

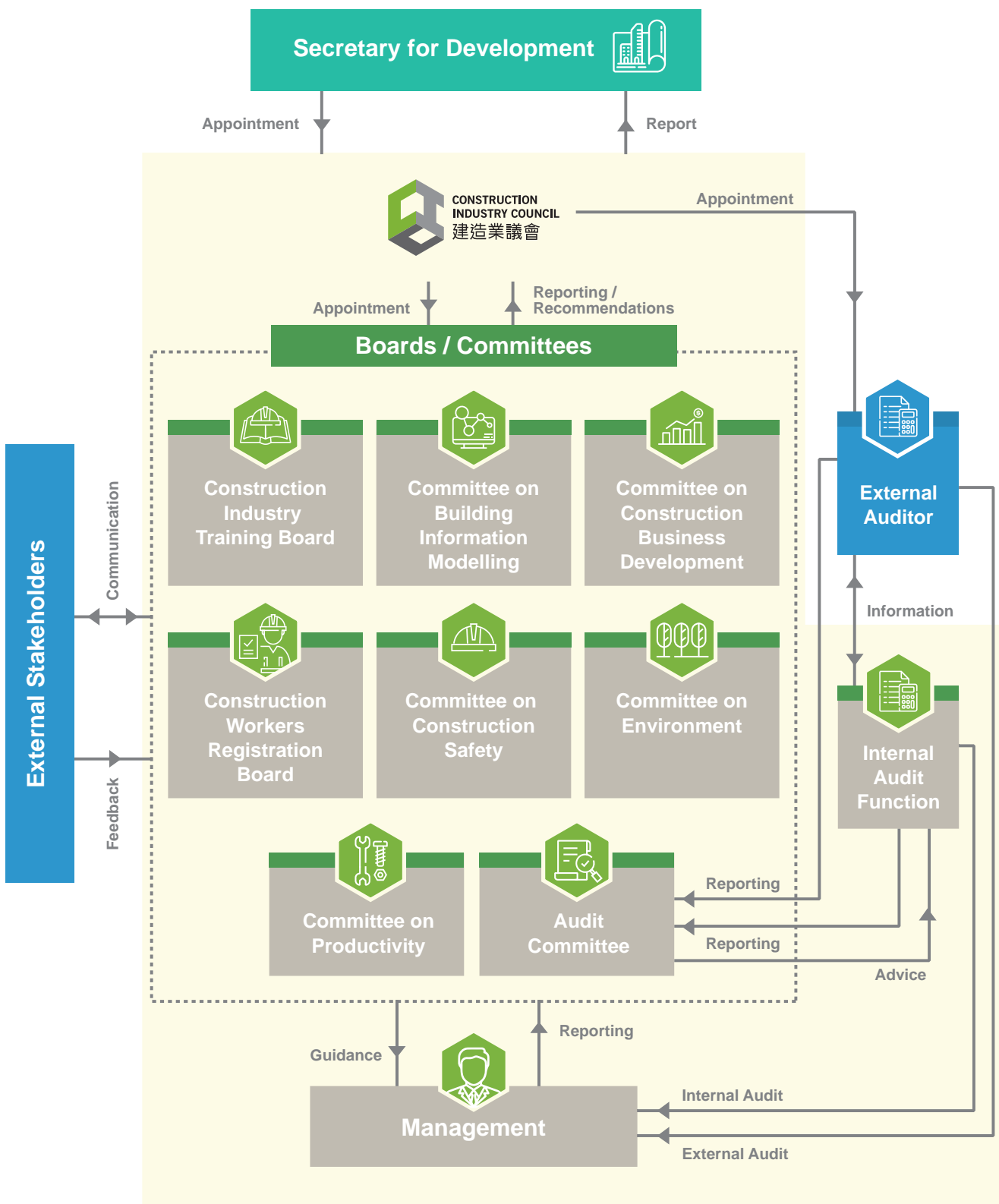


# CORPORATE GOVERNANCE REPORT

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## 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 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 Industry Development Committees are:

- Committee on Building Information Modelling;
- Committee on Construction Business Development;
- Committee on Construction Safety;
- Committee on Environment; and
- Committee on Productivity.

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

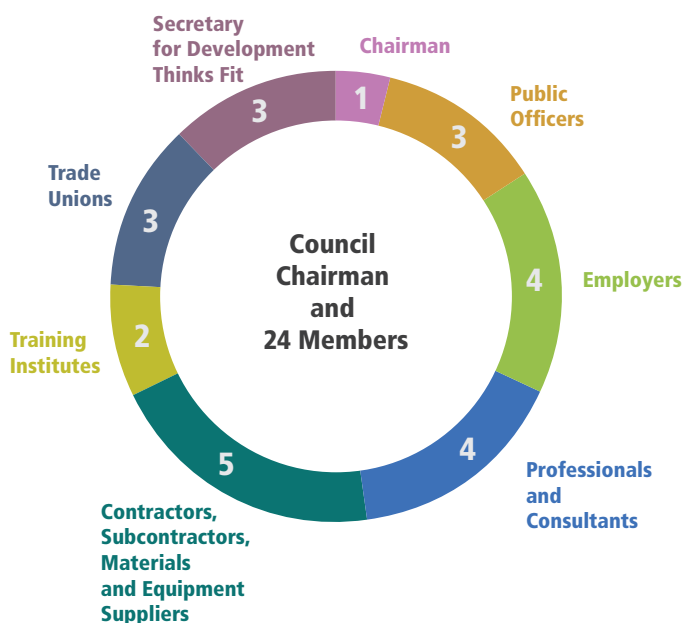
To ensure connectivity and to strengthen communication, the Chairpersons of Boards / Committees are, as far as possible, Council Members, while the subcommittees / task forces / working groups are chaired by the respective board / committee members, unless special expertise is required from outside parties.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

The appointment mechanism of the five Industry Development Committees was revamped in 2018. To add in new blood and to rejuvenate the composition of the Industry Development Committees, it was further enhanced in 2021 by introducing a new category “Young Member” for suitable appointees under 40 years old at the time of appointment. 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.

**Composition of the Council**



**Composition of the Five Industry Development Committees**



## Modus Operandi of the Council

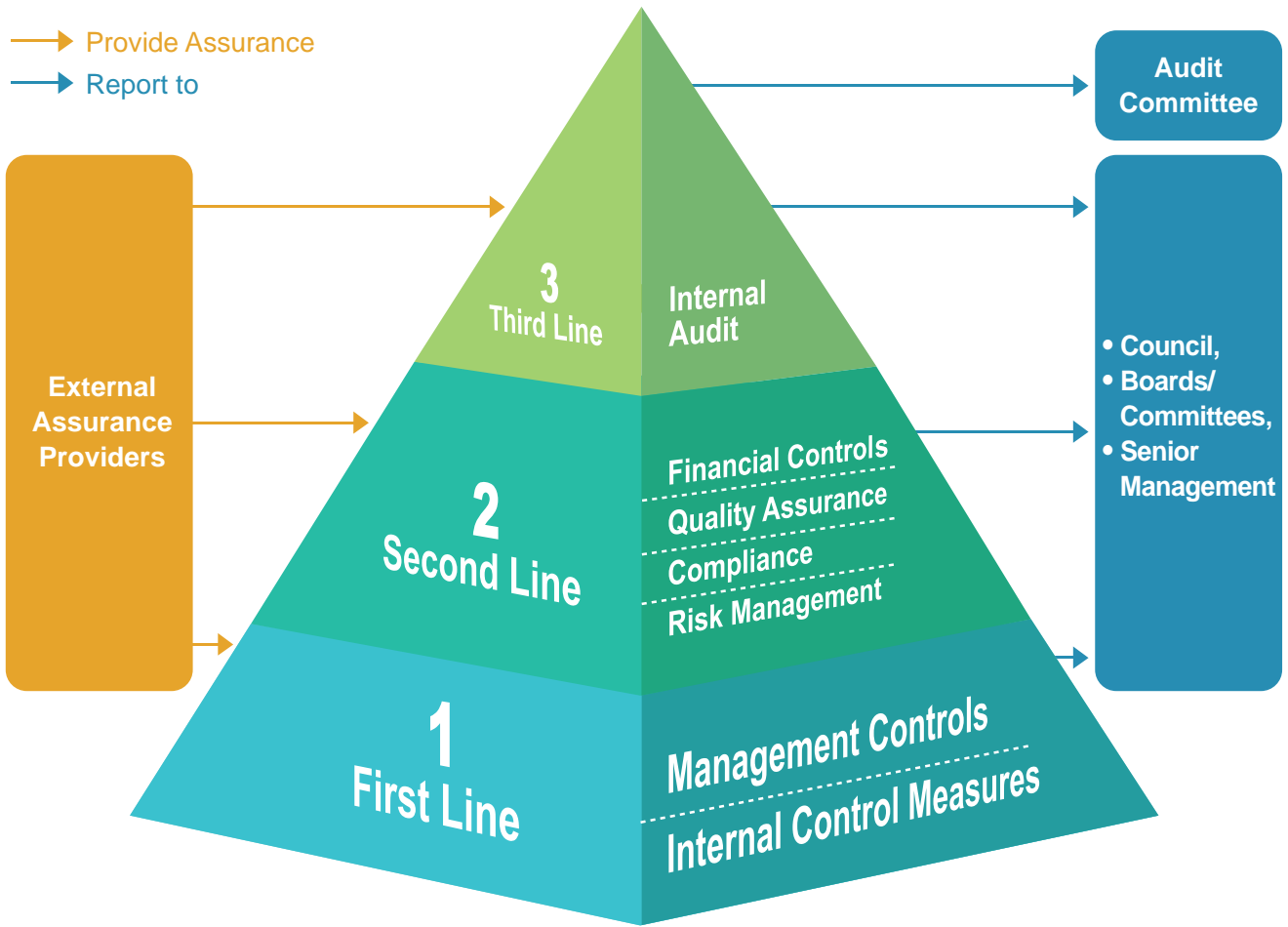
Apart from the regulatory requirements on meeting procedures of the Council and the Statutory Boards, the CIC Boards and Committees at large adopt the following key features on meeting procedures as a good practice of corporate governance:

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 in line with the social distancing measures during the COVID-19 pandemic and for Members who are out of town.
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 Agenda is prepared by the responsible Secretariat and approved by the Council Chairman / Board / Committee Chairperson.
6. 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.
9. Minutes of the meetings (except those of the Executive Committee, Audit Committee (Com-AUD), 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 Corporate 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.

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

### Second Line

### Third Line

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.

Operational management reports, including areas with control deficiencies, if identified, and rectifying measures and controls, are compiled on a regular basis.

### First Line

### Second Line

### Third Line

Financial controls, 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).

A team of experienced staff with accounting expertise and relevant qualifications is responsible for the financial reporting and accounting functions.

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.

CIC maintains a corporate level risk register and a departmental level risk register and these are reviewed and updated annually 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.

The Committee on IT and Cyber Security composed of senior management was formed in 2021. Meetings are held on a quarterly basis to ensure adequate and updated controls on cyber security and IT risks are in place.

In view of the outbreak of COVID-19 epidemic, the CIC has implemented various measures to ensure its functions and services are properly delivered as well as safeguarding the health of the public and its staff.

### First Line

### Second Line

### Third Line

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.

Through a risk-based audit approach, the Department assesses the effectiveness of internal controls of CIC based on the guidelines on internal control promulgated by the HKICPA. The Committee of Sponsoring Organizations of the Treadway Commission Framework ("COSO") 2013 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.

The Department conducts internal audit exercises according to the annual internal audit plan approved by the Com-AUD. Findings are discussed and confirmed with the senior management and reported to and considered by the Com-AUD, to ensure the highest level of independence and objectivity.

### 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 all material controls, including financial, operational and compliance controls and risk management functions. The key focus is on accountability, compliance and efficiency;
- implementing the annual audit plan as approved by the Com-AUD including special tasks or projects requested by the management and the Com-AUD and performing compliance reviews with the laid down policies, procedures and requirements;
- discussing with the management and the Com-AUD 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 Com-AUD and/or the senior management directly for any major issues encountered in relation to the internal audits.



## 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 expertise. Mr. CHAN Ka-kui, whose CIC chairmanship expired after 31 January 2022, is the Convenor. It is planned that various functions, site tours and social gatherings will be organised every year to solicit advice and support to the CIC as may be necessary.



## Management Controls

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. In the internal audit exercises, the performance of relevant departments will be reviewed with reference to the Major Work Plans. 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.

## 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. Non-anonymous complaints showing dissatisfaction against the CIC or our staff members will be timely handled and thoroughly investigated. Any non-compliance and inefficiency found in the provision of services will be followed up by the relevant management and further reported to the Com-AUD.

## 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 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.

### 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 training sessions are arranged. New staff will be arranged to attend these training sessions on a compulsory basis as soon as they report for duty. Representatives from the ICAC, Equal Opportunity Commission and the Privacy Commissioner for Personal Data are invited to conduct these training sessions.

- Introduction to the Anti-Bribery Ordinance of Hong Kong
- Introduction to the Anti-Discrimination Laws of Hong Kong
- Introduction to the Personal Data (Privacy) Ordinance

### Summary of Work Done in 2021

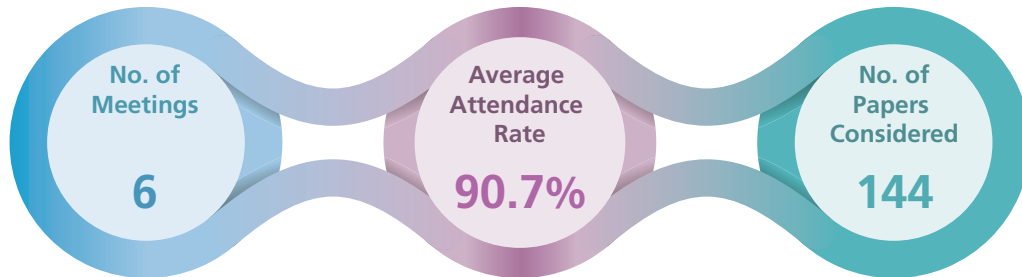
In pursuit of its Vision and Mission, the CIC's corporate governance framework is supported by the Five Pillars:



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.

## Council



### Significant matters considered/resolved:

#### The Five Pillars:

##### 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. Before the commencement of each Council Meeting, the Chairman will remind Council Members to declare any conflicts of interests during the course of meeting. This will be properly documented and appropriate actions, if deemed necessary, will be taken.

##### 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.

In 2021, the following were done to enable the CIC to continue to perform its roles and responsibilities in an effective manner, and also address imminent issues to meet future challenges:

1. Establishment of Committee on IT and Cyber Security
2. Establishment of Steering Committee on Implementation of HKIC's Vision, Mission and Motto
3. Appointment / Re-appointment of Chairpersons and Members to the Construction Industry Training Board and the Construction Workers Registration Board
4. Establishment of the CIC Fellows
5. Enhancements to the appointment mechanism for the Industry Development Committees

## 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.

In 2021, the following were put in place to better support effective risk management and controls across different functions and operations of the CIC:

1. Enhancements to the composition of the Com-AUD
2. Formulating a risk-based internal audit plan
3. Provision of audit services for the Employment Support Scheme for the Construction Sector under the Anti-epidemic Fund
4. Organising training sessions on “Cyber Security Awareness” for all staff
5. Strengthening the income control procedures for the Hong Kong Institute of Construction

## Reporting and Communications

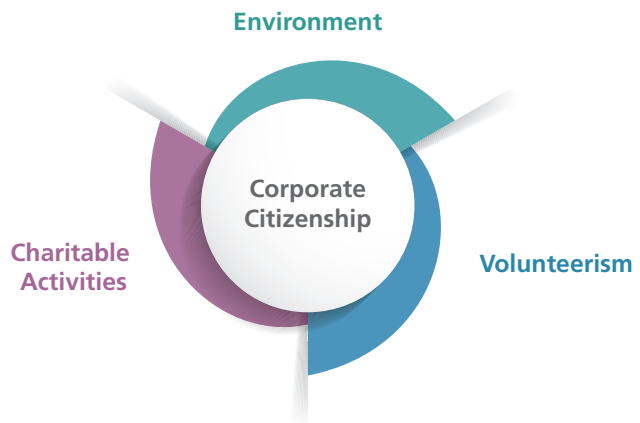
This pillar delineates the external and internal reporting requirements to ensure a timely disclosure of information for management decisions and compliance with regulatory requirements.

In 2021, the following were accomplished to enable timely and informative reporting and communications of our recent/new initiatives:

1. Conduct of the mid-term review of the Construction Innovation and Technology Fund
2. Conduct of the third-party verification for the CIC Sustainability Report 2020
3. Development of E-Service 2.0 for Levy System

## 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.



The COVID-19 epidemic has had a significant impact on the construction industry. In 2021, the following, demonstrating our commitments to the construction industry as well as other stakeholders at large, were implemented:

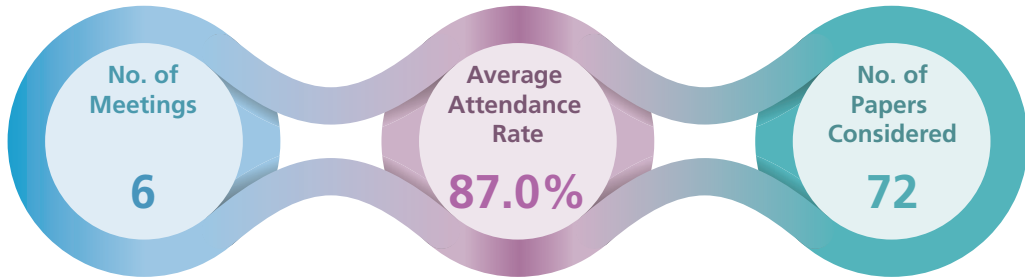
1. Providing administrative and operational support to the Government in the implementation of the Construction Industry COVID-19 Testing Services (CITS)

### Construction Industry COVID-19 Testing Services

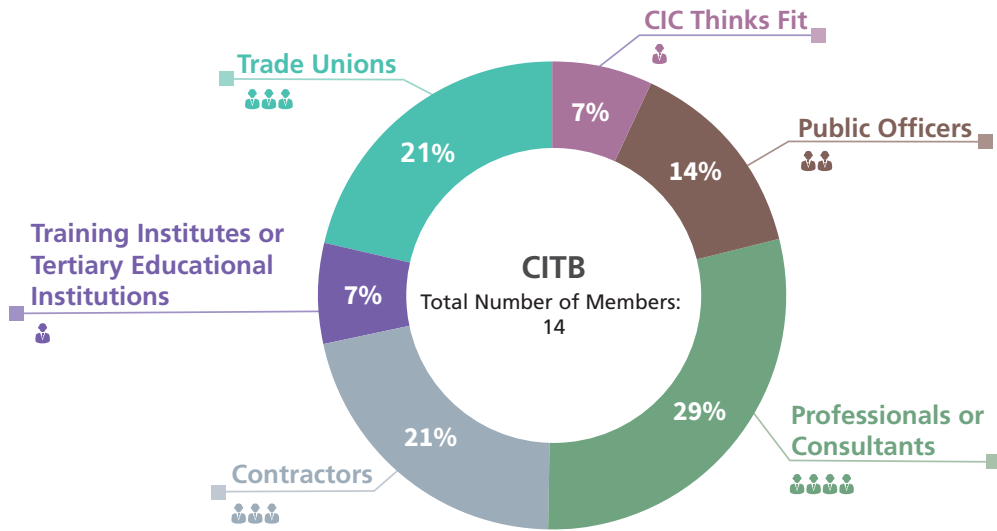


2. Extension of the waiver of Construction Workers Registration Fees
3. Implementation of the Construction Industry Caring Campaign – Fight Against Novel Coronavirus
4. Launch of the CIC Sustainable Finance Certification Scheme
5. Launch of “CIC Relief Fund – Construction Business Support Scheme”
6. Implementation of the “Construction Industry Council Relief Fund – Multi-skills Training Scheme for Registered Workers”
7. Promotion of low carbon living and sustainability

Construction Industry Training Board



Board Diversity

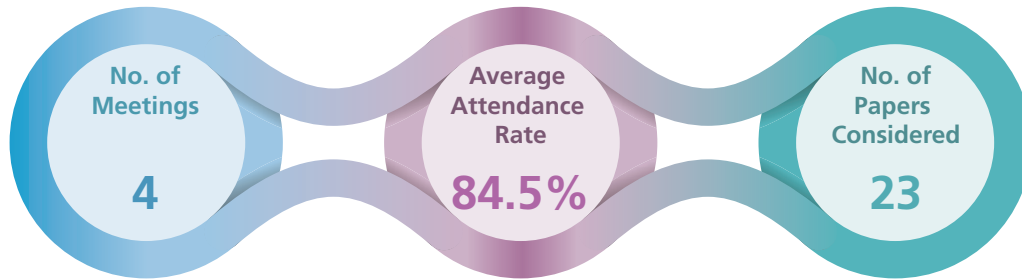


👤 Number of Members

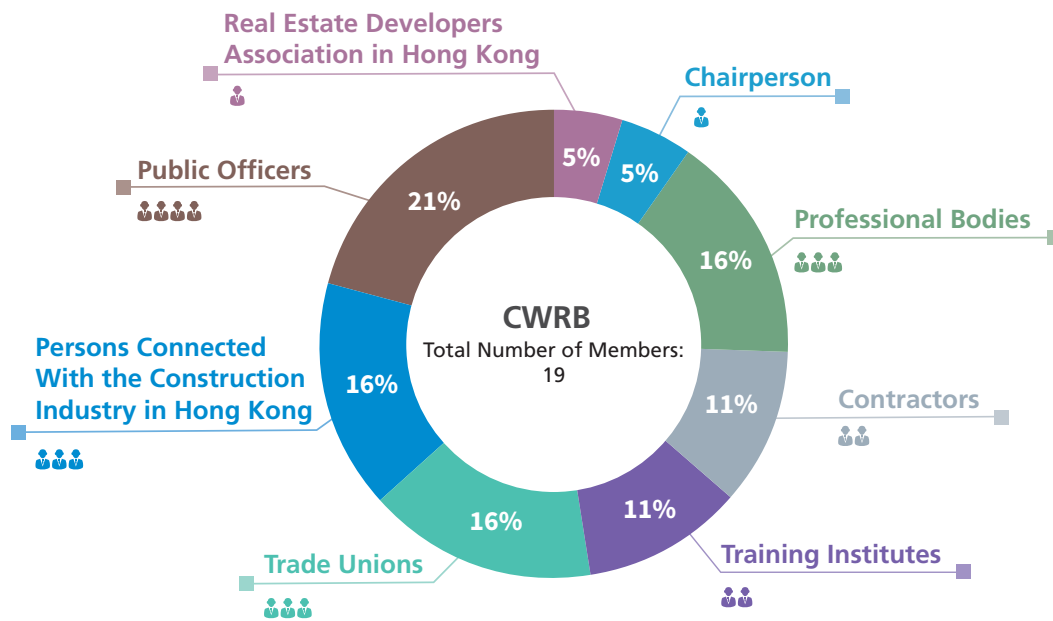
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(as at 31 December 2021)

Construction Workers Registration Board



Board Diversity

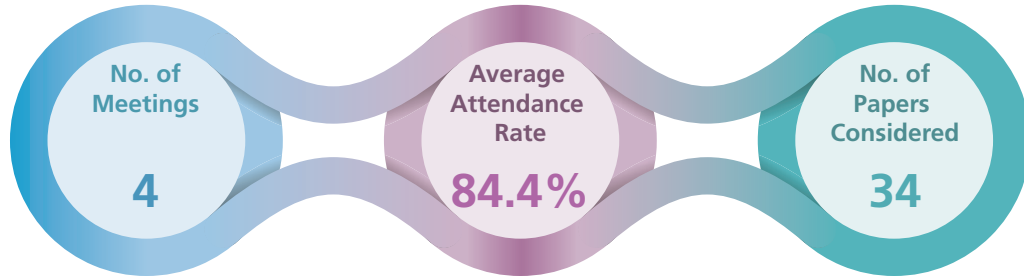


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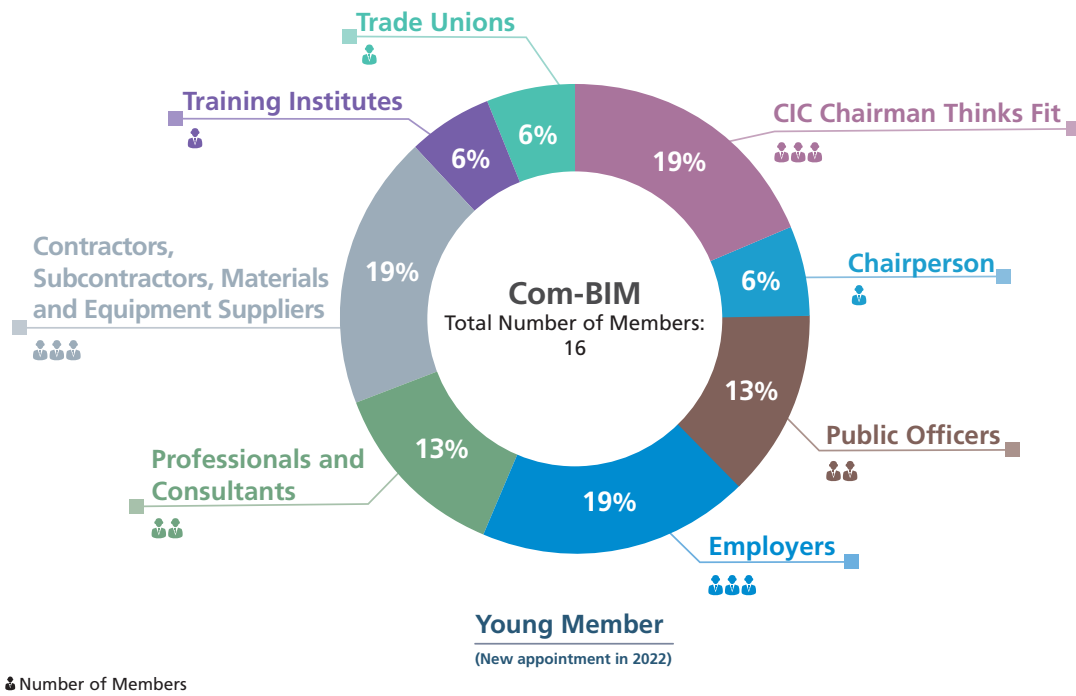
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(as at 31 December 2021)

Committee on Building Information Modelling



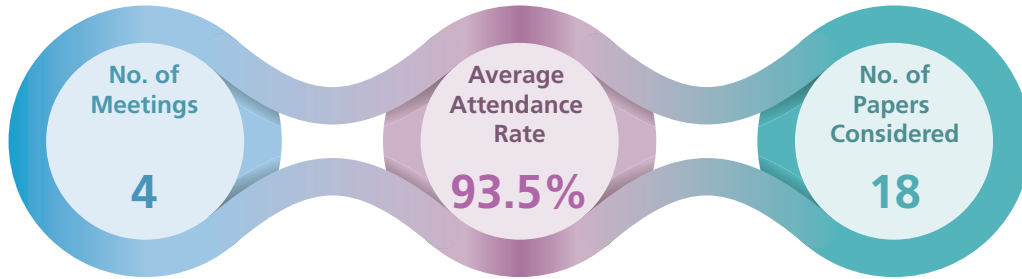
Committee Diversity



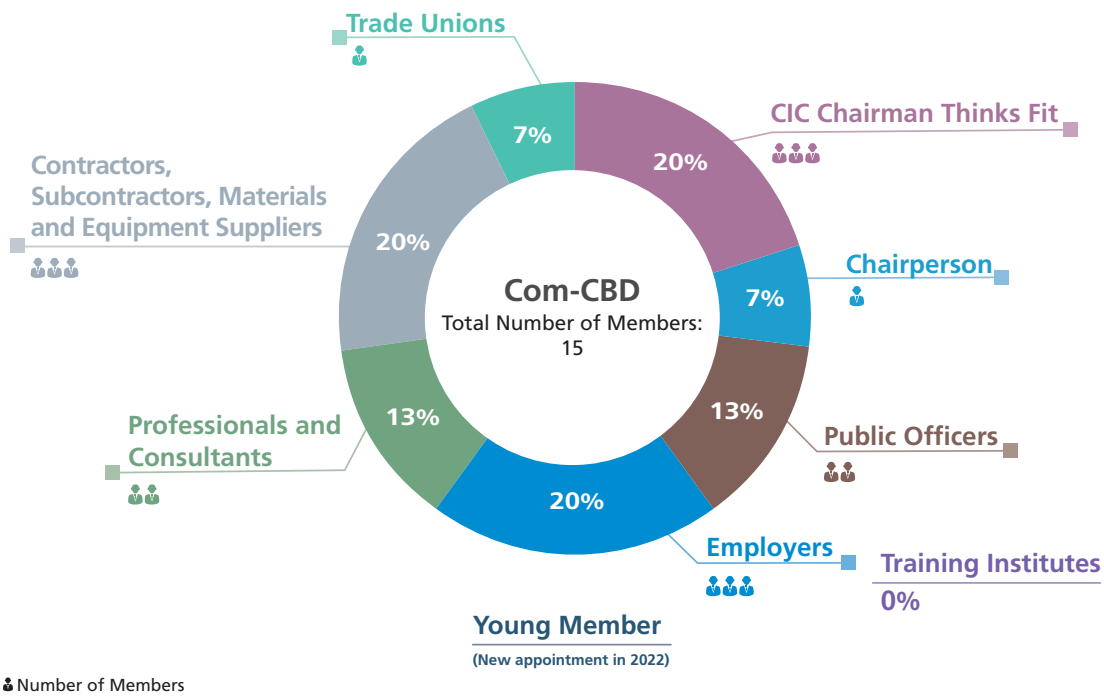
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(as at 31 December 2021)

Committee on Construction Business Development



Committee Diversity

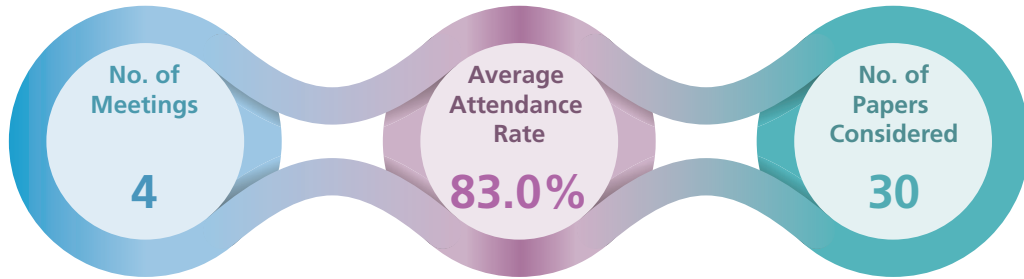


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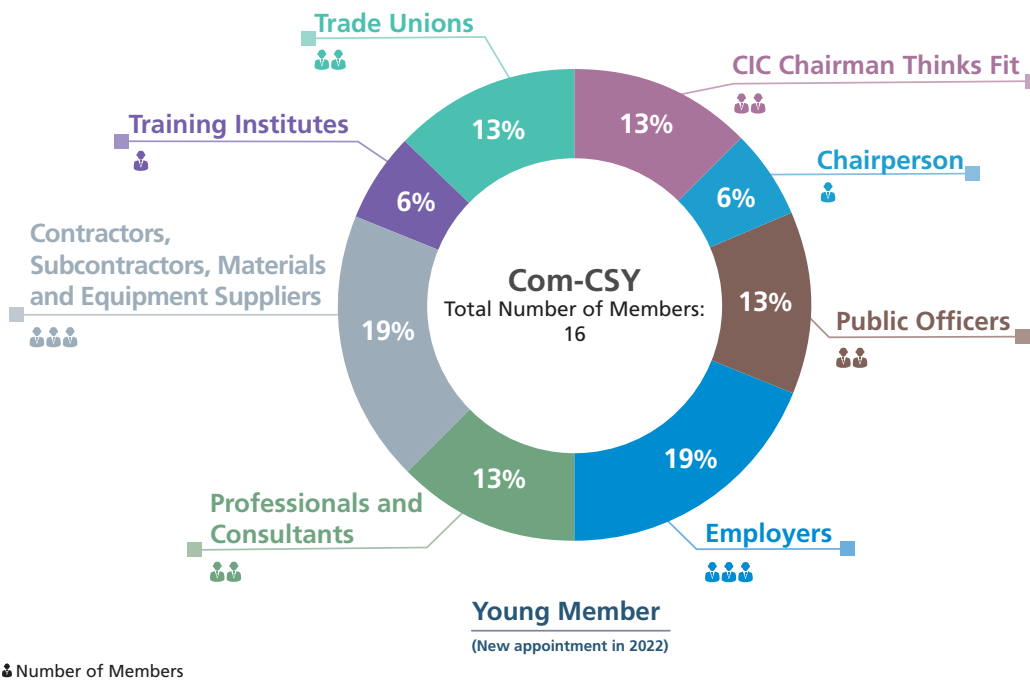
(as at 31 December 2021)



Committee on Construction Safety



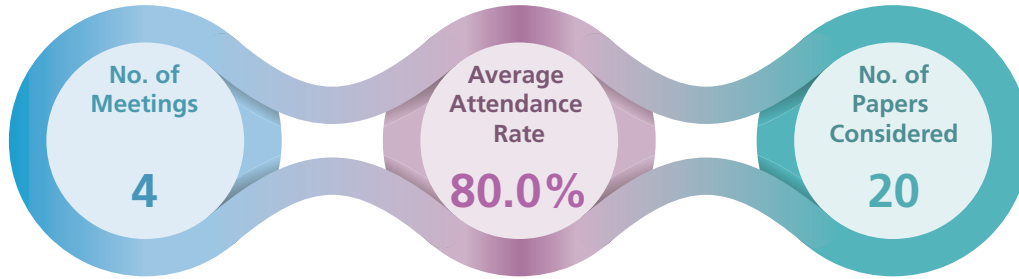
Committee Diversity



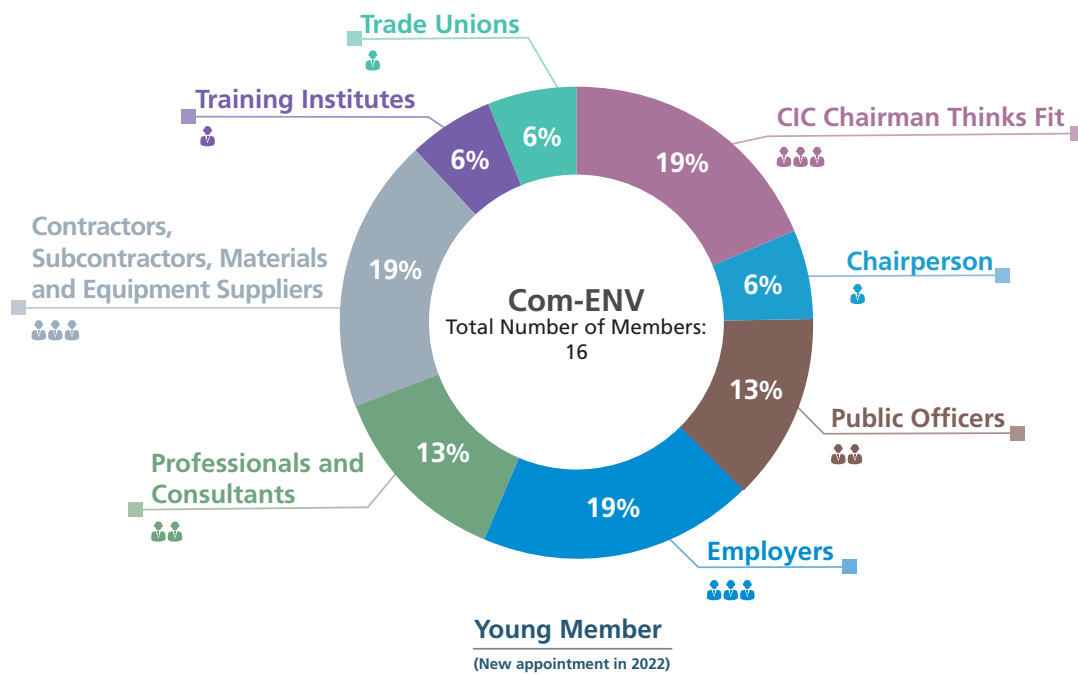
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(as at 31 December 2021)

Committee on Environment



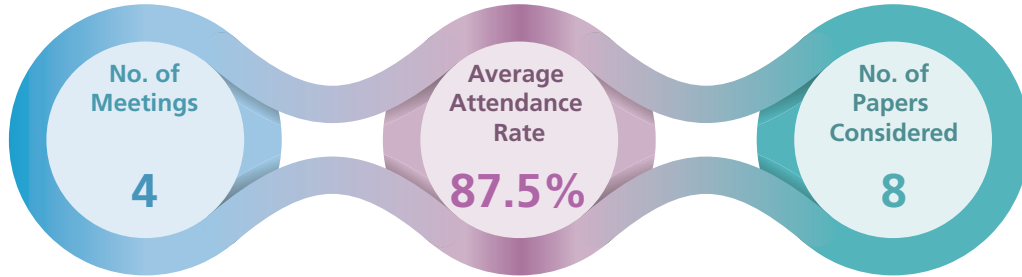
Committee Diversity



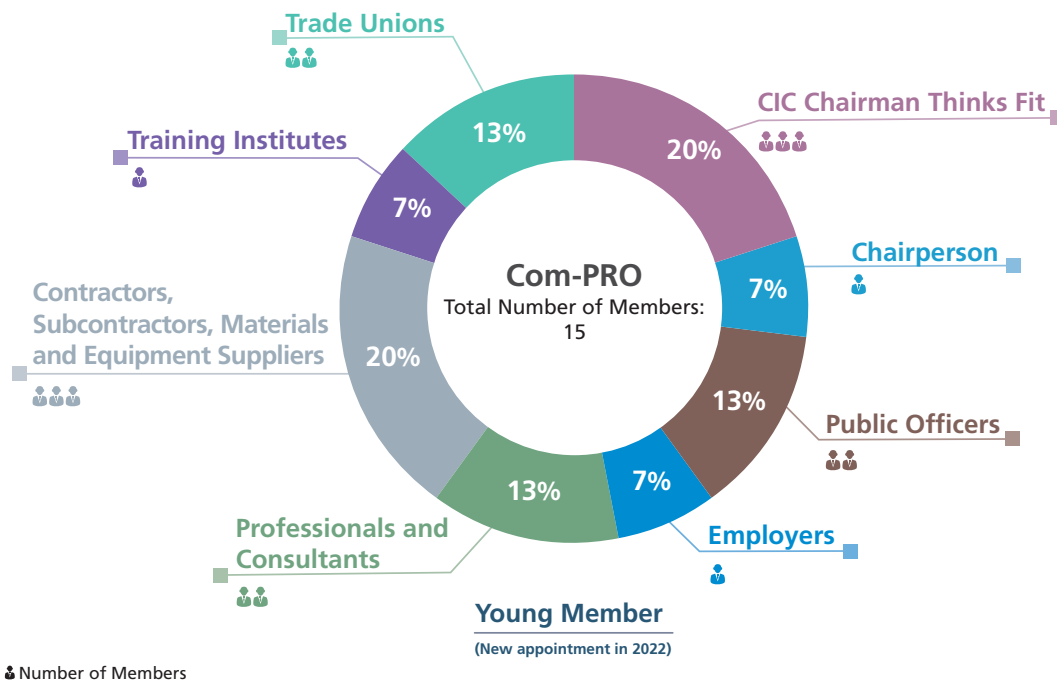
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(as at 31 December 2021)

Committee on Productivity



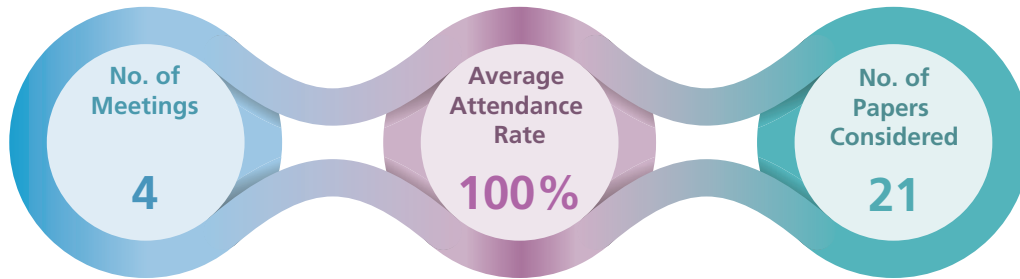
Committee Diversity



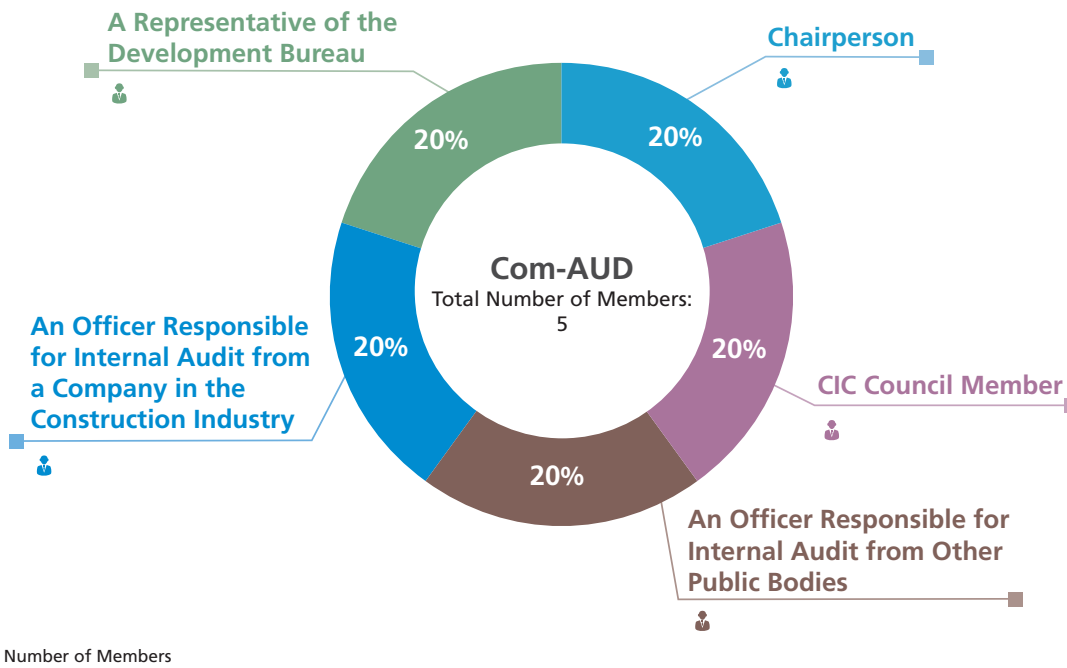
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(as at 31 December 2021)

Audit Committee



Committee Diversity



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

(as at 31 December 2021)

## Meeting Attendance

### Council Members' Attendance in Various Meetings in 2021

	Council	Com-EXE	Com-BIM	Com-CBD	Com-CSY	Com-ENV	Com-PRO	Com-RSC	Com-AUD
1 Mr. CHAN Ka-kui	6/6	6/6							
2 Ir CHAN Chi-chiu	6/6			4/4				4/4	
3 Mr. CHAN Kim-kwong	6/6			4/4	4/4				
4 Mr. CHAN Pat-kan	0/1 <sup>1</sup>								
5 Prof. CHUNG Kwok-fai	5/6		3/4				3/3		
6 Mr. FU Chin-shing, Ivan	6/6	6/6	3/4	3/4		4/4	2/3		
7 Sr HO Kwok-kwan, Thomas	6/6			4/4		4/4		4/4	
8 Ir HO On-sing, Thomas	6/6						2/2 <sup>2</sup>	3/3 <sup>2</sup>	
9 Sr LAM Kin-wing, Eddie	6/6	3/3 <sup>3</sup>					3/3		
10 Ir LAM Sai-hung	4/4 <sup>4</sup>	5/5 <sup>4</sup>			3/3 <sup>4 &amp; 5</sup>				
11 Ir LAU Chun-kit, Ricky	2/2 <sup>6</sup>	1/1 <sup>6</sup>			1/1 <sup>5 &amp; 6</sup>				
12 Ir LEUNG Wing-kee, Ricky	6/6			3/4				4/4	
13 Mr. LEUNG Kin-man, Stephen	6/6 <sup>7</sup>				4/4 <sup>5</sup>				
14 Mr. LI Tat-wai	4/6				2/4		2/3		
15 Ir Prof. LO Hong-kam	4/6				2/4	3/4			
16 Mrs. LO LEE Oi-lin	6/6								
17 Ir MO Kon-fei, Kenneth	6/6	6/6			4/4		3/3	4/4	
18 Mr. MOW Tai-hing	6/6				2/3 <sup>2</sup>		2/2 <sup>2</sup>		
19 Ir PAN Shujie	6/6					4/4	3/3		
20 Ir Dr. PANG Yat-bond, Derrick	5/6	6/6			4/4				
21 Ir POON Lock-kee, Rocky	6/6	6/6		4/4			3/3		
22 Mr. WONG Hin-wing, Simon	6/6			4/4					4/4
23 Ir WONG Kin-wai, Ken	6/6	5/5 <sup>8</sup>					3/3		
24 Ms. WONG Yeuk-lan, Eliza	6/6			4/4					4/4
25 Ms. YU Po-mei, Clarice	1/1 <sup>9</sup>					1/1 <sup>9</sup>			
26 Ir YU Sai-yen	6/6	3/3 <sup>10</sup>			4/4				
27 Mr. YU Tak-cheung	5/5 <sup>11</sup>					2/3 <sup>11</sup>			
28 Ar. FUNG Yin-suen, Ada	N/A	1/1 <sup>12</sup>							
29 Ir YU Shek-man, Ringo	N/A	1/1 <sup>12</sup>							

- <sup>1</sup> Member resigned on 10 March 2021.
- <sup>2</sup> Term commenced on 23 April 2021.
- <sup>3</sup> Term commenced on 1 July 2021.
- <sup>4</sup> Term ended on 7 October 2021.
- <sup>5</sup> Meetings were attended by representative(s).
- <sup>6</sup> Term commenced on 8 October 2021.
- <sup>7</sup> Three meetings were attended by representative(s).
- <sup>8</sup> Term commenced on 1 February 2021.
- <sup>9</sup> Term commenced on 29 November 2021.
- <sup>10</sup> Term ended on 30 June 2021.
- <sup>11</sup> Term ended on 28 November 2021.
- <sup>12</sup> Term ended on 31 January 2021.

## Construction Industry Training Board

### Members' Meeting Attendance in 2021

Chairperson		Attendance
1	Sr LAM Kin-wing, Eddie	6/6 <sup>1</sup>
2	Ir YU Sai-yen	3/3 <sup>2</sup>
Members		Attendance
3	Mr. CHAN Kim-kwong	6/6
4	Sr CHAU Bing-che, Henry	6/6
5	Mr. HUANG Yongquan	6/6
6	Mr. LAM Oi-ki, Peter	5/6
7	Mr. LAU Wing-sum	2/6
8	Ms. LEE Chung-yan, Angela	6/6
9	Mrs. LO LEE Oi-lin	3/3 <sup>3</sup>
10	Ir LUK Wai-lam, William	5/6
11	Mr. WAN Chi-ping, Fenton	5/6
12	Ar. WONG Chiu-lung, Dennis	5/6
13	Sr WONG Kin-wai, Staw	6/6
14	Mr. WONG Ping	5/6
15	Dr. YAN Ting-kwan, Daniel	4/6

<sup>1</sup> Member was appointed Chairperson on 1 July 2021.

<sup>2</sup> Term ended on 30 June 2021.

<sup>3</sup> Term commenced on 1 July 2021.

## Construction Workers Registration Board

### Members' Meeting Attendance in 2021

Chairperson	Attendance
1 Ir MO Kon-fei, Kenneth	4/4
Members	Attendance
2 Ir Dr. CHAN Ka-lung, Raymond	4/4
3 Prof. CHAN Kwok-hong, Raymond	2/4
4 Mr. CHAN Shut-ho, Franki	3/4
5 Ir CHAN Yun-kan, Simon	2/3 <sup>1</sup>
6 Mr. CHAN Ka-lai	4/4 <sup>2</sup>
7 Ms. CHAN Yuen-ming, Mary	4/4 <sup>2</sup>
8 Ir CHOW Hau-keung, Vincent	3/3 <sup>2&amp;3</sup>
9 Sr DY Wai-fung, Peter	3/4
10 Mr. KWOK Tung-keung, Simon	3/4
11 Ir LAU Lik-kee	1/1 <sup>3</sup>
12 Ms. LEE Chung-yan, Angela	4/4 <sup>4</sup>
13 Ir LEUNG Wai-ho, Alfred	3/4
14 Ir LIU Sing-pang, Simon	4/4
15 Mr. LOK Kwei-sang, Tandy	3/4
16 Ir Prof. PAN Wei	1/4
17 Mr. TSANG Ting-fat	4/4
18 Mr. WONG Ping	4/4
19 Ar. Franklin YU	4/4

<sup>1</sup> Term commenced on 23 April 2021.

<sup>2</sup> One meeting was attended by a representative.

<sup>3</sup> Due to the change of posting, Ir CHOW Hau-keung, Vincent and Ir LAU Lik-kee attended meetings as representatives of the Electrical & Mechanical Services Department.

<sup>4</sup> Three meetings were attended by representatives.