



Report Summary

Provided by Gammon Construction Limited

Company Background

Since establishing a business in Hong Kong in 1958, Gammon Construction Limited has flourished to become a leading contractor with operations in Singapore, mainland China and Macau, and we recently celebrated our 60th anniversary. Our principal activities include civil engineering, buildings, foundation works, interiors and façade, electrical and mechanical installation, manufacture and supply of fabricated steel, manufacturing and selling concrete, and supply of plant and machinery. Our key markets are large and often complex building and civil construction projects for private and government clients.

We have rapidly growing departments for innovation, digital transformation, and virtual design and construction that provide us with better, more productive methods of working that ultimately allow us to deliver more value to our clients.

Leadership

Our core values of safety, integrity and excellence define our work ethic and have also been incorporated into a philosophy called The Gammon Way, which outlines our mission – “to build for a better quality of life and living environment in a safe and sustainable manner” – and our vision – “to be the contractor of choice in Hong Kong, China and Southeast Asia”.

We aim to transform Gammon by pushing back the boundaries of technology for the benefit of our clients and the construction industry at large and we invest heavily in innovation, modern methods of construction and upskilling opportunities for our workers and staff.

Our Green and Caring Site Commitment programme promotes good sustainability practices on our sites including those that care for our workers’ welfare, reduce environmental impacts, provide the highest levels of safety, engage proactively with the community, and innovate for better performance.

報告摘要

本報告摘要由金門建築有限公司提供

公司背景

金門建築自1958年於香港成立至今，一直蓬勃發展，業務遍佈香港、新加坡、中國內地及澳門。我們的主要業務包括土木工程、樓宇建設、地基工程、室內裝修與幕牆工程，機電工程、鋼結構製造與供應、混凝土製造與銷售，以及機械供應。

我們的創新、數碼轉型，以及虛擬設計與建築部門迅速增長，為我們提供更優質及有效率的工作方案，並最終為客戶帶來更大價值。

領導才能

金門的核心價值 — 安全、誠信及卓越 — 規範了我們的專業操守，並建構出「金門之道」的管理哲學，為我們訂立「以可持續發展的原則安全建構更優質的生活及居住環境」的使命，以及「成為香港、中國內地和東南亞地區的首選承建商」的抱負。

我們致力改革，並以客戶及建造業的利益為依歸。我們不斷挑戰技術的界限，投放大量資源於創新、現代建築方法，以及為工人和員工提供技能提升的機會。

我們的「環保與關愛承諾」計劃，推廣工地良好的可持續發展行為，包括關心工人福祉、減少環境影響、達致最高的施工安全水平、及積極參與社區活動等。

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Strategy

In addition to growing our market share, our strategic objectives include making significant improvements in productivity, safety and environmental performance on our projects through the use of digital engineering processes and platforms, an increasing use of offsite and modular construction, and standardised designs that improve buildability.

This is underpinned by our “Responsible Growth – 25 by 25” strategy through which we seek 25% improvements by the year 2025 in four focus areas: people, safety, value chain and environment, which are integrated with innovation as the framework. Along with safety, environment and people, our emphasis on value chain recognises the critical importance of collaborating with clients, architects, consultants, subcontractors, suppliers and the wider industry in achieving the modernisation of our industry that is desperately needed.

Customers

We wish to exceed expectations, not simply meet them, and we actively seek our customer’s opinions in order that we can continually improve. This is achieved through a number of avenues including yearly customer satisfaction surveys on each of our projects and partnering workshops.

During the tendering stage for new work we propose alternative designs, methods, materials and conditions that improve sustainability, safety, quality, productivity and value for money for potential customers. We also recently created two new internal businesses to attract customers and meet market demand: IntoG for interior fitting out, and Digital G for technology and innovation.

Measurement, Analysis and Knowledge Management

We track data and information on daily operations and overall organisational performance through our internally developed ACE Dashboard, a centralised cloud-based database that provides a reliable and instant source of project and management information.

We are also increasingly using digital platforms that collect data from a variety of sources (labour allocation, concrete deliveries and barge movements, as an example) and present it in a common, user-friendly format that can also be made available to the client. This provides transparency and ensures precise decision making and better coordination and productivity.

策略

除了增加市場佔有率，我們的策略亦包括採用數碼流程與平台、增加使用場外及模組化建造，推行標準化設計，使我們項目的生產力、安全水平及環境表現得以顯著提升。

我們藉著「積極承擔·持續發展 — 25 成就 25」策略，推動於 2025 年改善四大核心範疇，包括人、安全、價值鏈及環保達 25%。

客戶

我們力求遠超客戶的期望，積極透過多種途徑，如客戶滿意度調查及夥伴合作研討會，收集意見，以求不斷改進。

我們會在新工程的招標階段，為潛在客戶在設計、建造方法、及物料選擇方面提供替代方案，使工程方案更物有所值。為滿足市場需求，我們最近成立了兩間附屬公司，包括專營室內裝修的形拓 (IntoG)，以及科技創新的致圖 (Digital G)。

評估、分析和知識管理

我們透過自家研發的 ACE 儀表板，追蹤日常運營及公司整體績效的相關數據與資訊。ACE 儀表板為中央雲端數據庫，能提供可靠、即時的項目管理資訊。

我們不斷增加使用數碼平台收集數據（如勞動力分配、混凝土運輸及駁船物流），以統一格式清晰展示，便於與客戶分享。清晰的資訊有助制定精確的決策及提升生產力。

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Workforce

Upskilling the construction workforce is one of our top priorities. In addition to many external collaborations with industry bodies, we have invested in a wide range of internal initiatives such as our Gammon Academy, which offers structured curricula in a range of subjects, and our Graduate Training, Fellowship, and Apprentice Training programmes.

Our Young Professional Group provides our younger staff members with a social network and professional development opportunities, and we run a mentorship programme for new joiners. We foster innovative thought processes in our workforce by holding monthly and annual innovation competitions that reward outstanding ideas and we also have graduate prizes, an Innovation Forum and Gammon Way Awards to promote and reward the Gammon 'Can Do' spirit and our core values of safety, integrity and excellence. The health and wellbeing of our employees is also important and we were the first contractor in Hong Kong to offer on-site nurse visits and health checks for our workers.

Operations

We are focused on the digitalisation of our businesses, automating and streamlining processes to improve our efficiency. We are also investing in robotic devices that improve productivity, quality and safety and help address the current issue of labour shortages. Increasing the amount of work carried out off site, in controlled factory environments, allows us to build more safely and productively, to a higher level of quality, while also providing a more comfortable environment for our workers.

We also have a number of in-house developed innovations such as Gambot™, our award-winning software robot with artificial intelligence that acts as a virtual assistant to capture site processes, such as safety and productivity, and then analyses the captured data to further inform decision making.

工作團隊

提升建造業勞動力的技能為我們的首要任務之一。除了與業界團體協作，我們也投放資源於內部培訓，如提供多元化系統課程的金門學院、畢業生培訓計劃、英才計劃，及學徒培訓計劃。

我們的青年專業團隊，為年青員工提供社交網絡及專業發展機會。我們亦為新入職員工提供良師計劃，並透過創意比賽激發員工的創新思維。藉著畢業生大獎、創新論壇及金門之道大獎，我們推廣金門的「奮進」精神，以及安全、誠信及卓越的核心價值。員工的身心健康也同樣重要，我們為香港首個設駐工地護士的承建商，為工人檢查身體。

營運

我們專注業務數碼化，自動化與簡化流程。我們亦投放資源於機械人設備，以提高生產力、質量及安全水平，協助解決勞動力短缺的問題。我們亦把更多工序由工地遷移至工廠環境，不但能提升質量，同時亦為工人提供更舒適的工作環境。

我們設有多項自主研发的創新項目，包括得獎人工智能軟件 Gambot™，Gambot™ 作為工地的虛擬助理，紀錄安全及生產力等流程，然後分析收集所得數據供決策之用。

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Results

Our group turnover continues to strengthen year on year and our market share makes us one of the leading construction companies in Hong Kong. We have over 7,000 staff members and are supported by a workforce of 13,000 on some 80 job sites.

Operating in a sustainable manner is very important to us and we are proud to have achieved a 52% drop in carbon intensity since 2005, indicating an encouraging decoupling of carbon from growth. Our Chief Executive, Thomas Ho, received industry recognition for his advanced mindset in advocating green and innovative construction initiatives when he was presented with the Hong Kong Institute of Construction Managers Outstanding Achievement Award in 2018. Our focus on safety has also been recognised by construction charity Lighthouse Club who honoured Director Tony Small for his safety leadership.

We also have a strong community spirit and in 2018 recorded 3,440 employee volunteer hours. Our endeavours in training workers and nurturing young practitioners is recognised by the industry and in 2018, we received four gold awards from the Construction Industry Council for our achievements in this area.

業績

我們的市場佔有率使金門成為香港建造業的領導企業之一。我們擁有逾7,000名僱員，支援約80個工程項目的勞動力超過13,000人。

以可持續的方式營運對我們非常重要。自2005年，我們的碳強度減少52%，顯示減碳與業務增長能夠並存。我們的總裁何安誠先生提倡綠色及創新建築的前瞻思維，於2018年榮獲香港營造師學會頒發「傑出成就大獎」。而建築慈善機構明建會對董事薛東尼先生安全領導的嘉許，亦足以證明我們對施工安全的關注。

我們在培訓工人及培育職場新人方面的努力亦獲業界嘉許，並於2018年榮獲建造業議會頒發四項金獎。

KEY TO ENDURING
SUCCESS
QUALITY