

築夢女生  
DREAM GIRLS

俊和通訊  
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*Women in Construction*  
女性建造力量



# 女性建造力量 *Women in Construction*

提起建造業，不少人都認為是「男性的天下」。不過，隨著行業工種增加和時代變遷，愈來愈多女性投身建造業。根據統計處數字，2018年本港從事建造業的女性人數有逾三萬六千人，在行內佔約一成，數字較十年前增長近八成。今次封面故事訪問了不同世代的建造業女性，包括擁有逾20年經驗的項目經理溫燕霞、女承父業的項目經理顏海欣以及兩位新力軍，「築夢女生」蔡苑婷及盧樂遙，與大家分享自身經歷，一起了解女性建造力量！

When considering the construction industry, many people believe that it is a “Man’s World”. However, with work categories in the industry increasing and the times changing, more and more women have embarked on a career in the construction industry. According to the statistics released by the Census and Statistics Department, the number of women engaged in the construction industry in Hong Kong in 2018 has climbed to above 36,000, accounting for about 10% of the total persons employed and a surge of nearly 80% over just a decade ago. In the cover story of this issue, different generations of females in the construction industry share their experiences in interviews. They included Wendy Wan, a project manager with over 20 years of experience; Ngan Hoi Yan (Yan), who follows in her father’s career footsteps; and two new entrants, who are also two members of the “Dream Girls,” Tiffany Choi and Tammy Lo. They each tell their own stories so we can now better understand the female professionals in the construction industry!

項目經理溫燕霞希望隨著時代進步，未來可以有更多女性新力軍加入建造業。  
Project Manager Wendy Wan hopes that with the progress of the times,  
more new female entrants can join the construction industry in the future.



溫燕霞認為與同事有商有量，最能發揮團隊力量！  
Wendy believes that communication demonstrates  
the full capabilities of the team.

## 項目經理溫燕霞 Project Manager Wendy Wan



加入建造業22年的項目經理溫燕霞（Wendy）不喜歡枯燥死板的工作，不想一生被局限於寫字樓。因此，在大學時期選擇於在加拿大修讀土木工程。她回想當年在加拿大讀書，身處外地，思想較開放，同期同學有兩成是女生，比例較香港高。1997年，Wendy從加拿大回流加入建造業，並於2003年加入俊和，於土木建築分部的地基工程工作，至今已有16年。

過去16年，Wendy曾經參與的項目逾20個，包括青衣青鴻路公共租住房屋發展計劃地基工程、大圍站公共運輸交匯處地基工程、火炭坳背灣街資助房屋出售計劃地基工程等。Wendy指地基工程工期較短，往往只有半年至一年的時間，因此每天都過得很充實。同時，Wendy認為建造業吸引的地方在於工作靈活性高，每日面對的事情和困難都不同。她憶述最深刻的一次是大圍站公共運輸交匯處地基工程。當時，其中一個用以碎石的鑽頭在地底「卡住」了，由於項目的樁柱設計已非常密集，若果不把鑽頭取出，會令其中一支樁柱報廢，亦難以找空間多加一支樁柱，影響整個項目的施工。於是，Wendy當時便與項目團隊放手一搏，請潛水員潛到鑽頭所在位置，並以水底切割的方式將鑽頭損毀的地方割走，終成功取出鑽頭。

### 性別不是重點 而是工作態度

Wendy笑稱女性擔任項目經理是利多於弊，並不覺得地盤會以奇異的目光看待她們，更指「相對男性項目經理，當客人看見你是女性時都會溫和一點，亦不會太過苛刻。總之凡事都有商有量。」至於管理項目團隊時，Wendy形容自己採取柔和手法，工程遇上問題時會與同事一起商量對策。她認為，在管理團隊以及與同事相處時，性別並不是影響別人看法的主要因素，而是個人的待人接物和工作態度。「當你願意接納別人意見，與同事之間有商有量，願意代入他們的角色，大家自然就會更齊心向目標進發。」

### 地盤環境改善 吸引更多女性入行

入行多年，Wendy親身經歷行業的轉變。她回想當年剛入行時，地盤狀況確實較為不整潔。「初入行的時候，地基地盤的地面經常都會濕漉漉。不過，現時大家對工地整理的要求提高，工地環境較20年前已經改善很多！」而且，地盤安全意識也大有提升，公司亦特別為女同事加設如獨立更衣室等設施。Wendy認為，這些因素都為女性提供了入行誘因。她希望，隨著時代進步和行業轉變，未來可以有更多女性新力軍的加入建造業。

Having worked in the construction industry for 22 years, Project Manager Wendy Wan dislikes tedious tasks and does not want her workplace to be confined to an office across a career. Thus, she majored in civil engineering while attending university in Canada. She recalled that when she studied in Canada, the overseas country was more open-minded about the position of women. Some 20% of her schoolmates during that period were girls, a much higher proportion than that of Hong Kong. In 1997, Wendy returned to Hong Kong from Canada and started a career in the construction industry. Then she joined Chun Wo in 2003 and has been engaged in the foundation projects under the Civil and Building Division for 16 years.

In the past 16 years, Wendy has participated in more than 20 projects. Among the more recent were the foundation for the Public Rental Housing Development in Tsing Yi at Tsing Hung Road, the foundation for Tai Wai Station – Public Transport Interchange and the foundation for Subsidised Sale Flats Development at Au Pui Wan Street, Fo Tan. According to Wendy, foundation works are of shorter duration, generally from a half year to one year, thus she has a packed schedule every day. Wendy believes the construction industry is attractive because of the high degree of flexibility in work and the wide variety of matters and challenges encountered on a daily basis. Her strongest recollection is the foundation project for the Tai Wai Station – Public Transport Interchange. At that time, a cutter head for breaking rocks was stuck underground. The pillars designed for the project were very densely concentrated. If the cutter head could not be extricated, one of the pillars would have to be abandoned and it would be difficult to find space for adding a replacement pillar. This would affect the subsequent construction and completion of the entire project. To solve the problem, Wendy and her project team devised an ingenious strategy. They engaged a diver to swim underwater to the cutter head's location and sever the damaged part away from the cutter head under the water. Eventually, the cutter head was successfully removed.

### Gender Does Not Matter, But Working Attitude Certainly Does

Wendy joked that women serving as project managers enjoy more advantages than disadvantages. She doesn't feel that the colleagues at construction sites have a strange view of women at work. She even mentioned that "Compared with male project managers, when customers discover you are a female, they are actually more polite and not so harsh to you, and open to discussion about everything". As for managing a project team, Wendy said she adopts a flexible approach. When the projects encounter problems, she will engage colleagues in discussions to come up with solutions. In her view, when getting along with the management team and colleagues, gender is not the key factors affecting the view of others, but individuals' interpersonal skills and working attitude really do matter. "If you are willing to accept other's opinions, discuss with colleagues and think from their perspective, then everyone will naturally become more cohesive and move forward together toward the goals".

### Site Environment Improves Attracts More Females to Join the Industry

Working in the industry for many years, Wendy has experienced the changes in the industry. Recalling the time when she started her career, the construction sites certainly looked less tidy at that time. "During the time when I entered the industry, the ground of the site of foundation projects was always wet. But, now everyone has higher requirements for the tidiness of the sites, thus the site environment has considerably improved when compared to two decades ago!" Moreover, the safety awareness at construction sites has substantially increased. The Company has also set up additional facilities to accommodate the special needs of female employees, for example, providing separate changing rooms. Wendy believes that these factors provide incentives to attract females to enter the industry. She hopes that with the progress of the times and changes in the industry, more new female entrants can join the construction industry in the future.



## 項目經理顏海欣〈Yan〉女承父業 *Project Manager Ngan Hoi Yan (Yan) Follows Her Father's Career Path*

自小聽父親分享建造業經歷長大的顏海欣(Yan)，在父親耳濡目染下對建造業產生興趣。「從小到大聽父親分享工作的經歷，我每次與父親外出經過他曾經參與的項目時，他都會向我表示他有份興建這座高樓或那座大廈。從他的眼神和說話，我可以感受到他見證一幢幢建築物從無到有的滿足感。」在中七選科時，阿Yan聽到兩位香港理工大學師姐就讀建築設備工程(Building Services Engineering)的分享，認為科目有趣和行業前景可觀，因此決定「女承父業」加入建造業。

### 由質疑到認同

阿Yan於2010年畢業，同年以管理培訓生 (Management Trainee, MT)身分加入俊和，至今加入建造業逾9年。她指，當年精英培訓計劃約20多人左右，「當時MT全男班，只有我一個是女生，自然會較注目。別人都會觀察我的表現，會否與男生有落差。」不過，阿Yan沒有因此感到壓力，別人的質疑反而成為她其中一個動力來源。數年前，阿Yan在參與一個項目會議時，其他合作伙伴都對她抱有質疑，十分驚訝竟然會由一個年紀輕輕的女生負責整個項目。「這個行業一向以男性主導，別人有懷疑都是正常，不過通常只是第一印象，只要努力工作，帶領好團隊，別人終會看見你的能力，證明女性並不比男性遜色。」

### 最難忘成為項目「救火隊」趕工追回進度

阿Yan曾經參與8個項目，當中包括沙田香港體育學院重建及白石臨時單車場、港鐵堅尼地城站、黃竹坑車廠和天水圍水資源中心等等。談到最深刻的項目，她表示是黃竹坑車廠項目。「當時遇上工程延誤，我在項目後段加入作救火隊，要在很短時間內了解項目狀況、重新分工、與消防部門商討檢驗方法，趕工交貨。巔峰時期和同事連續工作七天和通宵工作。當時一班同事齊心協力趕工，最後成功追回數個月的工期，真的十分難忘！」

### 建造業專業化 吸引更多女性新力軍

對於愈來愈多女性加入建造事業，阿Yan認為除了硬件上的配合，其中一個主要因素亦是行業整體的文化轉變。她認為，以往地盤給人的印象是「幹粗活」，但隨著時代進步，建造業從業員的知識和技術水平愈來愈高，形象也日益專業化，相信會成為吸引更多女性入行的重要因素。



阿Yan以實力證明女性並不比男性遜色。  
Yan has proven that women are not inferior to men with her capabilities.

Ngan Hoi Yan (Yan) listened attentively to her father's sharing his experience in the construction industry ever since she was little. She became interested in the construction industry under the influence of her father. "I have heard my father telling stories about his working experience ever since I was a small girl. Whenever I went out with my father and passed by the projects where his teams had worked, he informed me that he had participated in the construction of this high-rise building or that infrastructure. From his eyes and words, I could feel his satisfaction from witnessing the works advance from scratch to completion". When Yan needed to select a subject from university curricula during Form 7, she heard the discussion of two senior female students who were studying Building Services Engineering at Hong Kong Polytechnic University. At this point she thought that the programme was interesting and the industry offered good career prospects, so she determined to follow her father's career path to enter the construction industry.

### Changing from Doubt to Recognition

Yan graduated in 2010 and joined Chun Wo as a management trainee (MT) in the same year. To date, she has been working in the construction industry for over nine years. She mentioned that the Elite Training Programme consisted of more than 20 people during that time. "Of course, as the only girl, I am more visible when all other management trainees are men. People would keep an eye on my performance, to see whether there is any difference from the standard of the men".

Despite this, she said she did not feel any pressure, because the doubt was actually one of her motivations. When she joined a project meeting a few years ago, other partners cast a doubtful eye on her, as they were surprised to see a young woman responsible for the entire project. "This industry has always been dominated by men. It is normal for others to view you skeptically. But this is merely a first impression. I just have to work hard and lead the team, then others will eventually see your ability, which proves that women are not inferior to men".

### Most Unforgettable Memory Is Becoming a "Fire-fighter" to Catch Up with the Schedule

Yan has participated in eight projects, including reconstruction of the Hong Kong Sports Institute in Shatin, the temporary velodrome at Whitehead, Kennedy Town MTR Station, Wong Chuk Hang Depot, Water Resources Education Centre in Tin Shui Wai, etc. The most unforgettable one for her is the Wong Chuk Hang Depot. "The construction was behind schedule. I joined the project at a later stage as one of the 'fire-fighters'. In this capacity I had to quickly grasp the project status, reallocate jobs, discuss inspection methods with the Fire Services Department within a short period of time, and tried to catch up with the schedule. At the most intense juncture, my colleagues and I had to work seven days and overnight. But we all pulled together and finally caught up with the months of delay in the completion schedule, which was truly an unforgettable accomplishment".

### Professional Development of the Construction Industry Attracts More Women to Join

With more and more women joining the construction industry, Yan thinks that besides the equipment and the challenges, one of the major reasons for the increase is the change of overall culture in the industry. She thinks that previously working at construction sites presented an impression of "rough work", but as time goes by, the practitioners have better expertise and technologies, so the image of the industry has become more professional, and she believes this will attract more women to join the industry as a career choice.

## 築夢女生—環境工程師蔡苑婷

### *Dream Girl - Environmental Engineer Tiffany Choi*



其中一位築夢女生成員環境工程師蔡苑婷 (Tiffany) 於2017年加入建造業。她攻讀大專時修讀環境工程及管理，但Tiffany並沒有一畢業就加入建造業，選擇了市場推廣的工作，主要原因是在實習時對地盤留下了壞印象。「當時被派去的地盤很遠、交通不方便，工作環境亦不太理想。」但工作約半年後，她發現市場推廣的工作不適合自己，薪酬亦較差。在朋友介紹下，就決定加入工作待遇較為吸引的俊和，而幸好當時公司實行「校園計劃」，地盤環境已大大改善，令她更安心投入建造業。

#### 與前線工友溝通 女性有優勢

身為環境工程師的她形容自己是地盤「環保解決師」，所有地盤的環保事宜都由她負責，由進行工程項目的環境評估、監督及管理地盤有關污染控制的工作，亦要監督前線工友的執行情況。她認為，由女性擔任監督工作有優勢，因為作為地盤之中的少數女性，她笑言「師傅對她們都照顧有加，語氣亦較溫和，亦較樂意聽她們的勸告，認真執行環保工作。」Tiffany現時十分享受在地盤工作，她覺得地盤同事大多較坦率，彼此的溝通模式直來直往，不會轉彎抹角，十分適合她爽朗的性格。

#### 冀通過自身經歷 打破地盤刻板印象

作為其中一個築夢女生，Tiffany希望通過在社交平台分享自己的工作日常和生活點滴，讓更多人了解到女性都可以在地盤一展所長。「就好像我當時一樣，相信仍有女性對地盤工作存有誤解、對加入建造業有猶疑。希望我的分享可以改變她們的想法，衝破心理障礙。」

One of the “Dream Girls” is Tiffany Choi, our Environmental Engineer who joined the construction industry in 2017. While she studied environmental engineering and management at university, she did not join the construction industry after graduation, but chose to work in marketing, because of a bad impression during internship. “I was sent to a construction site far away with poor transportation access, and the working environment was also unsatisfactory”. But around six months later, she found that marketing was not for her and besides the salary was lower. Introduced by her friend, she at last joined Chun Wo with a more attractive remuneration. Fortunately for her, the Company implemented “Project Campus” at that time, which notably improved the working environment of construction sites and allowed her to comfortably work in the industry.

#### Women Have Advantage Communicating with Frontline Workers

As an environmental engineer, Tiffany has described herself as an “environmental problem solver” at the construction site. She is responsible for all environmental issues there, from environmental assessment of the project, supervision and management of pollution control works at the construction site to supervision of implementation of tasks by frontline workers. She thinks a female supervisor does have an advantage, because as one of the few women working at the site, “The workers take care of us and talk to us more politely. They are more willing to take our advice and implement the environmental missions seriously”. Tiffany now really enjoys working at the construction site, because most colleagues there are frank and the way they communicate is truly straightforward which suits her bright personality.

#### Personal Experience Breaks the Stereotype of Construction Sites

As one of the “Dream Girls”, Tiffany wants to share bits and pieces of her daily job and stories on social media, so more people can understand that women can give full play to their talents at the construction site, too. “Just like me at that time, I believe some women still misunderstand the works and operations of a construction site, and, as a result, hesitate to join this industry. So I hope that sharing of my experience can change their impression and help them to overcome the psychological barrier”.

環境工程師蔡苑婷十分享受在地盤工作，認為同事間溝通模式直來直往，不會轉彎抹角，十分適合她爽朗的性格。

Environmental Engineer Tiffany Choi enjoys working at the construction site, because most colleagues there are frank and the way they communicate is truly straightforward which suits her bright personality.



管理培訓生盧樂遙透過自身經歷，令大眾明白到女性都可以在建造業創一片天。  
By sharing her own experiences, MT Tammy Lo hopes that the public can better understand that women can also be successful in the construction industry.



## 築夢女生—管理培訓生盧樂遙

### *Dream Girl - Management Trainee Tammy Lo*

另一位築夢女生盧樂遙 (Tammy)修讀建築工程及管理學，於2017年以MT身份加入俊和。Tammy自小喜歡砌模型，享受將一塊塊積木砌成製成品的過程，就好像建造業，由零開始、從構想到建造，將圖則變成一棟棟的建築物一樣。

Tammy指自己十分怕悶，當初被MT計劃吸引是因為可以到不同部門受訓，亦有機會到地盤實戰。「可以行地盤及輪崗工作就開心好多，唯一辛苦在於日灑雨淋，但一早已經有心理準備。此外，我亦增加了運動量，提升體能以應付日常工作！」

#### 女性擅長溝通 於工地起緩衝作用

在男性主導的建造業，外表較柔弱的Tammy亦曾被判頭看輕。「曾經有判頭覺得我們又年輕又剛剛畢業，憑甚麼指指點點，質疑我沒有真本事，在工作的時候亦會較多阻撓。」不過，Tammy並沒有因此而感到氣餒，反而推動她做多更多準備工作，每次到地盤都會做足功課，不會被判頭問到啞口無言！她認為，只要準備充足，做好本份，在與人溝通時能夠給人信心，慢慢便會獲得別人認同！

在工程當中，很多時都需要與不同部門配合。Tammy認為女性在溝通方面較有優勢，特別是與其他部門「夾圖」時能起緩衝作用，緩和氣氛。尤其在遊說工作上，女性往往可以動之以情，曉之以理。

而身為築夢女生一員，Tammy坦言沒想到傳統建築公司可以如此破格地宣傳建造業，希望通過這個身份向大眾分享更多有關建造業的資訊。「以往提到我的工作時，我都會好自豪向別人介紹自己是俊和的管理培訓生，現時我亦會向別人介紹自己是築夢女生，講解我們推廣建造業女性的理念。」她認為，現時外界仍然有人認為在地盤工作很辛苦，不明白女孩子為何要加入建造業，她希望透過自身經歷，令大眾明白到女性都可以在建造業創一片天。

Another “Dream Girl”, Tammy Lo, studied construction engineering and management, and joined Chun Wo as a management trainee in 2017. Tammy has loved assembling models ever since she was young, and enjoys building the blocks from nothing to final completion. This resembles the construction industry in miniature, that is, to start from scratch, from ideas to construction, turning a blueprint into a real building.

Tammy confessed that she’s afraid of boredom. She was attracted by the MT program due to the opportunity of training at different departments, as well as the construction site itself. “It is more enjoyable to work at a construction site and in different positions. The only hardship is strong sunlight and rain, but I am prepared for this. I also do more exercise to improve my physical fitness so I can better handle daily tasks”.

#### Women Serve as a Buffer at Construction Site with Good Communication Skill

In the construction industry dominated by men, Tammy who appears to be meek and mild was looked down on by contractors. “They thought that we were so young and just graduated, therefore not qualified to instruct them. They questioned our abilities, and even thwarted our efforts”. However, this has not discouraged Tammy but in fact spurred her to do more. She is well-prepared every time she works at sites so that she will not be left speechless after questions raised by contractors. She believes as long as she has adequately prepared and done her part well and confidently communicates with people, she will finally earn the recognition she desires and deserves.

Cooperation among different departments is the frequent operating procedure during the construction process. Tammy thinks women have an advantage in communication and can serve as buffers and mediate relations among departments which sometimes become tense when aligning building plans. Women are also good at playing on sentiments and clarifying and proving their points when engaged in persuasion.

As one of the members of the “Dream Girls”, Tammy is surprised to see a traditional construction company promoting the construction industry in such an unconventional way. She hopes to share more information about the construction industry with the public in her capacity as one of the “Dream Girls”. “I used to proudly tell people I am a management trainee of Chun Wo when introducing my job in the past. Now, I will also tell people I am a ‘Dream Girl’ and explain how we promote the concept of ‘Women in Construction’”. Tammy said many people still think working at sites is difficult and do not understand why women would want to enter the construction industry. By sharing her own experiences, she hopes that the public can better understand that women can also be successful in the construction industry.

兩位築夢女生成員盧樂遙及蔡苑婷早前接受無綫財經·資訊台節目「職場制勝」訪問，介紹建造業女性的工作概況。  
TVB Finance Information Channel’s program “Success in Career” has interviewed two members of the Dream Girls, Tammy Lo and Tiffany Choi on women’s work in the construction field.



# 築夢女生

DREAM GIRLS

現時外界仍然對建造業存在不少誤解，認為建造業「邋邋」和多「粗重功夫」，導致不少年輕人不敢入行，女性更是聞之卻步。因此，俊和早前建立了「築夢女生」團隊，由6位來自不同崗位的俊和女生組成，透過社交平台分享工作日常，期望去除大眾對建造業界的誤解，重塑建造業專業、安全和充滿活力的形象。

Today, there are still much misunderstanding about the construction industry, typically including “dirty construction sites” and “heavy and harsh work”. As a result, many young people, especially females, shy away from the industry as a career because of these negative perceptions. For this reason, Chun Wo has established the “Dream Girls” team comprising six ladies working in different positions within the Company. They aim to eliminate the public’s misunderstanding about the construction industry, and rebuild the industry’s professional, safe and dynamic image through sharing their daily work experiences on social media.

## 成員介紹

### Introduction of the Dream Girls

姓名 Name	職位 Position
陸嘉蕊 Sweetie Luk	管理培訓生 Management Trainee (Engineering)
盧樂遙 Tammy Lo	管理培訓生 Management Trainee (Engineering)
蔡苑婷 Tiffany Choi	環境工程師 Environmental Engineer
王愛媛 Sabrina Wong	工料測量培訓生 Graduate Quantity Surveyor
鄭穎儀 Pinky Cheng	助理安全主任 Assistant Safety Officer
歐翎汗 Sandra Au	承建商勞資主任 Contractor Labour Officer



築夢女生早前參加Lifewire Run 2019【愛跑•城門河】慈善跑暨嘉年華，為罕見病童及家庭籌款。  
Earlier, Dream Girls participated in the “Lifewire Run 2019” Charity Run cum Carnival to benefit children with rare diseases and their families.



早前築夢女生成員Pinky接受頭條日報的訪問，與「今日館」館長Dicky拍攝短片【館長「身」體驗】，帶Dicky做一日助理安全主任，實地了解助理安全主任的日常工作！  
Pinky, a member of the Dream Girls, accepted an interview by Headline Daily, shooting a video with Dicky, host of Focus Today, letting him be an assistant safety officer for a day to understand the daily work of the position.





## 居處逆境 繞道而行 — 記「中環灣仔繞道 — 灣仔東段」竣工

### Making a Detour Amidst Adversity — The Completion of Central – Wan Chai Bypass at Wan Chai East

曾有人說香港人非常擅長打「逆境波」，面對挑戰，仍然會積極面對，迎難而上。俊和「灣仔發展計劃第二期—中環灣仔繞道灣仔東段」（灣仔東段）近月竣工，項目經理余志權就以此來形容其於「灣仔東段」的歲月：「這個項目的建造難度高，工程時間又不夠，還要面對一系列程序上的挑戰……我會將這數年形容為打『逆境波』。」

「中環灣仔繞道」被喻為世界級工程，箇中挑戰及艱辛程度可想而知。余志權當年臨危受命，中途加入「灣仔東段」工程，隨即面對工程延誤、極其嚴謹的監察評核制度、施工空間不足及備受公眾質疑等「逆境」。余志權的解決方法是「繞道而行」—不囿於老舊問題，積極另覓出路，例如重新制訂工程時間表、重點做好環境及安全工作以提升項目整體評分，和調整心態應對公眾質疑等。他說：「面對難關不能逃避，反而要自強，正面積極地尋找解決方法，方為上乘之策。」

It has often been said that Hong Kong people are highly adept at bouncing back from adversity. When facing challenges, they remain positive as they endure and prevail against difficulties. At the recent completion of Chun Wo's "Wan Chai Development Phase II – Central-Wan Chai Bypass at Wan Chai East" ("Wan Chai East"), Mr. Yu Chi Kuen, Pauleo, Project Manager, described his time working on the Wan Chai East project as recovering from adversity, "In this project, there was a high degree of difficulty and insufficient time allocated for construction. Moreover, we also encountered challenges in a series of procedures....I would describe these few years as playing catch-up under adverse circumstances".

The "Central-Wan Chai Bypass" has been described as a "world-class project", which by this very name, one can well imagine the challenges and hardships involved. Mr. Yu was assigned to join the Wan Chai East project midway through construction at a critical and difficult moment. He then immediately faced a myriad of adversities including construction delays, highly stringent monitoring systems, a shortage of construction space capped off by widespread public doubt. Mr. Yu's solution involved making detours amid adversity – instead of fruitlessly struggling with old problems, he proactively sought new ways out, for example, setting up a new project schedule, focusing on environmental and safety works to enhance project rating, and adjusting his mentality to deal with public doubts head on. "You really cannot run away from problems, so the best way is to strengthen yourself and proactively seek solutions", he says optimistically.





余志權指示「灣仔東段」工程範圍及附近曾因施工而要重置的地方。

Mr. Yu indicates the scope of the “Wan Chai East” project and the surrounding replacement areas involved in the construction of the project.

「灣仔東段工程」是灣仔發展計劃第二期\*的一部分，俊和於2009年以聯營方式，承接與此大型發展計劃相關的三項工程合約，包括「北角段隧道及東區走廊連接路」、「灣仔東段」及「香港會議展覽中心段」工程等。而「灣仔東段」工程包括填海造地，再在新土地上挖掘建造隧道，並重建現有的濱水設施，包括海底污水管道、渡輪碼頭、政府直升機停機坪及其他相關水泵系統及抽水站等設施。項目於2019年末竣工。

余志權早於2010年就加入「香港會議展覽中心段」工程，後再調往「北角段隧道」工程，最後才「落腳」灣仔東段」直至現在。在整個「中環灣仔繞道」項目待了10年，經歷過高低、解決過困難，余志權除了讓我們看到他專業及實事求是的處事態度，更帶出了迎難而上、希望往往在轉角的逆境精神。

### 工程延期 奮起直追

余志權於2015年中加入「灣仔東段」，首先面對的問題是工程延誤：2014年底，項目團隊於填海範圍內發現懷疑是添馬艦殘骸的大型金屬物體，令該範圍的填海及相關工程急需暫停。工程延至2015年7月才復工，中環灣仔隧道管道的建造因而延後。換言之，余志權甫加入便要「追進度」，以及重新規劃工程時間表，以「追得幾多得幾多」。但「追進度」談何容易，只能日夜趕工。那時候隊團正埋首填海造隧道，余志權說臨到「交貨期」，地盤上下有兩個多月的時間都需要24小時輪更工作，他自己更幾乎每天夜宿地盤，以節省交通時間。憶起那段日子，他淡然謂：「做工程就是這樣，有延誤就奮起直追，總有辦法紓緩問題。」

余志權坦然面對困難，並表示與其埋怨，不如找出問題原因，再逐一解決。

Mr. Yu addresses the difficulties with ease. He would uncover the roots of the problems and solve them rather than just feel frustrated.

The Wan Chai East project is part of the Wan Chai Development Phase II\* scheme. In 2009, Through a joint venture, Chun Wo undertook three project contracts related to this large-scale development plan, most notably the Wan Chai Bypass Tunnel (North Point Section) and Island Eastern Corridor Link, Wan Chai East and Hong Kong Convention and Exhibition Centre projects. The Wan Chai East Project included land reclamation, excavation of new land for building tunnels, the rebuilding of existing waterfront facilities: submarine sewers, ferry piers, a Government heliport and other water pump systems and pumping stations. The project was completed by the end of 2019.

Mr. Yu first joined the Hong Kong Convention and Exhibition Centre project in 2010 and then was assigned to the Tunnel (North Point Section) project. Most recently, he was switched to work for the Wan Chai East project up to the present time. Through the ups-and-downs of the Central Wanchai Bypass project over the last 10 years, Mr. Yu demonstrated not only exemplary professionalism and a pragmatic attitude at work, but also his steadfast approach to facing challenges fortified with the belief of “hope is just at the turning point”.

### Delays in the Project Actively Play Catch-Up

Mr. Yu joined the Wan Chai East project in mid-2015. The first issue he faced was the project delay which started at the end of 2014. This delay was initially caused by the project team discovering a large metal object, which was possibly the remnants of the ship, the HMS Tamar, under the water of the land reclamation area, which resulted in emergency suspension of the land reclamation and related works in the area. The project works were postponed and only resumed in July 2015. This, in turn, caused the delay in the construction of the Central-Wan Chai Bypass Tunnel tubes. This meant that, since joining the project, Mr. Yu needed to play catch-up and to reschedule the project timetable in order to maintain the schedule as much as possible. However, catch-up was not an easy game, and the only way one could advance was to work day and night. At that time, the project team was busy with reclamation of the land for building the tunnel. According to Mr. Yu, the whole team at the construction site needed to work 24 hours on shift rotation for more than two months before the delivery deadline. He himself slept at the construction site almost every night in order to save traveling time. When recalling those days, he says calmly, “It’s just the nature of working in the construction business. When there is delay, you work hard to catch up. You can always find solutions if you’re willing to work hard”.



\* 灣仔發展計劃第二期是《中環及灣仔填海計劃》的重要部分，旨在為灣仔北及北角提供土地，用以興建中環灣仔繞道和東區走廊連接路，並在工程落成後，建造一條世界級的海濱長廊，提升維港海旁的吸引力。

The Wan Chai Development Phase II project is an integral part of the Central and Wan Chai Reclamation. The project aims to provide land to Wan Chai North and North Point for the construction of the Central-Wan Chai Bypass and the Island Eastern Corridor Link. A world-class waterfront corridor will also be built after the completion of the project adding to the visual appeal of Victoria Harbour.



### 監察嚴謹 另謀出路

第二個令其感到棘手的問題，是工程顧問極度嚴謹的監察制度。每個地盤都有「承建商表現報告」（Contractor Performance Report: CPR），根據管理能力、工程計劃和進度、環境和安全等方面評核承建商的表現，得分會直接影響整個項目的表現。余志權就以「嚴峻」來形容「灣仔東段」的評級情況——其建造難度高，施工考慮繁多，時間及預算又非常緊絀，因此整個項目都處於緊繃的狀態。余志權說他當時對每方面的評核都戰戰兢兢，只求得到一個「滿意」的評分。然而，由於種種情況，結果很多時都事與願違，有時候項目上下努力了一季去保持良好表現，評分都不盡如人意，令人氣餒。

「做來做去都無甚起色，仍要咬緊牙關做下去，這就是打『逆境波』了。」余志權說。但憑著一份不認輸的精神，項目上下都沒有得過且過，反而選擇繞道而行，重點做好某些方面去爭取好的成績。「針對此情況，我們轉向在環保及安全方面下功夫。而這兩、三年都沒有須呈報的事故，可見我們的努力。」余志權形容這是在逆境下「向前看」的情況：「一直存在的問題如果無法解決，就盡量不要令其惡化；同時也要向前走，發掘更多改善的方法，因為希望往往在轉角。」

### 空間不足 推延工期

此外，「灣仔東段」還有個令人意想不到的問題：「是地方淺窄」，余志權笑說。他憶述剛加入項目時，因為地方不敷應用，連個像樣的辦公室都沒有，同事開會都要去到海外信託銀行大廈臨時租用的寫字樓。乍聽之下不覺甚麼，但工程往往爭分奪秒，若每天都來回奔走幾趟，實浪費時間。另外，由於當時地盤有多項工序同時進行，地方不夠，令很多

### Stringent Monitoring Seeking Another Way Out

The second thorny problem Mr. Yu found was the highly stringent monitoring systems of engineering consultants. Each construction site has a “Contractor Performance Report” (CPR), which evaluates the performance of the contractor based on criteria including management capability, project planning and progress, and environmental and safety performance, and the mark will directly affect the overall performance of the project. Mr. Yu characterised the rating of Wan Chai East as “Severe”. The project was very difficult, the construction works needed to consider many factors and the time and budget were very tight, so the entire project was highly stressful. He added he was worried about every aspect and just hoped to get a “Satisfactory” rating. Unfortunately, the outcomes were different from expectations in many situations. Sometimes the project team had worked strenuously during the quarter with the hope of getting a good mark, but it ended up being disappointing.

“There was no sign of improvement even when we bit the bullet and strived our utmost, so for me it was like ‘a game amidst adversity’”, as he put it. Persevering with the attitude of “never giving up”, the project team was not content to just muddle through, but focused on certain important aspects to try to make a detour around the obstacles. “As such, we switched to environmental protection and safety. There had been no reports of any accidents in two to three years, which demonstrated the effectiveness of our good efforts”. He described how they continued to “look forward” amidst all the adversity, “If we could not solve the problems that have existed throughout the project, we then tried to prevent the situation from deteriorating and hindering progress. We also had to move forward, to try to seek other ways for improvement, because hope is always at the turning point”.

### Insufficient Space Work Schedule Delayed

In addition, Wan Chai East also encountered another unexpected problem, “limited space”, as he described it with a smile. He remembers that when he first joined the project, they did not have a decent office due to insufficient space. Colleagues could only hold meetings at the temporary office leased at Overseas Trust Bank Building. At the outset, it did not seem like a problem, but the schedule was very tight. It was really time consuming to travel back and forth a few times a day. Besides, several procedures were ongoing at the site, but due to space constraints, some machinery and materials could not be placed at the site at the same time, which slowed down work and required additional manpower and resources, thus increasing the risk of delay and the costs of construction.

機器及物料都不能一併進入地盤，拖慢進度之餘，更要投入額外的人力物力作調配，不但推高延遲的風險，更增加了工程成本。至於超支方面，余志權表示因為整個項目都處於「趕工」狀態，此狀況下必定需要額外支出以支持工程進度，所以超支在所難免。他補充，項目團隊在重新制定時間表時，已將大部分情況考慮在內，確保每個決定都切實可行。事實上，這幾年定下的目標，工程團隊大部分都能準時交付。提到這點，一臉嚴肅的余志權始笑謂「算是有交待了。」

### 换位思考 解決問題

外界形容中環灣仔繞道是一個很惹火的工程，社會關注度及討論度極高，旗下子項目沒有一個能獨善其身。問余志權有沒有因外界的質疑感到無奈，他明言困擾是少不免的，因為回應質詢常令他分身不暇。但他明白公眾對工程未必有充分了解，對一些尋常的情況反應過大也在所難免，與其遷怒於他們的不理解，余志權更願意面對他們，解決疑問。

### 十年匆匆 逆境自強

十年時間有如白駒過隙，余志權除了鬆一口氣，更多的是一種由完工而來的滿足感。他說：「見證著一個項目由無到有、問題由出現到解決、困難由艱辛到得到改善，當中的壓力、辛酸及每個難眠的晚上，都被竣工的滿足感淡化了。」

現時中環灣仔繞道已順利通車，舒緩了東區交通擠塞的情況；而「灣仔東段」亦進入規劃階段，將興建大量文娛康樂設施，為市民提供額外的休憩及綠化用地。即將離開「逆境」，余志權說每個工程都有其難處，他亦不期望下一個工程會是「順境波」，唯有調整心態，以積極的態度面對挑戰，才是令項目順利進行的不二法門。

對於一個持續了十年的項目竣工，余志權除了感到解脫外，更是一種難以言喻從艱辛過後始嘗的滿足感。

Completing a project that has lasted for ten years, apart from a feeling of relief, Mr. Yu is also overwhelmed by a sense of deep satisfaction after overcoming all the hardships rather than just feel frustrated.

As for cost overruns, Mr. Yu said that due to the urgency of the entire project, additional spending was necessary in order to meet the work schedule, hence there were cost overruns. He added that the team had considered most of the possible scenarios when resetting the timetable to ensure that every single decision for action was feasible. This yielded the desired results as they were able to meet the goals set and delivery schedules most of the time during the past few years. "I am satisfied with the team's performance on the whole", as his heretofore serious face relaxed into a smile.

### Thinking from Different Perspective To Solve Problems

Attracting widespread attention and arousing intense debate in society, the Central-Wan Chai Bypass project has been characterised as a "controversial" project and no sub-project under its umbrella has been immune to the impact. When asked if he had ever felt frustrated by the public doubts, Mr. Yu replied frankly that feeling annoyed is inevitable because at time he felt he had no time for other things except responding to questions. However, he understands that the public might overreact to some situations that he considered normal as they didn't have a thorough understanding of the project. So instead of venting his frustration on the public who are not to blame for their misunderstanding, Mr. Yu chose to patiently address their queries directly.

### Ten Years Fly By As We Grew Stronger in Adversity

Ten years have flown quickly by. Apart from feeling relieved to finally see the completion of the project, Mr. Yu also enjoys a deep sense of satisfaction. "Witnessing the process from scratch to finish, from being confronted with problems to solving them, from facing difficulties to making improvements, all the pressure, hardships and misery of sleepless nights have been washed away and overwhelmed by the satisfaction of a job well-done", Mr. Yu said.

The Central-Wan Chai Bypass has now come into service, alleviating traffic jams in Eastern District. Wan Chai East has also commenced its planning phase, which will involve the construction of many recreational and cultural facilities offering more leisure and green choices to citizens. About to leave such a "challenging position", Mr. Yu thinks every project has its distinct challenges and he does not expect the next one waiting for him to necessarily be a favourable situation. Mr. Yu stressed that a flexible mentality, overcoming challenges with a positive attitude, is the most effective approach to smoothly operate and complete a project.



## 專注建築技術 展現創新科技豐碩成果 Focusing on Construction Techniques Presenting Prosperous Results of Innovation

俊和自2016年成立創新科技品牌「Inno@ChunWo」以來，致力研發針對建築的創新科技。一方面希望能提升建築技術，另一方面亦希望能吸引更多年輕人投身建造業一起創新。2019年12月17至20日，俊和參展首屆「建造創新博覽會」，展出「Inno@ChunWo」在裝配式建築、建造機器化、建造數碼化、先進技術及材料幾方面的研究成果。以下乃相關的研究發展概覽，顯示出「Inno@ChunWo」的豐碩成果。

Chun Wo has stepped up its efforts in developing innovation technologies for construction since the launch of our innovation brand “Inno@ChunWo” in 2016. Through this, we want to elevate construction techniques and at the same time attract a younger generation to start their career in construction innovation. Most recently, from 17 to 20 December 2019, Chun Wo has participated in the first “Construction Innovation Expo”, exhibiting our R&D results under “Inno@ChunWo”. We presented our successful outcomes in the areas of “Offsite Construction”, “Robotics & Automation”, “Digital Solutions” and “Advanced Technologies & Materials”. Following is an overview of our R&D efforts, showing the fruitful results of “Inno@ChunWo”.



主辦機構  
Organisers發展局  
Development BureauCONSTRUCTION INDUSTRY COUNCIL  
建築師學會協辦機構  
Co-organiser

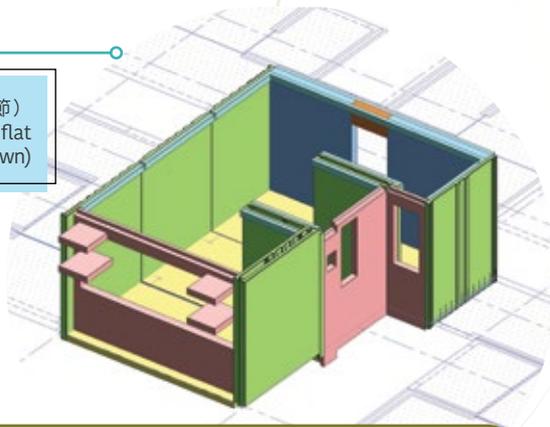
# CONSTRUCTION INNOVATION EXPO 2019 GRAND OPENING CEREMONY



俊和與香港科技大學及納米及先進材料研發院有限公司合作研發的「快速修補砂漿物料」(R<sup>2</sup>M<sup>2</sup>)，於「2019建造業議會創新獎」中獲得「建造生產力組一第二名」的佳績。

Repaired Repairing Mortar Materials (R<sup>2</sup>M<sup>2</sup>), a collaborative research project undertaken by Chun Wo, HKUST and Nano and Advanced Materials Institute Limited, won the "Construction Productivity - 2nd Prize" at the CIC Construction Innovation Award 2019.

典型兩房單位的混凝土MiC模組 (未顯示模組之間的連接細節)  
Concrete MiC modules for a typical 2-bedroom flat  
(Connection detail between modules not shown)



## 裝配式建築 Offsite Construction



### 組裝合成建築法 Modular Integrated Construction (MiC)

俊和配合建造業發展的大趨勢，致力研究新建築技術「組裝合成建築法」(MiC)，以加快工程進度。MiC是一種創新的建築方法，透過「先裝後嵌」的概念，將現場建築工序轉移至廠房進行，在廠房中製造獨立的「組裝合成」組件(包括裝飾工程、固定裝置和屋宇設施)，樓宇在組件送達工地前已大致完成，從而減省現場施工工序，避免建築過程受天氣、勞動資源和場地限制，提升建造業的生產力、安全及可持續性。

我們早前就與巴馬丹拿集團合作研發出「混凝土組裝合成建築法」，針對香港特定之環境條件，可建造最高達40層之住宅樓宇。「混凝土組裝合成建築法」的優點在於其設計靈活性強且耐用性高，亦容易達至訂明的耐火要求，滿足市場所需。而俊和擁有豐富的建造經驗和專業成熟的建築信息模型(BIM)團隊，能於此領域中提供一站式由設計至建造的解決方案，將「混凝土組裝合成建築法」純熟運用於各工程項目之中。

我們於上一期俊和通訊中詳細介紹了「混凝土組裝合成建築法」，即掃描QR Code重溫。



俊和通訊2019年8月號  
Chun Wo Newsletter 2019 Aug Issue

Chun Wo has always remained at the forefront of the latest trends in construction. By adopting innovative MiC technology a state-of-the-art construction method, we can intensively speed up the operations of our projects. Through the concept of "factory assembly followed by on-site installation", free-standing integrated modules (completed with finishes, fixtures and fittings) are pre-fabricated in a factory before the installation on-site. In this way, building could be substantially completed before the components arrived at the site. With MiC, on-site construction procedures are minimised, avoiding the limitations of weather, labour resources and locations. As a result, MiC increases construction productivity, safety and sustainability.

Chun Wo and the P&T Group have worked together to develop a "Concrete MiC System". Based on the environmental conditions in Hong Kong, the system would be effective for constructing high-rise buildings up to 40-storeys in height. The advantages of this method include its high design flexibility and durability, and that buildings can meet prescribed fire resistance requirements with ease.

Possessing extensive experience and a team of experienced BIM professionals, Chun Wo is capable of providing one-stop solutions from design to construction in the field, successfully applying the "Concrete MiC System" to different projects.

"Concrete MiC System" was featured in the previous issue of Chun Wo Newsletter, let's scan the QR Code to review!



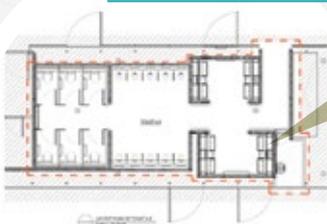
## 製造及裝配設計

### Design for Manufacture and Assembly (DfMA)

「製造及裝配設計」(DfMA)是MiC當中不可缺少的一部分。DfMA是一門著重「簡易製造及快速裝配」之設計方法，近年香港建造業開始應用此方法於場外預製MiC住宅單位，預製的模組包括廚房及廁所等。透過簡化設計，此方法能以較低成本及更高效率，於短時間內製造並組裝各種組件。

俊和於「香港國際機場客運大樓公共洗手間翻新工程」中應用了DfMA方法設計。此改善工程包括位於客運大樓(一號客運大樓及專車候車大樓)內不同位置之公共洗手間；而洗手間內指定組件均使用DfMA方法設計在場外預製，大大減少了工程對機場運作和大眾的影響。

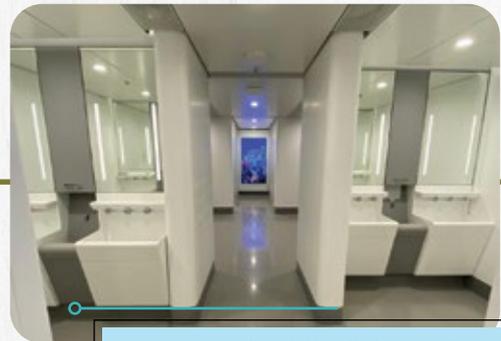
公共洗手間的典型BIM模型 (附模組化設施)  
Typical BIM model of public toilets  
(with modularised facilities)



典型的公共洗手間設計圖  
Typical layout plan of public toilets

DfMA is an indispensable part of MiC. It is a design approach which focuses on greater ease of manufacturing and efficiency in assembly. In recent years, the construction industry of Hong Kong has begun to adopt DfMA for off-site pre-fabrication of MiC modular flats and components, such as kitchen and toilet modules. By simplifying the design, it is possible to manufacture and assemble various modules and components more efficiently.

By employing a DfMA approach, Chun Wo recently finished the revamp of public toilets at Terminal Building at the Hong Kong International Airport. The improvement works include renovation of public toilets at different locations within the terminal buildings (Terminal 1 and Limousine Building). Prescribed components in these toilets are pre-fabricated off-site using the DfMA approach, which hugely minimised the interference of construction on the operation of the Airport and to the public.



香港國際機場客運大樓公共洗手間翻新工程  
Revamp of Public Toilets at Terminal Building,  
Hong Kong International Airport



## 先進技術及材料

### Advanced Technologies & Materials



## 快速修補砂漿材料

### Rapid Repairing Mortar Material

快速修補砂漿材料(R<sup>2</sup>M<sup>2</sup>)是一種不鏽鋼強化修補砂漿，與傳統的修補砂漿相比，能更強地抵抗樓板的拉伸載荷。R<sup>2</sup>M<sup>2</sup>用於修補混凝土剝落及鋼筋鏽蝕上，能節省時間(縮減開鑿面積)、減少產生噪音、灰塵和建築廢料，以及免除在特定鏽蝕範圍和鋼筋尺寸下，搭接鋼筋的程序。R<sup>2</sup>M<sup>2</sup>是創新科技基金支援計劃的研發項目，由俊和、香港科技大學和納米及先進材料研發院有限公司(NAMI)一同研發，是「Inno@ChunWo」的重點研究成果，希望能以更安全有效率的方法，解決香港老化建築物迫切的維修問題。

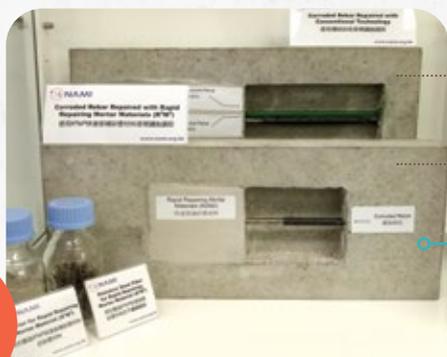
現時，R<sup>2</sup>M<sup>2</sup>的研究階段已得到屋宇署及房屋署的證明，並將加入建築署的公營機構試驗計劃(PSTS)。在此計劃下，R<sup>2</sup>M<sup>2</sup>將會應用於實際環境測試，確保修補技術能重複在實驗室的結果，達到技術、質素、性能表現一致的目標。

R<sup>2</sup>M<sup>2</sup>更在「2019建造業議會創新獎」中獲得「建造生產力組一 第二名」的佳績，肯定其原創性及生產力。

Rapid Repairing Mortar Material (R<sup>2</sup>M<sup>2</sup>) is a stainless-steel fiber reinforced mortar which has strong tensile load resistance when compared to conventional repair mortars. Its intended use in repairing RC slabs with spalling concrete and corroded rebars would save time (ie, reduced opening-up of concrete slab soffit area), produce less noise, dust and construction waste, and eliminate need of replacement rebars for specified corrosion range and rebar size. R<sup>2</sup>M<sup>2</sup> is the result of a collaborative research project, supported by the Innovation & Technology Fund (ITF), where Chun Wo has partnered with the Hong Kong University of Science & Technology and the Nano & Advanced Materials Institute (NAMI). As one of our major innovation projects, it aims at offering a safer and faster solution for repairing spalling concrete – an issue commonly seen in Hong Kong's ageing buildings.

Now, R<sup>2</sup>M<sup>2</sup>, having secured the support from the Buildings Department and Housing Department in research phase of the project, is entering the Public Sector Trial Scheme (PSTS) with the support from the Architectural Services Department. In the PSTS, R<sup>2</sup>M<sup>2</sup> will be applied in an actual environment, ensuring that the repair processes done previously in the laboratory can be repeated, achieving the target consistency in workmanship, quality and performance.

R<sup>2</sup>M<sup>2</sup> has also garnered the 'Construction Productivity 2nd Prize' of the CIC Construction Innovation Award 2019, confirming its originality and merit in productivity.



傳統修復方法  
Conventional method

R<sup>2</sup>M<sup>2</sup>修復方法  
R<sup>2</sup>M<sup>2</sup> method

鋼筋鏽蝕位置及修復方法模擬展示  
A mock-up demonstration of corroded rebar and repairing method



## 建造機器化 Robotics & Automation



### 機械臂 Robotic Arm

建築業是香港最重要的行業之一，可是往往因為勞動力短缺增加發展困難。例如在大廈外牆的高空工作如抹窗和塗漆等高危工作長期缺乏人手，急需發展自動化技術以解決問題。有見及此，俊和與香港中文大學共同研發了一套纜索和手臂機械人系統，將成為首個能模仿工人在玻璃外牆用雨刮抹窗及控制滾筒塗漆的機械系統。



機械臂模擬抹窗動作  
The robotic arm simulating window cleaning action

此系統的研發目的在於減少人力使用，並在自主和半自主兩種模式下運行。自主模式需要 BIM 技術提供建築物外牆的數據，機器人可根據數據在沒有工人的情況下，自主規劃路徑並完成清潔任務，便利外牆常規檢查清潔工作，令工人不用暴露在高危環境中；工人也可以選擇遠程操作機器人系統，有利於非常規的外牆清潔工作，大大降低了人力成本，減少事故發生幾率，從而降低風險和保險成本。

機械臂  
Robotic Arm



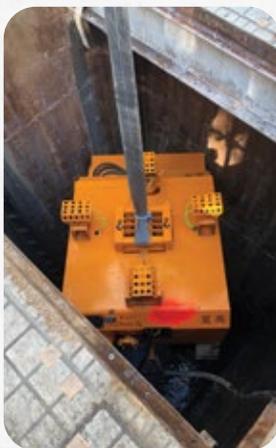
Construction is one of the core industries in Hong Kong. However, the continuous shortage of labour is having a negative impact on the industry. For example, highly dangerous work such as window cleaning and façade painting, are in desperate need of automated solutions to alleviate the labour shortage. In view of this, Chun Wo and The Chinese University of Hong Kong jointly developed a cable-driven robot system to autonomously perform window cleaning and façade painting for high-rise buildings.

The robotic system aims to use less human effort and operates in two modes: autonomous and semi-autonomous. Autonomous mode requires the façade of the building from the BIM, from which the robot can then plan the path and complete cleaning without workers. This is useful for the cleaning routine and inspection of the façade. Workers can also choose to operate the robot system remotely, to perform a desired motion or carrying works. This is especially useful for non-routine façade works. With the use of system, workers will no longer be exposed to high-risk environment, where they can remotely monitor and operate the robot while being indoors, significantly reducing labour cost, lowering the chance of accidents and thus minimise risk and insurance cost.



### 淤泥清理機械人—夏禹 “Xia Yu” – The Silt Cleaning Robot

除了機械臂，俊和亦於「屯門污水幹渠修復工程」中引入「淤泥清理機械人」，代替前線員工進入污水渠工作，協助清理沉積在污水渠內逾40年的淤泥。此舉可以讓機械人代替工人進行有關工作，避免有毒氣體或突如其來水位上漲對工人造成危險。



「夏禹」進入下水道工作  
Xia Yu going into the sewer

工程團隊將機械人命名為「夏禹」，是寄望機械人可以像中國古代治水功臣大禹一樣為水務工作，協助清理地下管道沉積多年的淤泥，對地區以至社會作出重大貢獻。「夏禹」以遙控形式操作，前線員工可在地面透過監控鏡頭實時觀察污水渠內的情況，並且控制機械人行動。其不但能保障前線員工的安全，更能提升工程效率及縮短工程時間，是工程團隊的好幫手。

In addition to the robotic arm, Chun Wo also introduced the “Silt Cleaning Robot” in the “Rehabilitation of Trunk Sewers in Tuen Mun” project to save frontline staff from entering sewers to clean out silt accumulated over 40 years. Using the robot to replace manual labour can prevent exposure of workers to hazards, such as toxic gases or sudden rise of water level in sewers.

The project team named the robot “Xia Yu” after “Da Yu”, a legendary man in ancient China in Xia Dynasty, best known in history for his success in controlling floods. The team hopes that the Xia Yu robot will prove effective in cleaning up the sludge in underground sewers and will contribute tangibly to local communities as well as the larger society.

“Xia Yu” is operated by remote control through a camera enabling frontline employees to monitor in real-time the situation inside the sewer on the ground and control the robot. “Xia Yu” not only can ensure the safety of frontline employees, but also improve work efficiency and shorten construction time, hence, is a big help to the project team.

淤泥清理機械人—「夏禹」  
Silt Cleaning Robot - Xia Yu





## 建造數碼化 Digital Solutions

俊和積極使用數碼科技提高工程效率，例如利用BIM技術協助項目決策、管理及進行風險評估，並促進整個工程團隊之溝通；亦有將人工智能（A.I.）應用於樓宇建築項目，追蹤施工及裝修週期中的安全、人力分配及工程進度等情況。而我們在這範疇最新的研究成果及應用例子乃「物聯網 (IoT)及智能感測技術」，和「雲端計算樹木移動監測系統」技術。

Chun Wo has always been using digital technologies to elevate our project efficiency, such using the BIM to assist in project decision making, management, risk assessment, and facilitates communication among member of the project team; and applying A.I. system to building projects to track safety, manpower allocation and progress during building construction and fitting-out cycles. “Internet of Things (IoT) & Smart Sensing Technology”, and “Cloud-based Tree Movement Monitoring System” are our latest R&D results and applications in the field.



### 物聯網 (IoT) 及智能感測技術

#### Internet of Things (IoT) & Smart Sensing Technology

俊和緊貼互聯網發展，相信物聯網將會在建築行業中發揮越來越大的作用，因為它會為施工和數據收集帶來更快速、更方便、更便宜的選擇。

物聯網使嵌入式設備能夠通過網絡設施（如互聯網，Wi-Fi）與其他設備溝通，而在這些設施中，無數的智能感測器和執行器會協助設備搜獲數據，並將其傳送給決策者。

#### 智能感測 Smart Sensors

感測器是在建築業中被廣泛應用的設備，其於傳統上是一種功能簡單之裝置，能將物理變數轉換成電信號或電特性之變化。透過與物聯網技術結合，感測器可以實現智能化，優點在於成本低廉、體積細小、能自我識別、驗證、診斷及復修。

Chun Wo keeps up with the latest advancement of the Internet, we are sure that IoT will play an ever-increasing role in the construction industry since it allows a more responsive, convenient and cheaper way for construction and data gathering.

IoT enables the embedded devices to communicate with other devices through a network infrastructure (e.g. Internet, Wi-Fi), in which innumerable smart sensors and actuators help devices capture data and transfer them to central decision maker.

Sensors, which is commonly used in the construction industry, have traditionally been functional simple devices that convert physical variables into electrical signals or changes in electrical properties. By combining with IoT, sensors could intellectualize and fully display its advantages of low cost, small almost invisible size, self-identification, self-validation, self-diagnostic and self healing.



### 雲端計算樹木移動監測系統：24/7連續實時樹木移動監測

#### Cloud-based Tree Movement Monitoring System: 24/7 Continuous Real-Time Tree Movement Monitoring

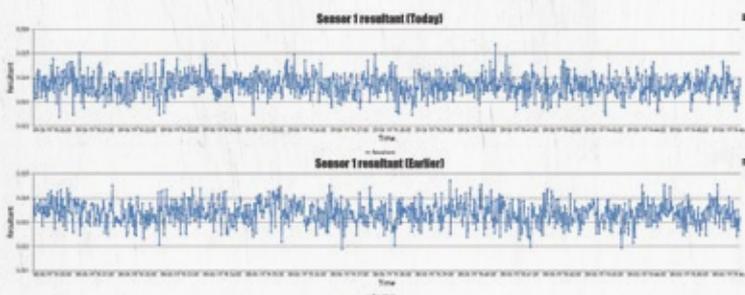
智能感測及物聯網科技可以連續及實時地監測樹木移動狀態，了解樹木的穩定性。有見及此，俊和與NOVASEN及Hong Kong RFID合作，共同研發了精準度能媲美市場研發之相同感測器。這些感測器配備物聯網模組，能通過端對端窄頻物聯網 (NB-IoT) 或低功耗廣域網路 (LPWAN) 進行實時資料傳輸。

此監測系統能細緻分析搜集到之樹木移動數據，以「學習」樹木移動模式，進而識別及檢測異常之處，分析結果有助於了解樹木的穩定性，從而作出相應行動。

Smart sensing and IoT technology offer continuous and real-time tree movement monitoring, thus providing indication of tree stability status. For such reason, Chun Wo, together with NOVASEN and Hong Kong RFID developed co-identified sensors having the same level of precision as that offered by market leaders. These sensors are equipped with IoT modules to enable real-time data transfer through NB-IoT (Narrowband Internet of Things) or LPWAN (Low Power Wide Area Network).

This system can capture tree movement data with a view to “learning” the tree movement patterns and in turn identifying any irregularities in the patterns. Analysed results will provide insights into the stability of the tree so as to make proper actions.

安裝在樹幹上的感測器  
Sensors attached to a tree trunk



感測器捕捉到的樹木移動數據  
Resultant movement of trees captured by sensors



# 成就獎項 Awards (2019年7月至2020年2月 July 2019 to Feb 2020)

## 職業安全健康局 Occupational Safety and Health Council

### 第十八屆香港職業安全健康大獎 The 18<sup>th</sup> Hong Kong Occupational Safety & Health Award

- 安全管理制度大獎 — 建造業組別金獎  
Safety Management System Award — Construction Industry Gold Award
- 安全表現大獎  
Safety Performance Award

## 香港房屋委員會 Hong Kong Housing Authority

### 優質公共房屋建造及保養維修大獎 Quality Public Housing Construction and Maintenance Awards 2019

- 新工程項目 — 最佳工地安全 — 匯報閃失事故(建築)  
New Works Projects — Best Site Safety — Timely Report of Near Miss Incident (Building)
- 新工程項目 — 最佳工地安全 — 全期工地安全(拆卸/地基/土木工程)  
New Works Project — Best Site Safety — Completed Project Site Safety (Demolition/ Foundation / Civil Engineering)

## 環保促進會 Green Council

### 香港綠色企業大獎 2019 Hong Kong Green Awards 2019

- 連續獲獎機構 (5年或以上)  
Sustained Performance 5 years +
- 超卓環保安全健康獎(大型企業) - 白金獎  
Environmental, Health and Safety Award (Large Corporation) - Platinum  
俊和建築工程有限公司 — 白田邨第十一期公共租住房屋重建計劃之建築工程  
Chun Wo Construction & Engineering Co., Ltd. — Construction of Public Rental Housing Redevelopment at Pak Tin Estate Phase 11
- 優越環保管理獎 — 企業(大型企業) - 金獎  
Green Management Award — Project Management (Large Corporation) - Gold
- 優越環保管理獎 — 項目管理(大型企業) - 金獎  
Green Management Award — Project Management (Large Corporation) - Gold  
俊和建築工程有限公司 — 政府飛行服務隊啟德分部建造工程 (合約編號: ED/2018/03)  
Chun Wo Construction & Engineering Co., Ltd. — Construction of Government Flying Service Kai Tak Division (Contract No: ED/2018/03)  
浩隆建築有限公司 — 上水及粉嶺供水改善計劃 (合約編號: 4/WSD/16)  
Vaseteam Constructicon Ltd. — Improvement of Water Supply to Sheung Shui and Fanling (Contract No: 4/WSD/16)
- 優越環保管理獎 — 項目管理(大型企業) - 銀獎  
Green Management Award — Project Management (Large Corporation) - Silver  
俊和 - 上隧 - 中冶聯營 — 將軍澳 - 藍田隧道 - 將軍澳交匯處及相關工程 (合約編號: NE/2017/01)  
CW - STEC - CMGC JV — Tseung Kwan O - Lam Tin Tunnel - Tseung Kwan O Interchange and Associated Works (Contract No. NE/2017/01)  
俊和 - 上隧 - 浩隆聯營 — 安達臣道石礦場用地發展的土地平整及基礎建設工程 (合約編號: NE/2016/01)  
Chun Wo - STEC - Vasteam — Joint Venture Site Formation & Infrastructure Works for Development of Anderson Road Quarry Site (Contract No. NE/2016/01)  
俊和建築工程有限公司 — 明華大廈第一期重建項目  
Chun Wo Construction & Engineering Co., Ltd. — Construction of Phase 1 Redevelopment of Ming Wah Dai Ha
- 優越環保管理獎 — 項目管理(大型企業) - 銅獎  
Green Management Award — Project Management (Large Corporation) - Bronze  
明興 - 浩隆聯營 - 沙田濾水廠原地重置工程(南廠) — 前期工程 (合約編號: 3/WSD/15)  
Ming Hing - Ming Hing Civil - Vasteam — Joint Venture: In-site Re-provision of Shat Tin Water Treatment Works (South Works) - Advance Works (Contract No: 3/WSD/15)
- 超卓環保安全健康獎(大型企業) - 銅獎  
Environmental, Health and Safety Award (Large Corporation) - Bronze  
俊和建築工程有限公司 — 曉明街公營房屋發展計劃的建築工程  
Chun Wo Construction & Engineering Co., Ltd. — Construction of Public Rental Housing Redevelopment at Hiu Ming Street  
俊和建築工程有限公司 — 重置駿業街遊樂場設施至康寧道公園及牛頭角食水配水庫  
Chun Wo Construction & Engineering Co., Ltd. — Construction of Re-provisioning Facilities at Hong Ning Road Park and Ngau Tau Kok Fresh Water Services Reservoir





# 致力關懷社會 履行企業責任

## Committing to Society Fulfilling Corporate Responsibilities

俊和一直透過組織義工活動及與各慈善機構及團體合作，幫助弱勢社群，回饋社會。我們支持並鼓勵員工參與各類型義工活動，例如工作坊、捐血活動、慈善跑等，傳播正面訊息，為社會工作出一分力。與此同時，我們亦深明培育年輕一代的重要性，透過職業講座、獎學金及實習計劃等為學生提供機會，為未來發展做好準備，發揮所長。現在一起回顧俊和於2019年的CSR活動！

Chun Wo continuously organises voluntary activities and cooperates with different charities and organisations to help the underprivileged, so as to give back to society. We support and encourage our staff to engage in various charity events, such as workshops, blood donation and charity runs, etc, in order to spread positive messages and contribute to the community. Meanwhile, we are also aware of the importance of nurturing the youngsters, thus, we provide them with opportunities through career talks, scholarships and internships to maximise their talent and prepare their best for the future. Let's review Chun Wo's 2019 CSR events together!

### 1 和諧社區計劃— 關懷弱勢 同心抗疫 Harmony Community Program - Care for the Disadvantaged Fight against the Virus

俊和一直透過「和諧社區計劃」聯繫社區，旗下遍佈全港十八區的建築地盤會恆常籌組義工活動，幫助當區的居民。

2020年2月20日，俊和白田邨重建項目的同事，就與白田邨居民委員會共同協辦「關懷弱勢 同心抗疫」活動。一眾前線地盤員工上門探訪行動不便的長者，並贈送內有食物、口罩及清潔用品等抗疫物資的福袋，解決長者日常所需。

Chun Wo has been connecting with the community through our "Harmony Community Program". Our staff from different construction sites across the 18 districts of Hong Kong, regularly organise voluntary activities to help residents in their area.

On 20 February 2020, Chun Wo staff from Re-development of Pak Tin Estate and the Pak Tin Resident Committee jointly organised the "Care for the Disadvantaged, Fight against the Virus" event. A group of our frontline staff visited the elderly with physical disabilities and gave out anti-epidemic bags containing food, surgical masks, and cleaning supplies, etc., addressing the needs of the elderly.

分部地盤行政總管黃家駒先生(右)準備清潔劑並接受白田邨居民委員會的感謝狀

Divisional Site Administrator Mr. Wong Ka Kui (right) prepared cleaning supplies and accepted certificate of appreciation from Pak Tin Resident Committee



### 2 俊和捐血日2019 Chun Wo Blood Donation Day 2019



俊和與香港紅十字會輸血服務中心於2019年合辦「俊和捐血日2019」，鼓勵同事捐血救人。當天有數十位同事參與呢！每一包全血可救治3個或以上的病人，感謝同事們的無私貢獻，為「給血聯盟」出一分力！

Chun Wo and The Hong Kong Red Cross Blood Transfusion Service jointly organised the "Chun Wo Blood Donation Day 2019" in 2019, encouraging colleagues to donate blood regularly to save lives. Dozens of colleagues participated in the activities of that day! A single donation can help three or more patients. We wish to extend a big thank you for their selfless donations and contributions to the "Give Blood Alliance".



俊和員工參與捐血活動  
Chun Wo staff participated in Blood Donation Day

# 3

## 育苗在連翠 Action Seeding in Lin Tsui

俊和十分重視社區關係，除了致力減低工程建造過程對周邊社區的影響，我們亦積極舉辦社區活動，希望與社區保持良好關係。

俊和及香港房屋委員會於2019年10月18日合辦「育苗在連翠」，俊和樓宇建築分部董事鄧家明先生及助理總經理譚業成先生等出席活動，並與其他俊和同事向居民派發盆栽。我們亦請來園藝專家為居民講解育苗資訊，期望通過今次育苗活動，為居民及鄰近社區締造更翠綠的居住環境。

Chun Wo highly values good community relations. Apart from striving to minimise the impact of its construction works on surrounding areas, it also actively organises community activities to maintain good relationships within the community.

On 18 October 2019, Chun Wo and the Hong Kong Housing Authority jointly organised the event “Action Seeding in Lin Tsui Estate”. Mr. Tung Kar Ming, David, Director of Chun Wo Building Division, and Mr. Tam Yip Shing, Joseph, Assistant General Manager of Chun Wo Building Division, attended the event. They, together with other Chun Wo colleagues, distributed potted plants to residents during the event. Horticulturists were also invited to teach the residents how to nurture seedlings. With this activity, we hope to create a greener living environment for the residents and neighbouring communities alike.

俊和樓宇建築分部助理總經理譚業成先生為活動致辭  
Mr. Tam Yip Shing, Joseph, Assistant General Manager of Chun Wo Building Division gave opening speech in the event



園藝專家杜偉光先生（左2）派發盆栽予居民  
Horticulturist Mr. To Wai Kwong (second from left) gave out potted plants to residents

# 4

## 元洲仔淨灘行動 Coastline Recovery

20位俊和義工於2019年11月23日參與由世界自然基金會主辦的「元洲仔淨灘行動」。當日，他們參觀了法定古蹟元洲仔自然環境保護研究中心，並了解海洋垃圾問題，更合力清潔海灘，將垃圾分類，為保護環境出一分力。

On November 23 2019, 20 volunteers from Chun Wo participated in the “Coastline Recovery” event organised by the World Wildlife Fund. They visited the Declared Monument – the Island House WWF Conservation Studies Centre, and learned about the problem of marine refuse. They also worked together cleaning the beach and sorted the garbage collected to help protect the environment.



俊和員工參與元洲仔淨灘行動  
Chun Wo staff participated in “Coastline Recovery”

彭一邦博士工程師太平紳士與一眾跑手合照  
Ir Dr. Pang Yat Bond, Derrick, JP took group photos with runners



一眾跑手準備起跑  
Runners getting ready to start the charity run



5

## 愛跑·城門河 Lifewire Run 2019

Lifewire Run 2019「愛跑·城門河」慈善跑暨嘉年華於2019年11月10日在沙田石門安睦街花園順利舉行！當日有逾 1700 位健兒參與賽事，過百家機構贊助及參與，共籌得善款約港幣 200 萬元，扣除成本後將用於支援病童和其家庭，及促進社會對罕見病的認識。

當日，發展局常任秘書長（工務）林世雄工程師太平紳士、醫藥衛生界全國政協委員及食物及衛生局前局長高永文醫生，GBS, JP, 藝人莊思敏小姐及楊卓娜小姐亦有出席活動，聯同Lifewire《護·聯網》創辦人彭一邦博士工程師太平紳士擔任主禮嘉賓，一同為罕見病病童集氣。

The “Lifewire Run 2019” Charity Run cum Carnival, held on 10 November at On Muk Street Garden in Shek Mun, Shatin, was a great success. More than 1,700 runners took part in the races and over 100 organisations sponsored and joined the event, raising about HK\$2 million, which will be donated to Lifewire (excluding expenses) in order to support children with rare diseases and their families, and promote greater public awareness of those diseases.

Officiating guests of the event included Ir Lam Sai Hung, JP, Permanent Secretary for Development (Works); Dr. Ko Wing Man, GBS, JP, member of the National Committee of the Chinese People’s Political Consultative Conference (Medical and Health Sector) and former Secretary for Food and Health; artists Ms. Jacquelin Ch’ng and Ms. Griselda Yeung; and Ir Dr. Pang Yat Bond, Derrick, JP, Founder of Lifewire. They, together with the runners, gave cheers to the children suffering from these rare diseases.



發展局常任秘書長（工務）林世雄工程師太平紳士（前左五）、醫藥衛生界全國政協委員及食物及衛生局前局長高永文醫生，GBS, JP（前左三）、藝人莊思敏小姐（前右三）及楊卓娜小姐（前右二），聯同Lifewire《護·聯網》創辦人彭一邦博士工程師太平紳士（前右一）擔任主禮嘉賓 Ir Lam Sai Hung, JP, Permanent Secretary for Development (Works) (fifth in front row from left), Dr. Ko Wing Man, GBS, JP, member of the National Committee of the Chinese People’s Political Consultative Conference (Medical and Health Sector) and former Secretary for Food and Health (third in front row from left), artists Ms. Jacquelin Ch’ng (third in front row from right) and Ms. Griselda Yeung (second in front row from right), and Ir Dr. Pang Yat Bond, Derrick, JP (first in front row from right), Founder of Lifewire attended as opening guest

## 扶助年輕新世代 發展無限潛能 Supporting the Next Generation to Maximise Talent

培養年輕一代成為社會未來的領袖，是俊和的目標和責任。我們多年來一直持續不懈地為青年人提供機會及資源，拓闊他們視野，激發創新思維。我們亦透過多元的活動及不同的平台，與青年人分享專業知識，並提供適切幫助，好讓他們能了解自己的興趣及目標，發揮所長。

It is Chun Wo’s goal and responsibility to nurture the young generation to become the future leaders of society. We have continuously provided opportunities and resources for the youngsters over the years, to broaden their horizons and stimulate their creativity. We also share expertise with young people through a wide variety of activities and platforms to help them understand their interests and targets so as to demonstrate their potential.

6

## 「卓育菁莪」計劃 助中學生規劃出路 Life Planning Discussion for “Secondary School Students” Helps Students Plan Their Career Path



俊和建築董事何偉富先生早前再應香港專業及資深行政人員協會邀請到嶺南中學，擔任「卓育菁莪」中學生生涯規劃講座的分享嘉賓。何先生向同學分享工程行業的工作經歷、發展機會和晉身途徑等，讓同學更具體地了解工程行業生態，啟發同學未來的發展方向。

Mr. Ho Wai Fu, Raymond, Director of Chun Wo Construction, was invited by HKPASEA once again as a guest speaker for its “Life Planning Talk for Secondary School Students” held at Lingnan Secondary School. To help students better understand the construction engineering industry, Mr. Ho shared his working experience and talked about the advancement path and development opportunities in the industry, encouraging the students to find the right direction to develop their career.



俊和建築董事何偉富先生到嶺南中學分享  
Mr. Ho Wai Fu, Raymond, Director of Chun Wo Construction  
as guest speaker in Lingnan Secondary School

俊和建築人力資源部助理總經理盧懿君小姐(左一)向獲得獎學金的大學生頒發支票  
Ms. Sanlies Lo (first from left), Assistant General Manager (HR) of Chun Wo Construction, presented cheques to scholarship recipients



# 7

## 社會捐獻和贊助 Social Donations and Sponsorships

### 大學生獎學金 Scholarship to University students

俊和多年來不遺餘力為各大學提供獎學金，鼓勵學生努力不懈，積極求學。2019至2020年度，俊和分別為香港理工大學提供「服務學習獎學金」和「俊和基金獎學金」；為香港大學和香港科技大學提供「俊和基金獎學金」；為香港高等教育科技學院提供「俊和慈善基金獎學金」；為職業訓練局提供「2019年傑出學徒獎勵計劃」，合共捐出接近十萬港元支持大專學生。

2019年10月23日，我們舉行了「俊和獎學金2018/19頒獎儀式及分享會」，並由俊和建築人力資源部助理總經理盧懿君小姐，向獲得獎學金的香港大學及香港科技大學學生頒發支票。盧小姐其後與學生們分享職場生態及行業要求，為同學們帶來鼓勵及啟發。

Chun Wo has spared no efforts over the years in providing scholarships to local Universities, encouraging students to make unremitting efforts to learn and grow. In the 2019-2020 academic year, Chun Wo has sponsored endowing the following scholarships: The Hong Kong Polytechnic University with the “Service-Learning Scholarship” and “Chun Wo Foundation Scholarship”; The University of Hong Kong and Hong Kong University of Science and Technology with the “Chun Wo Foundation Scholarship”; the Technological and Higher Education Institute of Hong Kong (THEi) with the “Chun Wo Charitable Foundation Scholarship”; and the Vocational Training Council with the “VTC Outstanding Apprentices Award”. The total value of this support for university students is approximately HK\$100,000.

The “Chun Wo Scholarship 2018/19 Donation Ceremony and Sharing Session” was held on 23 October 2019, during which Ms. Sanlies Lo, Assistant General Manager (HR) of Chun Wo Construction, presented cheques to the scholarship recipients from the University of Hong Kong and The Hong Kong University of Science and Technology. Ms. Lo also shared her experience and insights about workplace ecology and industry requirements with the students, offering them encouragement and inspiration.



俊和建築人力資源部助理總經理盧懿君小姐向獲得獎學金的大學生分享行業生態  
Ms. Sanlies Lo, Assistant General Manager (HR) of Chun Wo Construction, shared the ecology of the construction industry with scholarship recipients

### 中學生實習計劃 Secondary School Internship Programme

俊和從2015年起參與教育局的「商校合作計劃」，在2019年，我們舉辦了為期四天的「俊和工作體驗坊」。是次體驗坊共有5名高中生參與。他們除了協助籌辦捐血活動和處理後勤工作外，更參觀了上水及粉嶺供水改善計劃地盤。學生們透過實習學到很多書本沒有教授的知識，例如有關機械的專業知識及訂購程序等，體驗了一個不一樣的暑假。

Chun Wo has participated in the “Business-School Partnership Programme” of the Education Bureau since 2015. In 2019, we held a “Chun Wo Career Internship”, inviting five secondary students to work at our office. During the internship, students not only helped us organise blood donation events and handle clerical tasks, but also visit the “Improvement of the Water Supply to the Sheung Shui and Fanling” worksite. This internship allowed students to learn outside the classroom, in areas such as professional mechanical knowledge and purchasing procedures, offering them an extraordinary summer experience.



實習中學生參觀了上水及粉嶺供水改善計劃地盤  
Internship students visited “Improvement of Water Supply to Sheung Shui and Fanling” site



俊和頒發證書予實習中學生  
Chun Wo presented certificates to internship students



# VMV<sup>+</sup> Evolution 俊和企業文化 — 擴大覆蓋層面 強化執行架構

## Chun Wo Corporate Culture - VMV<sup>+</sup> Evolution — Expanding Coverage and Strengthening Execution Structure

# 7C



「俊和企業文化」(VMV)於2011年制定，根據業務性質、經營哲學、價值觀、企業精神及使命等原則建立「願景」(Vision)、「使命」(Mission)及七個「核心價值觀」(7C)，以為公司建立共同語言，為各部門的員工訂立清晰的營運指引，並透過於日常工作的應用及舉辦公益活動和各類球賽等實踐，藉此加強各級員工的凝聚力和對公司的歸屬感。

推行了8年，VMV於2019年末進入第3階段 — VMV<sup>+</sup> Evolution (Evo)。VMV計劃主席陸偉霖 (William，俊和建築助理總經理(建造)及工作委員會主席陳志聰 (Andy，俊和建築高級項目經理)早前在訪問中詳細闡述了Evo的理念、推行計劃與期望。

The “Chun Wo Corporate Culture” (VMV, or the Scheme) was established in 2011, incorporating the Company’s business nature, operating philosophy, values, corporate spirit and missions. Subsequently the core concepts of “Vision”, “Mission” and seven “Core Values” (7C), have been created to form a common language for the Company and set clear operating guidelines for staff from different departments. The Company also hopes to enhance the cohesion among staff at different levels and their sense of belonging to the Company through embedding VMV in their daily work and realising it via charitable activities and various team spirit activities.

In effect for more than eight years, VMV has entered its third phase “VMV<sup>+</sup> Evolution” (Evo) in late 2019. William Luk, Assistant General Manager (Construction) of Chun Wo and Chairman of the VMV Scheme, and Andy Chan, Senior Project Manager of Chun Wo and Chairman of the Working Committee, explained the Evo concept, execution strategy and their expectations in a recently-conducted interview.

俊和企業文化的七個核心價值 — 「承諾·互信」、「安全·環保」、「用心·可靠」、「團結·創造」、「人才·獎勵」、「勇氣·策略」及「持續·卓越」，是公司營運及同事日常工作的指引。

VMV’s seven core values are illustrated here — “Commitment”, “Concern”, “Care”, “Collaboration”, “Credit”, “Courage” and “Continuity”, which serve as guidelines for the Company’s operations and colleagues’ day-to-day tasks.



VMV工作委員會主席陳志聰期望部門主管能「落力」推動Evo，達致上行下效的結果。Andy Chan, Chairman of the VMV Working Committee, expects that the department heads can vigorously promote the Evo stage, so that junior levels can follow the example of their seniors.

VMV計劃主席陸偉霖(右)與工作委員會主席陳志聰(左)手執VMV+ Evo的「服務約章」(Service Charter)，此約章會張貼在不同的地盤及辦公室，勉勵同事執行他們的「服務承諾」。

William Luk, VMV Chairman, (right), and Andy Chan, Chairman of the Working Committee, (left) hold the Service Charter for the VMV+ Evo. This charter is posted at different construction sites and offices to encourage colleagues to fulfill their VMV "Service Pledges".



## From VMV to VMV+ Evo

### 從VMV到VMV+ Evo — 化「被動」為「主動」

VMV由推出至今經歷了兩個階段，分別是「VMV」及「VMV+」。前者強調個人行動，而後者則由數個不同的部門組成一個中心(Hub)，以此為單位推動同事多從日常工作中體驗及實踐VMV。

VMV+階段就以「里數計劃」貫穿，同事若達到某個目標(如完成一個培訓課程)，就會得到相關里數。累積的里數能換領相應的獎賞，旨在提高同事的參與度，同時獎勵認真實行計劃的同事。Andy指出：「在這階段，同事的參與都是『被動』的，因為無論是目標的定立、計劃的制定或執行的方向等都是由VMV委員會決定，同事多是配合的角色。而由於目標及活動內容等是應用於全公司層面，因此具有很強的普遍性，而缺乏針對性及獨特性。」William補充，在此基礎上，定立的目標或進行的活動很多時都不在同事的工作範疇以內，他們往往要付出額外時間去完成挑戰，長遠而言不利於計劃推行。

有見及此，VMV委員會制定了新階段的計劃，將同事的參與由被動變為主動，覆蓋層面更廣。Andy解釋：「Evo的覆蓋層面將由以往集中於『俊和』，擴闊至集團的所有子業務；而執行上亦會分為三個層次—高層管理者、中層管理者及前線員工，務求各階層的同事都能參與其中，並形成一個緊密的連結狀態，執行計劃時更有效率。」

### From VMV to VMV+ Evo — From a "Passive" State to an "Active" Approach

Since its inception, VMV has advanced through two phases, namely "VMV" and "VMV+". The former has focused on individual actions, while the latter builds on the foundation of the former and a Hub has been formed comprising different departments. The Hub encourages colleagues to experience and include VMV in their daily work.

The VMV+ phase operates on a "mileage plan" in which colleagues could earn certain 'mile' if they achieve a specific goal, like completing a training course. They could then redeem the accumulated 'mile' for rewards. The aim of the plan is to encourage the participation of colleagues and reward those who execute the plan most conscientiously. Andy said, "In this phase, colleagues are still on the 'passive' side as the setting of goals, formulation of plans and direction of execution are all decided by the VMV Committee. Colleagues just play a complementary role. As the targets and content of activities were applied to the whole company, so the Scheme had strong coverage but lacked relevance or uniqueness". William added, "Based on this foundation, most of the targets or activities did not fall within the scope of work of colleagues. Thus, they had to spend extra time to complete the challenges, which did not benefit the implementation of the Scheme in the long term".

Therefore, the VMV committee has set up a new stage of the Scheme, allowing colleagues to become more proactive and expanding the coverage. As Andy explained, "Evo's coverage will expand from Chun Wo in the past to all subsidiaries of the Group. The execution will be divided into three levels: senior management, mid-level management and frontline employees, so staff at all levels can participate, and ultimately the Scheme can forge closer collaboration and improve the efficiency of execution".

## VMV+ 活動剪影 VMV+ Event Highlight



新春大掃除 Spring Cleaning



地盤消暑計劃 Summer Cooling Campaign

聖誕節送卡大行動  
Jingle Bell Completion

# VMV+ Evo

## VMV+ Evo — 以「服務承諾」強化「核心價值」

在此結構下，Evo要求上至整個部門，下至個別同事都主動投入參與，定立目標，並積極完成。Andy說：「以往VMV的目標通常由委員會或相關負責同事定立，因此難以切合每個部門或同事的需要及工作內容。而Evo則創建了『服務承諾』(Performance Pledge)制度，要求每個部門或分部在特定的核心價值下(如『承諾•互信』)，按自己的工作性質及內容定立可測量、與日常工作有關，及能提升個人或工作價值的目標，並於工作中實行。」Andy舉例：「如規範管理部可將『安全審核得分』的目標提升，並努力達到，實現自己對工作、對安全管理的承諾。」如此一來，同事的目標會更「貼身」，亦不需花額外時間去完成「任務」，更能提升工作質素，一舉三得。「我們覺得核心價值應在同事本身的工作中體現，提高他們的歸屬感及參與度，而不應要求他們參加額外的活動、付出額外的時間去完成目標。」William補充。

至於實行時間表，Andy說：「Evo會分為4個周期實行，每周期為半年，而完結時都會先作檢討，再進入下一周期。」現時則處於第一周期，亦屬試驗周期，相應的核心價值是「承諾•互信」，所有部門或地盤都會以Hub為單位，就「承諾•互信」定立不少於4個服務承諾。此周期完結後將會進行詳細檢討，以利日後繼續推行計劃。而進入其後的周期，核心價值的數量亦會相應增加，令整個計劃更飽滿、更完善。另外，Evo亦制定了完善的獎勵制度，回饋每位達成目標的同事。

### 期望—上行下效 提升表現

每一個階段的VMV都有其特色與推行方法，唯一不變的是希望將核心價值推廣至公司每階層、每同事，提高個人、工作甚至公司的整體價值。William明言：「公司規模龐大，要將此計劃滲透到所有部門實屬不易，因此部門主管的配合非常重要。」他與Andy都期望部門主管能作推手角色，「落力」推動Evo，上行下效，效果必定相得益彰。

## VMV+ Evo — To Enhance “Core Values” through “Performance Pledge”

Through this initiative, Evo asks for full and active participation from the entire department to the individual staff, to set up objectives and then to complete them. As Andy said, “Previously, the targets of VMV were usually set by the Committee or staff-in-charge, so it was difficult to accommodate the needs and jobs of all departments or colleagues. But Evo has set up the ‘Performance Pledge’ system, which requires each department or division to set up targets under specific core values (such as ‘Commitment’) after considering the nature and content of their duties. These targets can be measured, are related to their daily work and can improve personal or occupational value. Then, they can work towards achieving their target in the course of their work”. Andy cited an example, “The compliance department can raise the target of the ‘safety audit score’ and strive to achieve it, in order to realise their pledge to implement better job and safety management”. Through this approach, the target is more appropriate for these colleagues, they do not need to spend additional time to complete Evo-related efforts, and can improve the quality of their work at the same time, so it is like killing “three birds with one stone”. “We believe the core values should be reflected in their jobs, to strengthen their sense of belonging and participation, and implementing Evo should not require them to join extra activities and spend additional time to achieve the targets”, William added.

As for implementation schedule, Andy said, “The implementation of the Evo stage comprises four cycles, each of which is half a year long. A review will be conducted after the end of each cycle before moving ahead to the next cycle.” Currently, the Evo stage is at the first cycle as well as undergoing a trial cycle, and the core value of this cycle is “Commitment”. Currently all departments and construction sites are regarded as “Hubs” and set out not less than four service pledges to realise the “Commitment”. After the conclusion of this cycle, a detailed review will be carried out in order to facilitate the implementation of the Scheme. When entering the later cycles, the number of core values will increase accordingly to enrich and optimise the entire Evo stage. In addition, a comprehensive reward system has been formulated at the Evo stage in order to reward colleagues who have met their targets.

### Expectation — Junior Executives Following the Example of Senior Management, Resulting in Better Performance

Each stage of VMV is to have its own features and approach of implementation. The only point which remains unchanged is the hope of promoting the core values at each level and to every colleague of the Company, so as to enhance the values to individuals and works as well as the overall value of the Company as a whole. As William clearly stated, “As we are a large company, it is not easy for us to facilitate the penetration of this Scheme to all departments. Hence, the support of the department heads is critical.” Both he and Andy expected the department heads to act as evangelisers to vigorously promote Evo. With the junior employees following the example of their seniors, significant results could be achieved.

張貼於「新界東南堆填區發展計劃工程」地盤的「服務約章」。  
The Service Charter is posted at the construction site of the Southeast New Territories Landfill Development Project.



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