



SUSTAINABILITY REPORT



Sustainability is an overarching theme of our era. In recent years the global communities have undertaken a greater commitment to creating a sustainable environment for the present and future generations, with efforts to conserve our mother earth and enhance the well-being of the human race. While the construction industry is a significant driver of the global economy and development, it also brings substantial environmental and social impacts. Under this context, the construction sector is taking up its responsibility to stand at the frontier of the global sustainability movement.

Dedicated to the mission to strengthen sustainable development of the industry, the Construction Industry Council (CIC) does not only embrace the principles of sustainability across its operation within the organisation, but it also aspires to steer and unite the local industry to leap into the path of sustainable construction to support Hong Kong's pledge to achieve the goal of carbon neutrality by 2050.

Sustainability Framework and Governance

In line with the United Nations Sustainable Development Goals (UNSDGs), the CIC Sustainability Framework is developed and built on four strategic pillars, namely Resources, Intelligence, Talent, and Culture. The underlying values and goals of the four pillars are embedded into the CIC internal operations, as well as its external works to drive industry impact and improvement.

Internally, the CIC has established a cross-departmental Sustainability Working Group (SWG) to formulate and disseminate the sustainability strategy for the organisation, stimulate departments to design and implement sustainability initiatives, as well as to monitor and improve the sustainability performance of the organisation.

On the industry advocacy front, the CIC has established the Committee on Environment (Com-ENV) and different working groups on designated topics with membership comprising key stakeholders along the value chain to devise strategies and plans to promote environmental protection and sustainability in the construction industry.

Four Pillars of the CIC Sustainability Framework

Resources

We endeavour to conserve resources and minimise the environmental impact of our operations and influence industry stakeholders to follow.

Intelligence

By building up the capacity of the industry, we can accelerate the adoption of innovative and advanced technology to promote productivity and quality, improve site safety and enhance environmental performance.

Talent

A dedicated, innovative and healthy workforce can drive organisation productivity and industry growth.

Culture

Having an ethical, healthy and safe culture is instrumental to the sustainable development of the construction industry.

In Alignment with UNSDGs



Key Initiatives / Platforms to Drive Sustainability in the Industry

- CIC Sustainable Finance Certification Scheme (SFCS)
- CIC Carbon Assessment Tool (CAT)
- CIC Green Product Certification (GPC)
- CIC Sustainable Construction Award (SCA)
- CIC-Zero Carbon Park

- Construction Digitalisation Award
- Construction Innovation and Technology Application Centre (CITAC)
- MiC Resources Centre
- CIC Research and Technology Development (R&D) Fund
- Construction Innovation and Technology Fund (CITF)

- Hong Kong Institute of Construction
- School of Professional Development in Construction
- Registered Specialist Trade Contractors Scheme
- Hong Kong Construction Industry Trade Testing Centre

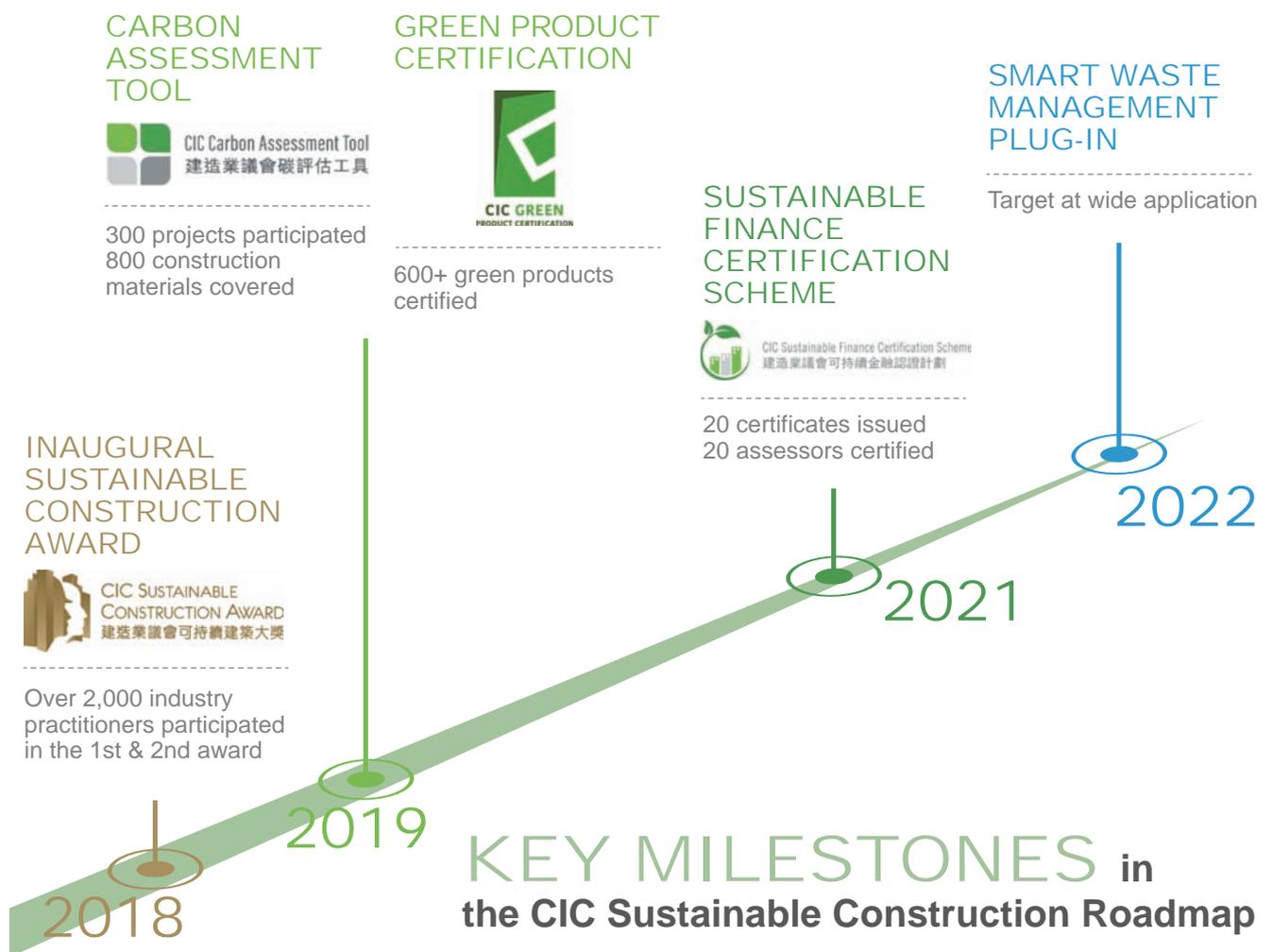
- Construction Industry Sports & Volunteering Programme (CISVP)
- Construction Safety Campaigns / Activities

Resources

Enabling and Incentivising Industry Decarbonisation

The climate crisis presents an imminent challenge to the construction industry, vigorous actions are required immediately to slow down global warming, confining the increase of global temperature to below 1.5°C as compared to the pre-industrial level. Hong Kong has demonstrated its commitment to be part of the global decarbonisation forces in

its Climate Action Plan 2030+ published by the Environment Bureau in 2017. In response, the CIC has embarked on its sustainable journey by initiating a series of programmes and tools since 2018 to empower and motivate industry practitioners to decarbonise the value chain.



Fuelling up the Industry with Green Finance

Decarbonisation of the industry is only possible when considerable changes are made to the conventional way of operation, business model and supply chain management, while adoption of innovation and advanced technology is inevitable. One of the enablers that brings about these changes is financial resources. In November 2021, the CIC achieved a major milestone in the sustainable roadmap with the successful launch of the CIC Sustainable Finance Certification Scheme (SFCS). It is the first construction-specific green finance certification scheme in Hong Kong which serves to set standards of the best sustainable construction practices and provide a credible assessment system to facilitate the industry to obtain green capital through green financing.

The scheme covers four financial instruments, including green loan, green guarantee, sustainability-linked loan and sustainability-linked guarantee. All stakeholders along the value chain, including project owners, main contractors, sub-contractors, consultants, suppliers and manufacturers are eligible for application. Technical requirements for ten project categories are developed to cater for different project natures. In the design of the SFCS,

the application of the CAT and the GPC are adopted as one of the assessment criteria with a view to maximising synergies among various CIC sustainable initiatives and tools.

By the end of 2021, 20 certificates were issued, and 20 assessors were certified. Coming ahead, the scheme is expected to incentivise the industry to proactively decarbonise the supply chain and change the sustainability and green finance landscape in the sector gradually.



Launching ceremony of the CIC Sustainable Finance Certification Scheme in November 2021

About the CIC Sustainable Finance Certification Scheme

Financial Instruments	Recognition	Target Audience	Project Categories
<ul style="list-style-type: none"> Green loan Green guarantee Sustainability-linked loan Sustainability-linked guarantee 	<ul style="list-style-type: none"> Recognised external reviewer of Hong Kong Monetary Authority Green and Sustainable Finance Grant 80+ supporting organisations 	<ul style="list-style-type: none"> Project owners (HKSAR Government, statutory bodies, and developers) Main contractors / sub-contractors Consultants Suppliers / manufacturers 	<ul style="list-style-type: none"> Renewable energy Energy efficiency Pollution prevention & control Natural resources & land use Biodiversity conservation Clean transportation Water management Climate change adaptation Circular economy Green buildings

Measuring and Reducing Carbon from Design, Procurement to Construction Stage

Building and construction sector accounts for 39% of the global carbon emissions. Carbon emissions are generated throughout the entire building life cycle, and therefore carbon assessment is a crucial step to facilitate the industry to advance in a low carbon journey. The CIC Carbon Assessment Tool (CAT), launched in 2019, is a web-based carbon assessment tool that aims to provide a standardised assessment method applicable to different types of local building and infrastructure projects. By the end of 2021, 800 construction materials were covered in the database and 300 projects had been actively using the tool.

Simultaneously, to create a vibrant local market of low-carbon building materials and products locally, the CIC Green Product Certification (GPC) scheme was launched in 2019 in collaboration with Hong Kong Green Building Council to certify green products and materials of 28 categories for buildings and construction process. The scheme looks into a comprehensive set of environmental aspects, not limited to carbon emissions. The GPC serves to stimulate the demand for green products, as well as to encourage the supply of low-carbon materials. By the end of 2021, over 600 products had been certified.

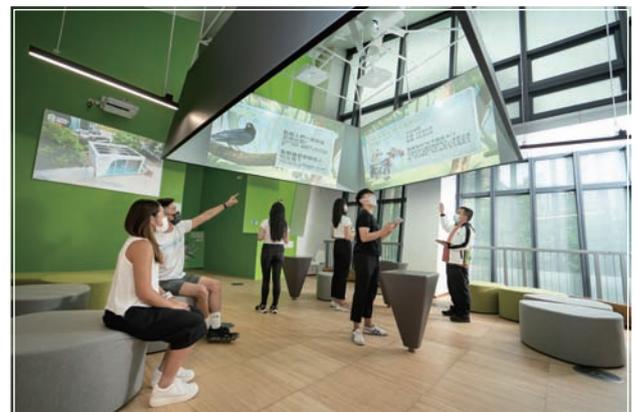
Both the CAT and GPC have been integrated into the BEAM Plus rating system to encourage carbon reduction through embracing low-carbon designs, materials and construction processes.

Key Initiatives in Operation

CIC-Zero Carbon Park

The CIC-Zero Carbon Park (CIC-ZCP) is the first zero carbon building in Hong Kong. In 2021, an Advancing Zero Carbon Task Force was established with members drawn from professional fields to explore the sustainable development of CIC-ZCP to achieve carbon neutrality. To promote sustainable development and promulgate carbon neutrality to the public, CIC-ZCP launched the “Sustainable Construction Exhibition” in June 2021. Through a

series of interactive fun-packed games, guided tours and educational workshops, CIC-ZCP encouraged members of the public to work together towards the goal of carbon neutrality by 2050. Over 7,000 visitors came to the exhibition.



CIC-ZCP Sustainable Construction Exhibition

In 2021, the following measures were taken to enhance the environmental performance of the premises.

- Timber floor was replaced by bamboo floor, which is more environmental-friendly and has a lower maintenance cost.
- An overhauling study on the bio-diesel generator was conducted to increase renewable energy generation efficiency.



Air Improvement Photovoltaic (AIPV) Glass Canopy in CIC-Zero Carbon Park

Hong Kong Institute of Construction

The Hong Kong Institute of Construction (HKIC) performed the following environmental measures in their premises in 2021:

Energy Use

- Participated in CLP Power Hong Kong's "Peak Demand Management" programme to reduce electricity consumption during peak demand hours. By re-scheduling the training sessions that involve activities of high electricity demand, the electricity usage at peak hours was cut and shifted to off-peak hours.
- Solar panels were installed in certain facilities to generate clean energy.

Materials

- E-feedback survey and e-attendance via mobile device were adopted to reduce paper consumption.
- For training courses on excavator operation, rocks were replaced by concrete elements for the process of rock breaking using hydraulic breakers. Afterwards, the broken concrete elements were recycled and used in drainlayer.

Waste

- Recycling of concrete on campus was highly encouraged, in which waste concrete was recycled to repair facilities or used in trade tests.
- A total of 200 kg of sawdust was recycled to produce compost for ZCP landscape enhancement.

Way Forward

Looking ahead, the CIC endeavours to orchestrate the abovementioned and upcoming initiatives under the sustainable construction roadmap and develop carbon neutrality strategies for the sector and for creating a sustainable built environment in Hong Kong.

The following works will be prioritised:

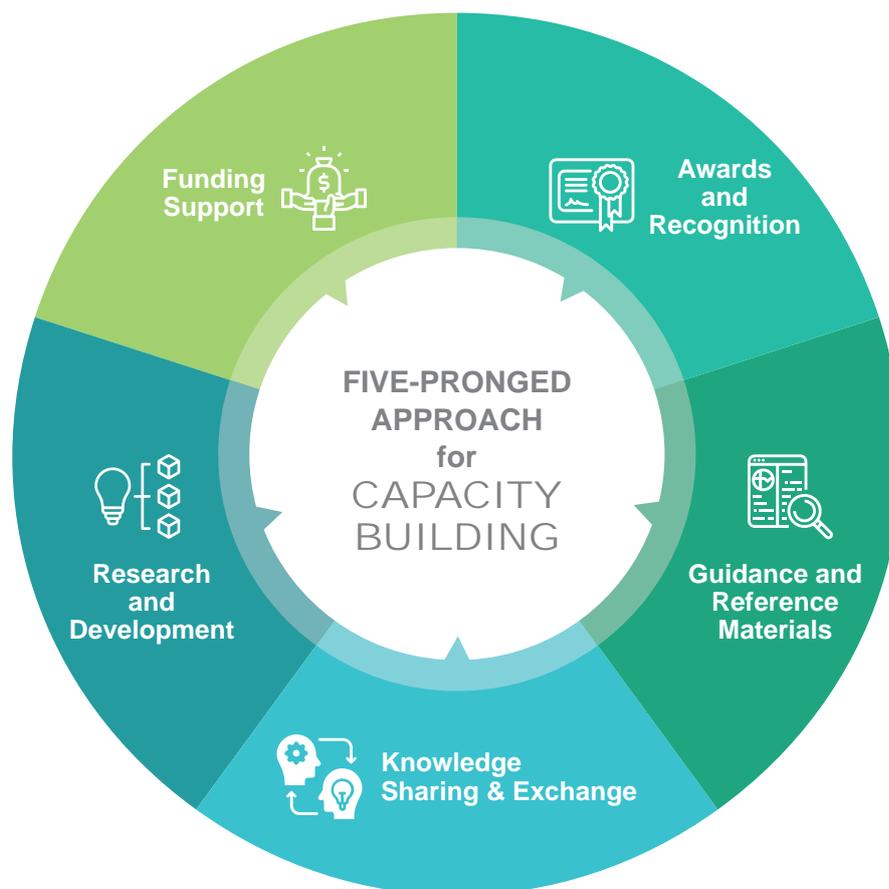
- Pursue the goal of carbon neutrality by collaborating with industry stakeholders
- Develop a roadmap on decarbonising strategies for the industry
- Advocate energy saving throughout the building life cycle
- Encourage a wide adoption of SFCS in the industry through ongoing publicity and promotional programmes
- Develop a Smart Waste Management Plug-in that can serve as a digital platform to streamline the C&D waste management procedures and data collection process
- Organise CIC Sustainable Construction Award in 2023 to recognise and encourage good sustainable practices

Intelligence

Transforming the Industry through Innovation and Digitalisation

Building Information Modelling (BIM), Modular Integrated Construction (MiC) and Design for Manufacture and Assembly (DfMA), forming the three major blocks of construction innovation and digitalisation, helping the industry to enhance productivity, quality, safety and sustainability. The

CIC takes up a vital role to spearhead industry transformation to smart construction by serving as an innovation and digitalisation resources and knowledge hub, as well as providing guidance and reference materials for the industry to follow.



Awards and Recognition

Construction Digitalisation Award

The inaugural CIC Construction Digitalisation Award 2021 was organised to recognise outstanding local projects and organisations for their achievements in construction digitalisation and innovation. Out of 120 entries, 23 winning teams were selected through a rigorous evaluation process.



The inaugural CIC Construction Digitalisation Award achieved a great success

CIC BIM Competition

The CIC BIM Competition 2021 was organised for three consecutive years. Theming “An Advancing Net Zero (ANZ) Hub in the CIC-Zero Carbon Park” this year, the competition reached the highest record of participation with 53 teams with 252 higher education students participated.

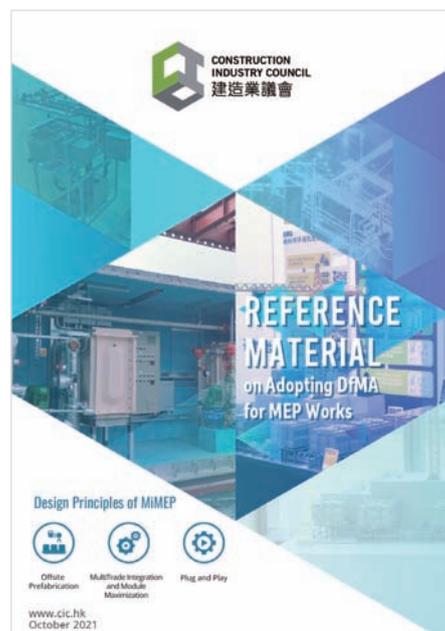
Guidance and Reference Materials

Construction Digitalisation Roadmap

The CIC has been working with experts and key industry stakeholders to craft the Construction Digitalisation Roadmap. The Roadmap identifies six high-value digital application areas, namely Smart Data Sharing, Smart Planning and Design, Smart Submission with BIM, Smart Offsite Fabrication and Delivery, Smart Site Management, and Smart Asset and Facility Management, together with strategies to support construction digitalisation.

Reference Materials on Adopting DfMA for MEP Works

A practical guidebook was published to guide industry practitioners to apply DfMA at various stages of project development involving MEP works. Strategies and action plans were also formulated.



Reference Materials on Adopting DfMA for MEP Works

Knowledge Sharing & Exchange

1. Construction Innovation and Technology Application Centre (CITAC)

The CITAC Conferences

The CITAC Anniversary Conference on Construction Digitalisation was organised in 2021, with a theme on digitalisation across the construction life cycle. The CITAC also co-organised a conference on construction technology with the Consulate General of Israel in Hong Kong with a B2B matching session, facilitating information exchange on the cutting-edge technologies of the two places.

The CITAC Guided Tours and Webinars

In 2021, more than 3,000 visitors joined the guided tours organised by CITAC. In addition, 17 webinars were held in the year, attracting more than 15,500 attendees. Thanks to the warm response from the webinars, plus system integration within the CIC, the size of i-Club membership achieved fourfold growth in the year. The numbers of registered organisation members and individual members increased to 717 and 12,537 respectively.

2. Modular Integrated Construction (MiC)

MiC Conference, Webinars and Workshops

The International Conference on MiC, five webinars and workshops were organised in 2021 on topics of environmental friendliness and sustainability, as well as adoption of MiC in the construction industry. The events attracted almost 7,000 participants.

Site Visits to MiC Project Sites

In order to facilitating a better understanding of the construction processes of MiC among industry practitioners, six local site visits were organised in 2021. Participants including council members, industry practitioners, NGO representatives, developers, and media representatives visited projects including Kwu Tung North Residential Care Homes for the Elderly Mock-up Units, and Yen Chow Street Modular Social Housing Project – James’ Concourse, etc.



Industry practitioners visited the Kwu Tung North Residential Care Homes for the Elderly Mock-up Units in September 2021

3. Design for Manufacture and Assembly (DfMA)

Webinar Series on Offsite Construction

In a webinar series organised in 2021, local experts, as well as professionals from the Mainland, Singapore and the United Kingdom were invited to share their experience on offsite construction. Over 5,000 practitioners attended the event.

DfMA MiMEP Tradeshow

The “DfMA MiMEP Tradeshow” (the Tradeshow) was co-organised by the CIC and the Hong Kong Federation of Electrical and Mechanical Contractors in March 2021 at the CIC-ZCP. 25 innovative and inspirational exhibits on Multi-trade integrated Mechanical, Electrical and Plumbing (MiMEP) demonstrated the industry’s capability in delivering high-quality MEP works using DfMA approach. Over 6,600 industry practitioners visited the Tradeshow.



Over 6,600 visitors were drawn to the DfMA MiMEP Tradeshow

International Symposium on Construction Robotics and Automation

The CIC and the Hong Kong Science and Technology Parks Corporation co-organised the Third International Symposium on Construction Robotics and Automation in December 2021. The Symposium brought together local and international experts from Singapore and Israel to exchange on the latest development in automation, artificial intelligence and robotics (AIR) solutions for the construction industry. A business matching session was also held to facilitate the adoption of the Internet of Things (IoT) sensing technologies, AIR solutions, and Digital Works Supervision System. Over 1,100 participants attended the Symposium physically and online.

Research and Development

Research Projects on Construction Innovation

Funded under the CIC Research and Technology Development (R&D) Fund, a mobile phone application has been developed to efficiently monitor construction-induced vibration and noise through a smartphone.

A Practical Guideline on “Maturity Method for Estimation of Concrete Strength” was also published to set out the guiding principles and provide the basis for applying concrete maturity sensors to estimate the early-age and compressive strength in different projects.

Study on Smart City and Common Spatial Data Infrastructure

The CIC kicked off a consultancy study in support of the Government’s initiative of developing a smart city and Common Spatial Data Infrastructure (CSDI) in 2020. With the elaboration of one more use case, a “Report on 3D Spatial and BIM Data Use Case Requirements of the Hong Kong Construction Industry” was published in 2021, which summarises the study with details of the 11 selected top use cases including their respective constraints, way forward and benefits. Recommendations for reference of the industry are provided in the report.

Funding Support

Construction Innovation and Technology Fund

Construction Innovation and Technology Fund (CITF) contributed more than HK\$570 million in 2021 to a variety of projects for the adoption of innovative and advanced technologies in the industry. The CITF is one of the initiatives employed to encourage sustainable development of the industry, including enhanced environmental performance of construction projects. The CITF Pre-approved Technologies List consists of over 560 number of products covering different environmental-friendly materials as well as digitalisation and automated solutions for pollution mitigation and monitoring. Over 2,200 funding applications were approved, benefiting more than 840 recipients. In response to the feedback collected from industry stakeholders in the mid-term review, the funding ceiling, scope and mode will be enhanced from 2022.



Report on 3D Spatial and BIM Data Use Case Requirements of the Hong Kong Construction Industry

Key Initiatives in Operation

IoT System at CIC-ZCP

In 2021, the CIC-ZCP implemented the IoT Management System by installing different sensors in the premises, including indoor & outdoor environmental quality sensor, vibration & temperature sensor, door contact sensor, water quality sensor for aquaculture, etc..

Those IoT sensors are mainly used for collecting data, analysing and making real-time reliable reports. It proactively assists the management office to monitor the usage and performance of the facilities and take corresponding immediate actions, work arrangements or maintenance.

Way Forward

The CIC will continue to achieve wider adoption of innovative technologies for the sustainable growth of the construction industry including:

- Continue to develop the Construction Digitalisation Roadmap
- Present various awards to recognise the contributions of outstanding stakeholders in construction innovation and digitalisation
- Develop a Construction Directory on a digital platform for the Greater Bay Area (GBA) supply chain, facilitating knowledge sharing between industry stakeholders in the GBA and Hong Kong



Talent

Developing an Innovative, Professional and Skilled Workforce

An energetic, talented and professional workforce is a prerequisite for the sustainable development of the local industry. Over the past years, the CIC has demonstrated a proven record in attracting, retaining and nurturing talents with the establishment of a systematic and comprehensive training and qualifications system. While the construction

workforce has made a significant contribution to the prosperous development of the local economy, the CIC is dedicated to further nourish the fellow practitioners to embrace professionalism, knowledge and skills, innovation, safety and sustainability, with a passion to contribute to the city’s development.

Highlights in 2021

Number of HKIC Training Courses	93
Types of Training Offered by HKIC	Advanced Diploma Programme Diploma in Construction Programme Certificate in Construction Programme Short Course and Skill Enhancement Courses
Number of Trade Tests Completed	14,243
Registered Specialist Trade Contractors Scheme	7,808 registered companies

Professional Construction Training

Hong Kong Institute of Construction

Hong Kong Institute of Construction (HKIC) actively conducts programme accreditations under the Qualifications Framework (QF), and moves forward towards the “Construction Pathway Project”, aiming to provide graduates with a comprehensive articulation pathway and progressive development in their vocational and professional careers. In 2021, 93 training courses including Advanced Diploma Programme, Diploma in Construction Programme, Certificate in Construction Programme, Short Course and Skill Enhancement Courses were launched.

To cater for the industry’s development and market needs, HKIC has incorporated construction innovation in the programmes, aligning with the CIC’s strategic approach of integrating innovative technological advancement with talent development.

School of Professional Development in Construction

School of Professional Development in Construction (SPDC) was set up under HKIC in 2020 to develop various professional education and continuing development programmes for industry practitioners, particularly in the areas of construction digitalisation, industrialisation, innovations and new technologies. New BIM and MiC training courses for the construction industry practitioners were launched in 2021.

Development Schemes

Trade Tests

Hong Kong Construction Industry Trade Testing Centre

The Hong Kong Construction Industry Trade Testing Centre (HKCITTC) provides independent and creditable trade testing services to the industry. A total of 14,243 trade tests were completed in 2021.

Registration Scheme

Registered Specialist Trade Contractors Scheme

The Registered Specialist Trade Contractors Scheme (RSTCS), established in 2019, aims to build up a pool of professional and committed trade contractors with specialised skills through a recognised registration system for the development of the construction industry.

To uplift the professionalism of the industry, "Integrity Management" is added as the sixth registration requirement in 2021 along with the current registration requirements in terms of safety, management, job experience, execution and finance. Currently, the RSTCS covers eight designated trades founded upon the above six comprehensive core elements. As of the end of 2021, there is a total of 7,808 registered companies, including 1,849 Registered Specialist Trade Contractors and 5,959 Registered Subcontractors under the RSTCS.

Key Initiatives in Operation

Talent Management and Engagement

To strengthen the CIC's talent management capability, an "Optimized Learning Time" at 52 hours per year is allowed for staff to take online learning within office hours. Meanwhile, an online learning platform "LinkedIn" was engaged in 2021 providing staff with a 24/7 year-round free access to help them learn at their own pace.

Training and Development

The CIC is cultivating a learning culture to prepare its staff to meet the CIC's development needs and staff's own career aspiration. In 2021, the CIC arranged and encouraged staff to participate in training sessions on various topics including interviewing skills, ordinance awareness, customer engagement, cyber security, etc..

Way Forward

The CIC will continue to enhance the knowledge and raise the level of professionalism within the organisation and across the construction industry with measures as follows:

- Launch the Job Enrichment Programme and the Continuous Professional Development Scheme
- Expand the QF accreditation for HKIC's programmes and courses
- Launch new courses including those on construction and innovation technology
- Launch Construction Workers Professional Development Scheme in 2022 to encourage registered workers to enhance their skill levels
- Strive to include "Sustainable Development" as one of the application criteria in the Registered Specialist Trade Contractors Scheme and other different registered schemes

Culture

Instilling a Caring and Safe Culture

Embracing a caring and safe culture, CIC places high emphasis on the physical and mental wellness of the industry practitioners and its staff. Extensive and continuous efforts have been dedicated to enhancing construction safety through different initiatives, including promotional activities, knowledge sharing of safety practices and innovation adoption. At the same time, the CIC cares about the community and the neighbourhood where we live, and is therefore is enthusiastic about uniting the construction workforce to give back to the community with love and compassion.

“Life First” Campaign

In May 2021, the CIC and the Development Bureau launched an industry-wide construction safety campaign “Life First”. The Campaign received an overwhelming response from the industry, with participants coming from various government departments, client corporations from the public and private sectors as well as a large number of contractors. In total, 106 clients, 220 contractors, and nearly 600 work projects were engaged in the Campaign. An online platform for participants to upload good practices for sharing with the industry was also launched.

Since Virtual Reality (VR) is identified as a useful tool in safety training in which workers can experience and participate in safety exercises in a virtual site environment. A VR safety training kit and a newly VR download platform were developed to facilitate the industry to conduct VR safety training.



“Life First” 2021 Kick-Off Ceremony



VR Safety Training Experience

Cultivating a Heart to Serve

In 2021, especially during the COVID-19 pandemic, the Construction Industry Sports & Volunteering Programme (CISVP) organised over 420 volunteer activities to extend CIC's care to the community and underprivileged groups, benefiting more than 61,000 people. For instance, CISVP organised 37 rounds of home repairing and moving services for the elderly, and emergency repair services for community facilities.

Reaching a record high this year, a total of 61 construction-related organisations and NGOs participated in the 4th Construction Industry Volunteer Award Scheme with 15,376 volunteers (man-time) contributing nearly 100,000 service hours.

Construction Industry Sports & Volunteering Programme

Volunteer Activities	421
Number of Beneficiaries	61,010

Construction Industry Volunteer Award Scheme 2021 (Apr 2020 – Mar 2021)

Participated Organisations	61
Service Hours	976,379
No. of Volunteers (man-time)	15,376



Representatives from the construction industry and NGOs share their experience at the Construction Industry Volunteer Award Presentation Ceremony 2021

Annual CISVP Corporate Award for Activeness

To further encourage companies to actively participate in CISVP activities and organise sports and volunteering programmes for their employees, the CIC set up a new "Annual CISVP Corporate Award for Activeness" Scheme this year. The awards of a Gold, a Silver, a Bronze and meritorious prizes were given to winners of two groups, namely the "SME" group (for companies with less than 50 employees in Hong Kong) and the "Entrepreneur" group (for companies with more than 50 employees in Hong Kong).

Lo Pan Service Month

Under CISVP's annual mega event – Lo Pan Service Month, three signature events successfully concluded, namely Construction Industry Lo Pan Rice Campaign, Construction Industry Blood Donation Day and Construction Industry Shoreline Clean-up Day, which totalled 320 rounds of services with 2,611 volunteers participated.

This year, the CISVP collaborated with the Hong Kong Construction Association to organise the "18 Districts Lo Pan Rice" Campaign in July. Teams of volunteers from 37 construction-related supporting organisations distributed 5,000 hot meal boxes and goodie bags to the underprivileged groups at 51 distribution points across 18 districts. In 2021, a total of 32,006 "Lo Pan Rice" meal boxes were distributed.

18 District Lo Pan Rice

Rounds of services	320
Volunteers participated	2,611
Meal Boxes distributed	32,006



Guests support the "18 District Lo Pan Rice" Campaign to serve the community



Lo Pan Service Month – Construction Industry Lo Pan Rice Campaign

“Construction Industry Caring Organisations” Logo is an initiative introduced to recognise construction companies and organisations demonstrating good corporate citizenship. The total number of awarded companies has reached 139 this year, representing an increase of 12%.

Number of “Construction Industry Caring Organisations”



Lo Pan Service Month – Construction Industry Shoreline Clean-up Day

Rising Industry Participation

Bearing the commitment to reinforce the objectives of CISVP and further promote the spirit of sports and volunteering to more construction industry organisations, CIC is glad to see a growth in CISVP Corporate Members of over 12%, reaching 139 this year.

Number of CISVP Corporate Members



Lo Pan Service Month – Construction Industry Blood Donation Day

Key Initiatives in Operation

Corporate Safety and Health

To attain continual improvement in occupational safety and health (OS&H), various measures have been adopted to raise OS&H awareness within the organisation.

- Conducted OS&H training (e.g. heatstroke prevention)
- Organised promotion activities on manual handling safety for HKIC students
- Produced and installed additional safety information signboards on outdoor training grounds

Way Forward

- Build a sense of ownership in sports and volunteering activities among different stakeholders.