改善及提升。



As one of the measures to complement the introduction of Grade Management, in-house training on relevant topics and interactive writing skills sessions are organised at regular intervals for staff who have job-related needs. Moreover, management training on the subject and latest developments of corporate governance is also arranged for senior staff members. Such kind of talent-development programmes helps to elevate the employees' competency and professionalism and uplift the corporate image of the CIC in the long run.

配合「職系管理」的實施，我們定期為同事就相關範疇安排機構內部培訓課程，並為在工作上有需要的同事提供互動書寫技巧訓練。此外，我們亦為議會的管理層提供企業管治相關課題和最新發展的培訓。人才發展計劃有助提高員工的整體工作能力和專業精神，從而提升議會的企業專業形象。

12. CIC's Internal Stakeholders

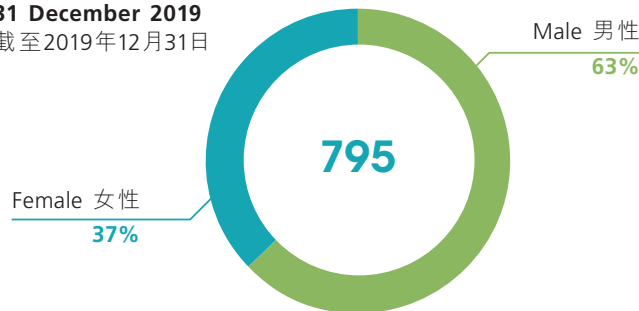
Human capital is the most valuable asset of the CIC, and staff dedication is the key to our success. We appreciate diversity, integration and collaboration, along with professionalism and specialisation. Below is the categorisation of CIC employees:

12. 議會的內部持份者

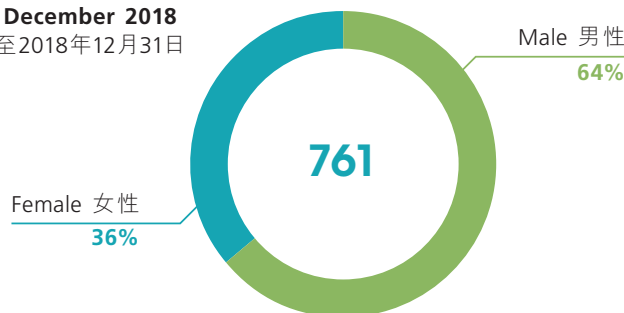
人力資本是議會最寶貴的財產，員工的熱誠盡忠是議會賴以成功的關鍵。我們著重多元、融合與協作，也深明專業性及專門化的可貴。議會僱員的分類如下：

Total number of full-time employees 全職僱員總數

As at
31 December 2019
截至2019年12月31日



As at
31 December 2018
截至2018年12月31日





The CIC is an equal opportunities employer committed to providing equal and fair opportunities in relation to all relevant human resources matters. Its employees come from diverse backgrounds, such as trade skills, civil engineering, mechanical engineering, surveying and architecture, legal, arbitration and mediation, finance and accounting, information technology, marketing and media, curriculum development, safety and quality assurance, and environmental expertise.

The remuneration policy and mechanism of the CIC mainly makes reference to the master pay scale of the Government and the private market. Staff remuneration is reviewed annually, taking into account the general economy, market trend and the financial situation of the organisation. The annual pay adjustment is also based on staff performance. The appraisal process for every staff member is clearly recorded in the Performance Management and Development System with multiple steps of check and balance to ensure fairness in staff performance assessment.

With regard to corporate culture, the Committee on Corporate Culture Building headed by the Executive Director shoulders the mission and responsibilities of developing and implementing a stronger corporate culture with the core values of "Caring, Integrated, Committed" for the CIC. In emphasising the significance of staff ethics and integrity, we also treasure a harmonious working environment, the well-being of staff, staff engagement and motivation, and talent development in line with our organisational growth.

建造業議會是一個平等機會僱主，致力為所有人力資源事宜提供平等和公平機會。議會員工擁有不同的背景，包括工藝技能、土木工程、機械工程、測量和建築、法律、仲裁和調解、財務和會計專業、資訊科技、市場推廣和媒體領域、課程發展、安全和質素保證，以及環境專業。

議會的薪酬政策和機制主要參考政府的總薪級表和私人市場的薪酬狀況。員工薪酬每年根據一般經濟情況、市場環境及議會的財政狀況作出檢討。員工的薪酬調整亦基於其工作表現，每位員工的工作表現評估過程都清楚記錄在績效管理和發展系統內，並有多重的制衡，以確保員工工作表現評估的公平性。

關於機構文化方面，由執行總監領導的建立機構文化專責委員會肩負著發展及推動機構文化的使命和責任，積極推廣並宣揚議會的核心價值「關懷、共融、承擔」。議會不斷前進，我們強調員工道德操守及誠信的重要性，也重視和諧的工作環境、員工的身心健康、員工的投入參與和正面激勵，以及人才的培訓和發展。



Council Members' Meeting Attendance in 2019

Council Meetings

議會成員2019年會議出席紀錄

議會會議

Chairman 主席			Attendance 出席紀錄
1	Mr. CHAN Ka-kui	陳家駒先生	6/6
Members 成員			Attendance 出席紀錄
2	Ir CHAN Chi-chiu	陳志超工程師	5/6
3	Mr. CHAN Kim-kwong	陳劍光先生	6/6
4	Mr. CHAN Pat-kan	陳八根先生	6/6
5	Dr. CHEUNG Tin-cheung [#]	張天祥博士 [#]	5/5
6	Mr. CHOW Luen-kiu	周聯僑先生	6/6
7	Ir Prof. CHUNG Kwok-fai	鍾國輝教授工程師	4/6
8	Mr. FU Chin-shing, Ivan	符展成先生	4/6
9	Ar. FUNG Yin-suen, Ada	馮宜萱建築師	6/6
10	Ir KWAN King-fai, Alex	關景輝工程師	3/6
11	Sr Dr. LAI Yuk-fai, Stephen	賴旭輝博士測量師	4/6
12	Sr LAM Kin-wing, Eddie	林健榮測量師	6/6
13	Ir LAM Sai-hung	林世雄工程師	6/6
14	Ms. LEE Sau-king, Amy	李秀琮女士	6/6
15	Ir Prof. LO Hong-kam	羅康錦教授工程師	4/6
16	Ir MO Kon-fei, Kenneth	巫幹輝工程師	6/6
17	Ir PAN Shujie	潘樹杰工程師	5/6
18	Ir Dr. PANG Yat-bond, Derrick	彭一邦博士工程師	5/6
19	Ir POON Lock-kee, Rocky	潘樂祺工程師	6/6
20	Mr. WONG Hin-wing, Simon	黃顯榮先生	6/6
21	Ir WONG Kin-wai, Ken	黃健維工程師	6/6
22	Ms. WONG Yeuk-lan, Eliza	黃若蘭女士	6/6
23	Ms. YEUNG Kwong-yim, Connie	楊光艷女士	6/6 ^{>}
24	Ir YU Sai-yen	余世欽工程師	4/6
25	Ir YU Shek-man, Ringo	余錫萬工程師	5/6
26	Mr. YU Tak-cheung [^]	余德祥先生 [^]	1/1

[#] retired w.e.f. 28.10.2019

[>] one meeting represented by Mr. LEUNG Kin-man, Stephen (Housing Department) and another meeting represented by Mr. LAU Fu-kwok, Rudolf (Housing Department)

[^] succeeded Dr. CHEUNG Tin-cheung w.e.f. 28.10.2019

[#] 由2019年10月28日起卸任

[>] 由房屋署代表梁建文先生出席一次會議，以及由房屋署代表劉輔國先生出席另一次會議

[^] 由2019年10月28日起接任張天祥博士，成為成員



Council Members' Meeting Attendance in 2019
Committees' Meetings

議會成員2019年會議出席紀錄
專責委員會會議

Council Members	Com-EXE	Com-BIM	Com-CPT	Com-CSY	Com-ENV	Com-PRO	Com-RSC	Com-AUD
議會成員	執行委員會	建築信息模擬專責委員會	建造採購專責委員會	建造安全專責委員會	環境專責委員會	生產力專責委員會	註冊專門行業承造商制度專責委員會	審核專責委員會
1 Mr. CHAN Ka-kui 陳家駒先生	5/5	-	-	-	-	-	-	-
2 Ir CHAN Chi-chiu 陳志超工程師	-	-	3/4	-	-	-	5/5	-
3 Mr. CHAN Kim-kwong 陳劍光先生	-	-	4/4	4/4	-	-	-	-
4 Mr. CHAN Pat-kan 陳八根先生	-	-	-	4/4	-	-	-	-
5 Dr. CHEUNG Tin-cheung 張天祥博士	4/4 retired on 28.10.2019 由2019年 10月28日 起卸任	-	-	-	3/3 retired on 28.10.2019 由2019年 10月28日 起卸任	-	-	-
6 Mr. CHOW Luen-kiu 周聯僑先生	-	-	-	3/4	-	3/4	-	-
7 Ir Prof. CHUNG Kwok-fai 鍾國輝教授工程師	-	2/4	-	-	-	3/4	-	-
8 Mr. FU Chin-shing, Ivan 符展成先生	1/1 w.e.f. 01.11.2019 於2019年 11月1日 成為成員	1/4	1/4 in attendance 列席	-	2/4	1/4	-	-
9 Ar. FUNG Yin-suen, Ada 馮宜萱建築師	4/5	4/4	-	-	-	-	-	-
10 Ir KWAN King-fai, Alex 關景輝工程師	-	-	-	-	-	4/4	-	-
11 Sr Dr. LAI Yuk-fai, Stephen 賴旭輝博士測量師	4/5	4/4	4/4	-	-	-	-	-
12 Sr LAM Kin-wing, Eddie 林健榮測量師	-	-	-	-	-	4/4	-	-
13 Ir LAM Sai-hung 林世雄工程師	5/5 one meeting attended by rep. 其中一次會議 由代表出席	4/4 all meetings attended by reps. 由代表出席	4/4 all meetings attended by reps. 由代表出席	4/4 all meetings attended by reps. 由代表出席	4/4 all meetings attended by a rep. 由代表出席	4/4 all meetings attended by reps. 由代表出席	-	-
14 Ms. LEE Sau-king, Amy 李秀琮女士	-	-	-	4/4	-	-	-	-



Council Members	Com-EXE	Com-BIM	Com-CPT	Com-CSY	Com-ENV	Com-PRO	Com-RSC	Com-AUD
議會成員	執行委員會	建築信息模擬 專責委員會	建造採購 專責委員會	建造安全 專責委員會	環境 專責委員會	生產力 專責委員會	註冊專門行業 承造商制度 專責委員會	審核 專責委員會
15 Ir Prof. LO Hong-kam 羅康錦教授工程師	-	-	-	2/4	3/4	-	-	-
16 Ir MO Kon-fei, Kenneth 巫幹輝工程師	5/5	4/4	-	4/4	-	4/4	4/5	-
17 Ir PAN Shujie 潘樹杰工程師	-	-	-	-	0/4	2/4	-	-
18 Ir Dr. PANG Yat-bond, Derrick 彭一邦博士工程師	5/5	-	-	4/4	-	-	-	-
19 Ir POON Lock-kee, Rocky 潘樂祺工程師	-	-	4/4	-	-	4/4	-	-
20 Mr. WONG Hin-wing, Simon 黃顯榮先生	-	-	3/4	-	-	-	-	4/4
21 Ir WONG Kin-wai, Ken 黃健維工程師	-	-	-	-	-	4/4	-	-
22 Ms. WONG Yeuk-lan, Eliza 黃若蘭女士	-	-	3/4	-	-	-	-	4/4
23 Ms. YEUNG Kwong-yim, Connie 楊光艷女士	-	-	4/4 all meetings attended by a rep. 由代表出席	1/4	4/4 all meetings attended by a rep. 由代表出席	4/4 all meetings attended by a rep. 由代表出席	-	-
24 Ir YU Sai-yen 余世欽工程師	2/3 w.e.f. 01.07.2019 於2019年 7月1日 成為成員	2/4	-	3/4	-	-	-	-
25 Ir YU Shek-man, Ringo 余錫萬工程師	4/5	-	-	-	-	4/4	-	-
26 Mr. YU Tak-cheung 余德祥先生	-	-	-	-	-	-	-	-
27 Ir CHAN Sau-kit, Allan 陳修杰工程師	2/2 retired on 01.07.2019 由2019年 7月1日 起卸任	-	-	-	-	-	-	-



Construction Industry Training Board (CITB) Members' Meeting Attendance in 2019

建造業訓練委員會成員 2019年會議出席紀錄

Chairpersons 主席			Attendance 出席紀錄
1	Ir CHAN Sau-kit, Allan [#]	陳修杰工程師 [#]	3/3
2	Ir YU Sai-yen ^{>>}	余世欽工程師 ^{>>}	5/6
Members 成員			Attendance 出席紀錄
3	Mr. CHAN Kim-kwong	陳劍光先生	6/6
4	Mr. CHAN Pat-kan	陳八根先生	6/6
5	Sr CHAU Bing-che, Henry	周炳芝測量師	5/6
6	Ms. CHENG Sau-kuen	鄭秀娟女士	6/6
7	Ir Dr. CHI Wuh-jian, Joseph	戚務堅博士工程師	3/6
8	Mr. CHOW Luen-kiu	周聯僑先生	6/6
9	Sr FOK Ching-yin, Amelia	霍靜妍測量師	5/6
10	Miss LAM Kam-ping, Joey [^]	林錦平女士 [^]	4/4
11	Mr. CHAU Siu-hei, Francis [@]	周紹喜先生 [@]	2/2
12	Sr LAM Kin-wing, Eddie ⁺⁺	林健榮測量師 ⁺⁺	3/3
13	Mr. LAM Oi-ki, Peter	林煦基先生	6/6
14	Mr. MAK Ping-sang [*]	麥平生先生 [*]	1/1 [*]
15	Mr. WAN Chi-ping, Fenton ^{**}	溫志平先生 ^{**}	5/5
16	Mr. WONG Chiu-lung, Dennis	黃朝龍先生	6/6
17	Ir WONG Hon-ping, Edmond	黃漢平工程師	4/6

[#] retired w.e.f. 01.07.2019

[#] 由2019年7月1日起卸任

^{>>} succeeded Ir CHAN Sau-kit, Allan w.e.f. 01.07.2019

^{>>} 由2019年7月1日起接任陳修杰工程師，
成為主席

[^] retired in November 2019

[^] 於2019年11月卸任

[@] succeeded Miss LAM Kam-ping, Joey in November 2019

[@] 於2019年11月接任林錦平女士，成為成員

⁺⁺ joined CITB w.e.f. 01.07.2019

⁺⁺ 由2019年7月1日起加入建造業訓練委員會

^{*} retired in February 2019 and one meeting represented by Mr. WAN Chi-ping, Fenton

^{*} 於2019年2月卸任，並由溫志平先生代表
出席一次會議

^{**} succeeded Mr. MAK Ping-sang in February 2019

^{**} 於2019年2月接任麥平生先生，成為成員



Construction Workers Registration Board (CWRB) Members' Meeting Attendance in 2019

建造業工人註冊委員會成員 2019年會議出席紀錄

Chairperson 主席			Attendance 出席紀錄
1	Ir MO Kon-fei, Kenneth	巫幹輝工程師	4/4
Members 成員			Attendance 出席紀錄
2	Ir AU YEUNG Hoi-pang	歐陽海鵬工程師	4/4
3	Mr. CHAN Ka-lai	陳家禮先生	4/4
4	Ir Dr. CHAN Ka-lung, Raymond	陳家龍博士工程師	2/4
5	Dr. CHAN Kwok-hong, Raymond [#]	陳國康博士 [#]	1/3
6	Mr. CHAN Kwok-yin, Andrew	陳國賢先生	3/4
7	Mr. CHAN Pat-kan	陳八根先生	4/4
8	Mr. CHAN Shut-ho, Franki	陳述浩先生	3/4
9	Sr DY Wai-fung, Peter	李偉峰測量師	3/4
10	Mr. KWOK Tung-keung, Simon	郭棟強先生	4/4
11	Miss LAM Kam-ping, Joey	林錦平女士	4/4 ^{>>}
12	Ir LEUNG Wai-ho, Alfred	梁偉豪工程師	4/4
13	Ir LIU Sing-pang, Simon	廖聖鵬工程師	3/4
14	Mr. LOK Kwei-sang, Tandy	駱癸生先生	2/4
15	Dr. PAN Wei	潘巍博士	2/4
16	Ir POON Kwok-ying, Raymond	潘國英工程師	4/4 [^]
17	Mr. TSANG Ting-fat	曾燈發先生	4/4
18	Mr. WONG Ping	黃平先生	3/4
19	Ar. Franklin YU	余烽立建築師	4/4

[#] joined CWRB w.e.f. 22.03.2019

[#] 由2019年3月22日起加入建造業工人註冊委員會

^{>>} one meeting represented by Mr. YAU Hau-yin and another meeting represented by Dr. WONG Chin-kiu, Janet

^{>>} 由尤孝賢先生代表出席一次會議，以及由黃展翹博士代表出席另一次會議

[^] one meeting represented by Ir WONG Lap-chi

[^] 由王立志工程師代表出席一次會議