

GAMMON CONSTRUCTION LTD

REPORT SUMMARY

Meeting the Demands of Development

Since 1955 Gammon have consistently offered competitive and safe engineering solutions and, whilst striving to meet escalating demand, Gammon have evolved into Hong Kong's largest construction group.

The Quest for Quality

Recognising construction as a people business, Gammon seek to improve performance by commitments to health, safety and environmental concerns whilst advancing the skills of our people through an active programme of training, development and quality management.

Mission

Gammon's mission is to become the leading provider of construction services in Asia. In this process we strive to achieve a balance between the satisfaction of all stakeholders whilst being responsible members of the community.

The Road to a Quality Culture in Construction

In 1990 Gammon realised the need to look ahead to meet the enormous challenges emerging from local development programmes. We first instituted policies and procedures controlling key support services. In 1992 we introduced training and quality management functions and started the implementation of ISO 9001. Workload and manpower resources continued climbing rapidly whilst quality management systems were progressively implemented to help control and improve performance. Safety training was reinforced and incidence rates dropped to less than half the industry average. Gammons team of 36 qualified lead assessors communicated quality improvements across divisional barriers.

Our drive to have all major operations certified to ISO 9001/2 was achieved in May 1996.

Customer Focus

Concentrating expertise in specific sectors, Gammon have cultured a clear focus on customers and market knowledge. We have accomplished an enviable track record of successfully completed projects fostering good customer relationships and encouraging a valued proportion of return business. To achieve this we have proactively addressed customer requirements on quality and technical matters. Satisfaction is manifested in the broad interest shown by customers seeking technical advice and our tender proposals.

Human Resource Development

In order to advance our skills to improve performance, Gammon manage human resources to react to both present and future needs. To motivate and steer our workforce whilst ensuring fairness we use various mediums such as;

- career progression paths
- loyalty recognition by long term service awards
- clear job specifications
- performance appraisal and identification of training needs
- execution of training plans
- analysis of human resources data and staff turnover
- graduate training plans, scholarships and company sponsorships

Performance

Gammon measure and track contract performance feedback using a centralised rapid information and data processing facility. We also carefully analyse safety, quality and tender performance. Our monthly management reporting systems are a core tool giving early symptoms detection allowing responsive management decisions to be made in alignment with our policies and business objectives.

Continuous Challenges Ahead

Gammon presently uphold eight ISO 9000 certifications and HOKLAS registration implemented across some 60 construction sites. These affect almost all of our 4600 local workforce. Including the constant examination and improvement of our existing quality systems, we are formulating 5 further systems for other specialised local and regional areas.

It is this proactive approach, our mission and policies, coupled with our extensive quality and safety management systems that together fashion our "Quest for Quality" and create the essence of our development of a Total Quality Management culture.