

Report from the Board of Examiners

Founded in 1958, Gammon Construction Limited is a leading construction company offering a one-stop solution to customers with their full range of professional capabilities in civil engineering, foundation works, building, interiors and facade construction, electrical and mechanical installation, manufacturing and supply of fabricated steel and many other proficient services.

Gammon has a very lucid Vision, Mission and Values reflecting a clear commitment to the construction industry with Core Values of Safety, Integrity and Excellence. The company has a set of business principles to underpin its compliance with legal and regulatory requirements. To embrace a strong safety culture, a Stand Down initiative is held companywide twice a year in engaging all stakeholders to discuss common safety challenges. To lead by example, senior leaders participate in director site walks regularly to appreciate good practice and to seek for improvement. Succession planning and future leader development are in place with a well-defined 70:20:10 learning model (i.e., 70% on job experience, 20% on relationship and 10% on technical and soft skill training). The Gammon Academy has also been established to ensure the continuity of knowledge transfer. Staff happiness survey and cross generational communication survey are in place with follow up actions to drive employee engagement.

Gammon's early adoption of technology such as building information modelling (BIM) & modern off-site modular construction is remarkable. Being the first construction company adopting B5 biodiesel, FSC/PEFC certified sustainable timber and plywood for formwork, the company has established its sustainability and competitive edge. It is also the first Asian construction company to adopt ISO 20400. In terms of innovation, Gammon has set up a \$2 million innovation fund since 2009 and appointed innovation team and scouts across divisions in moving ideas to execution. Innovation has enhanced digitization, modular integrated construction with design for manufacture and assembly (DfMA), and automation, in which Modular Integrated Construction project helps to increase productivity through improving quality, generating less waste, creating fewer disturbances, and providing a safer working environment.

評審委員會報告

金門建築有限公司(金門)成立於1958年，為建築界的翹楚。金門在土木工程、地基工程、樓宇建設、室內裝修與幕牆工程、機電工程、鋼結構製造與供應及其他專業服務等，均擁有全面和專業的技能，致力為客戶提供一站式的建築方案。

金門具有十分明確的抱負、使命和價值。公司的核心價值為安全、誠信及卓越，反映其對建築業界的承諾。公司具備一套商業原則以符合法律和監管的規定。為培養重視工作安全的文化，公司每年會舉行兩次的「安全反思會」，讓各持份者參與討論常見的安全問題。領導層亦以身作則，定期到訪及監督工地，對優良的作業措施給予肯定，並提出改善建議。繼任安排及未來領袖發展與其70:20:10學習模式(即70%工作經驗、20%關係及10%技術及技能培訓)互相配合。金門學院的成立旨在確保知識承傳。此外，公司透過員工快樂指數調查及跨世代溝通調查以及相應的跟進行動，加強員工對公司的投入度。

金門在業內亦率先採用先進的科技技術如建築資訊模型(BIM)及使用場外及模組化建造，有效提升施工安全及生產力。作為首間應用B5生化柴油，以及在模板工序使用森林管理委員會/森林認證認可體系(FSC/PEFC)認可的可持續木材及夾板的建築公司，金門展現出其可持續性及競爭優勢。公司亦是首間採納ISO 20400的亞洲公司。在創新方面，自2009年起金門設立\$2,000,000創新基金，並在各部門委任創新團隊和創新智囊執行概念。創新有助提升數碼化、增強提供製造和裝配的設計(DfMA)及自動化。「組裝合成」建築法的採用亦有助提高產品的質量、減少浪費和現場施工的干擾，以及為工人提供更安全的工作環境，提高生產力。

Grand Award – Gammon Construction Limited

大獎 – 金門建築有限公司

Gammon also makes good use of various advanced systems and tools to achieve operational efficiency. At project level, each team uses their own Project Document Management System (PDMS) as a formal database to store and control protected documents and records. At corporate level, the company uses its internally developed ACE Dashboard for performance management, with indicators to facilitate tracking and evaluation. Clear Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) with risk rating system for corporate level are in place to provide early warning system and target performance. Good usage of Gambot™, a software robot with artificial intelligence, is demonstrated to assist frontline staff for capturing site activities and automating routine processes. A dedicated Smart Prove Unit with its designated application is also in place to reduce defects and ensure a quality handover of each project.

Strong emphases are put on CSR initiatives and sustainability. The company demonstrates good linkage to key communities by investing a significant amount of time and effort into improving the industry standard. For example, the company advocated the setup of the Construction Innovation and Technology Application Centre at the Construction Industry Council to facilitate the introduction of new methodologies to the industry. In addition, Gammon has a clear and sustainable business strategy up to 2025 and beyond. Four areas are identified to achieve its overall strategic goal of 25% improvement by 2025, with the focus on people, safety, environment and value chain.

To conclude, Gammon is a progressive company which demonstrates effective leadership with passion and clear focus on safety and innovations. The processes and systems are well-deployed, enabling the company to optimize the construction process and excel in the construction industry.

金門善用各種先進系統和工具以提高營運效率。在管理項目上每個團隊均使用獨立的項目文件管理系統 (PDMS) 作為資料庫，儲存和控制加密文件及紀錄。在企業層面，公司使用內部開發的 ACE 儀表板作績效管理，並設有指標有助跟進和評估。在預警機制和目標績效方面，金門制定清晰的關鍵績效指標和關鍵風險指標。金門亦充分運用人工智能軟件 Gambot™，以幫助前線員工了解地盤運作及自動執行常規工序。此外，公司亦設專責小組 (Smart Prove Unit) 配以指定應用程式，確保每個項目能無縫交接及減少出錯。

金門十分重視企業社會責任及可持續發展，公司投放大量時間和資源務求提升業界標準，例如倡議在建造業議會設立建造業創新及科技應用中心以促進業界引入嶄新的工作方法。金門亦落實一套清晰及可持續發展的商業策略，目標是在 2025 年前改善四大核心範疇 (人、安全、環保和價值鏈) 達 25%。

整體而言，金門是一間穩步上揚的公司。金門展現出卓越的領導才能，並在安全和創新方面具有明確的策略。公司在流程和系統運作上部署良好，使其能夠優化施工過程，並在建築行業中脫穎而出。

KEY TO ENDURING
SUCCESS
QUALITY