



Pioneers of change

Sustainability Report 2023

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Our Brands:



Civil, foundations, building, E&M and construction services covering plant and equipment, concrete technology and steel fabrication



Engineering design services



External façades and general contractor



Technology and innovation



Interior fit-out and contracting

Introduction

This year's report is titled 'Pioneers of change', in recognition of the most powerful asset we have to drive change within the industry: our people. We also celebrate the partnerships and alliances we forge, as well as our organisational culture and reputation in the community, and their impact on our overall performance and ability to positively influence the actions of others in the industry. Cultivating strong relationships is one of the reasons we have endured and were able to celebrate our 65th year of operation in October, throwing a cocktail party for customers, staff and partners. Another highlight of the year, and one we hope will inspire others in the industry, was becoming the first construction and engineering company in Greater China to receive validation for its near-term science-based emissions reduction targets from the Science Based

Targets initiative (SBTi). Some of our 2023 achievements that will help us meet those targets include increasing our electric fleet and doubling the size of the solar photovoltaic array at our Tseung Kwan O facility. Our Project Agile initiative is also leading to more efficient operations, and we have been engaging with our supply chain, as they are crucial to

We became the first construction and engineering company in Greater China to receive validation for our near-term science-based emissions reduction targets from SBTi.





We celebrated 65 years of operation by hosting a cocktail party for valued customers, staff and partners

We launched a new employee-led multicultural network that focuses on creating an inclusive workplace where people from diverse backgrounds feel valued, respected and supported.

our ability to meet our SBT commitments. We continued to develop our suite of advanced digital solutions that support advancing safety, quality and efficiency, and for the second year running, we won a major award for our achievements in the field of common data environments. We also launched a new employee-led multicultural network that focuses on creating an inclusive workplace where people from diverse backgrounds feel valued, respected and supported, further demonstrating the value we place in promoting diversity, equity and inclusion. We hope you enjoy reading about these stories and the many others that we believe demonstrate Gammon's organisational strength and ability to pioneer change for the construction industry we all love.

Structure and alignment of the report

GRI 2-3

GRI 2-5

After the initial sections on the company, projects and highlights, the report is largely organised under the four focus areas of our sustainability strategy, Responsible Growth – 25 by 25 ([view here](#)). Governance information and management approaches for the operation of the business remain largely unchanged and are presented in the 'How we manage' section. The appendices include data disclosures (Appendix A) and greenhouse gas inventory verification statement (Appendix B). The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and has been verified against the latest GRI Standards from the Global Sustainability Standards Board and in accordance with AA1000 v3 (AS) (2018) Accountability Principles by an independent third party, as shown in Appendix C. The GRI Content Index (Appendix D) references the required general and material topic disclosures and locations where they can be found in the report. Appendices E, F, G and H contain the materiality assessment result as well as a list of awards, green building projects and memberships of associations and industry bodies respectively.

This report is available online only through our website at <https://www.gammonconstruction.com/en/sustainability-report.php>. Should you wish to provide any comments on the report or suggestions for us to pursue, please drop us an email at sustainability@gammonconstruction.com. We welcome your views.

Message from the Chief Executive

GRI 2-22

We enjoyed a strong performance in 2023 and enjoyed many highlights but celebrating our 65th year of operations in Asia was certainly a stand-out event. We commemorated the occasion by hosting a cocktail party for valued customers, staff and partners, to thank them for the continuous trust and support that has been placed in us for generations, and I hope for many generations to come.

I believe we can credit much of our longevity to our embracement of transformative change. Gammon has always been prepared to 'push the envelope' for the greater good of the construction industry, the wellbeing of our people and the benefit of our customers and society. Becoming the first construction and engineering company in Greater China to receive validation from the Science Based Targets initiative (SBTi) for our Scope 1, 2 and 3 carbon emission reduction targets is a reflection of that attitude. Achieving our SBT commitments by 2033 will be a key focus across the business - we have much to do, including collaborating with our supply chain without whom we cannot succeed. With that in mind, we held several engagement workshops with suppliers during the year, updating them on our SBT-aligned decarbonisation strategy, advising them of the emerging global trend for low-carbon materials and new customer expectations, and encouraging them to work with their own supply chains to reduce the carbon footprint of their products.



Kevin O'Brien,
Chief Executive of
Gammon Construction Limited



Speaking at the CIC Global Construction Sustainability Forum and Exhibition

Prospering for 65 years would be impossible without strong relationships with customers, business partners, employees and the community.



Hosting a shareholder visit to our Terminal 2 expansion project

One dilemma we must address is the more work we do, the more carbon we potentially emit, and there are a considerable number of major projects upcoming over the next decade in all the regions in which we operate. But as with all challenges, there are also opportunities. We must increase our uptake of technology to help us decarbonise our operations, continue to drive our progress with high-productivity construction, and essentially learn how to do more with less. We are already seeing rewards from our Project Agile initiative, a multi-year business transformation drive to address efficiency and productivity. Agile has added value to our projects by introducing new ways of working, increased digitisation, and better buying and spending. We were pleased to see that despite a 27% increase in turnover from 2022, our diesel use remained stable, reflecting more efficient operations and a greater use of grid power.

We have already set in motion our ambitions to completely switch our passenger vehicle fleet to electric, with the mandate there be no new purchases of internal combustion engine passenger vehicles with immediate effect. Looking ahead, we need to make the same shift for all our plant and equipment and while we can't immediately fully move to an electric and hydrogen powered fleet, we are looking at optimisation through the use of digital technology before we transition into emerging technology.

We continue to embrace digitisation and were delighted to win a top industry award, for the second year running, for our achievements in the field of common data environments. Additionally, we collected an esteemed special achievement award in geographic information systems (GIS) for our efforts in developing our GIS-enabled GTwin smart site management platform and the increasing use of GIS and BIM across all areas of our construction project delivery. During the year, we released updated versions of GTwin and its lighter cousin, ForesightTWIN, both of which meet Development Bureau's Smart Site Safety System (4S) and Digital Works Supervision System (DWSS) requirements. We were also honoured to receive a BSI Kitemark Crystal trophy which recognises our commitment to delivering high-quality construction.

Despite not experiencing any fatalities within the business in the year, we didn't reach our accident incident rate target which means we have more work to do to improve the safety culture within our business. We are often viewed as best in class but we cannot be complacent. We will never be 'finished' with safety - each day, the clock starts resets and we go at it again.

Prospering for 65 years would be impossible without strong relationships with customers, business partners, employees and the community. During the year, we renewed a number of key partnerships including that with Tsinghua University to continue our collaboration on safety research through the Tsinghua-Gammon Construction Safety Research Centre which we co-established in 1999.

Additionally, we extended our strategic cooperation for a further three years with the Guangzhou Municipal Construction Group whose precast production expertise combined with our digital strength will bring benefits that contribute to the growth of high-productivity construction within the Greater Bay Area.

Internally, we continued to make progress in raising awareness of the value of diversity, equity and inclusion and the importance of creating an all-embracing culture. We established a new employee-led network - the Multicultural Affinity Group (MAG) - the objective of which is to build a community that brings people together to celebrate differences and create a culture of respect, understanding and empathy. MAG operates alongside our Women in Gammon and Allies Network (WinG) and Young Professionals Group.

We also organised or supported close to 200 community events in 2023, which demonstrates just how active we are in the neighbourhoods and society in which we work. I ran quite a few laps of various athletics tracks myself during the year, in support of different charity events.

It's clear Gammon is more than simply a bricks and mortar construction company. To be sustainable, it is important we leverage intangible assets such as reputation, responsible corporate behaviour, values, purpose and trust-based relationships - the so-called 'soft power' aspects of business - in order that we can further position ourselves as industry leaders and influence others to be pioneers, too. We can achieve so much more if we drive change in tandem, creating economies of scale that benefit us all. I hope you enjoy reading about our many actions and achievements in 2023, within the pages of this report.



With members of the Executive Team and Gammon staff at the Construction Industry Sports Day and Charity Fun Day

01 About us

Organisation and report coverage

GRI 2-1

GRI 2-3

This annual sustainability report covers the operations of Gammon Construction Limited, its subsidiaries and associated companies in the construction business (hereinafter referred to as Gammon) in Hong Kong and Macau, Mainland China and Singapore for the 2023 calendar year. The previous report for 2022 was issued in the second quarter of 2023.

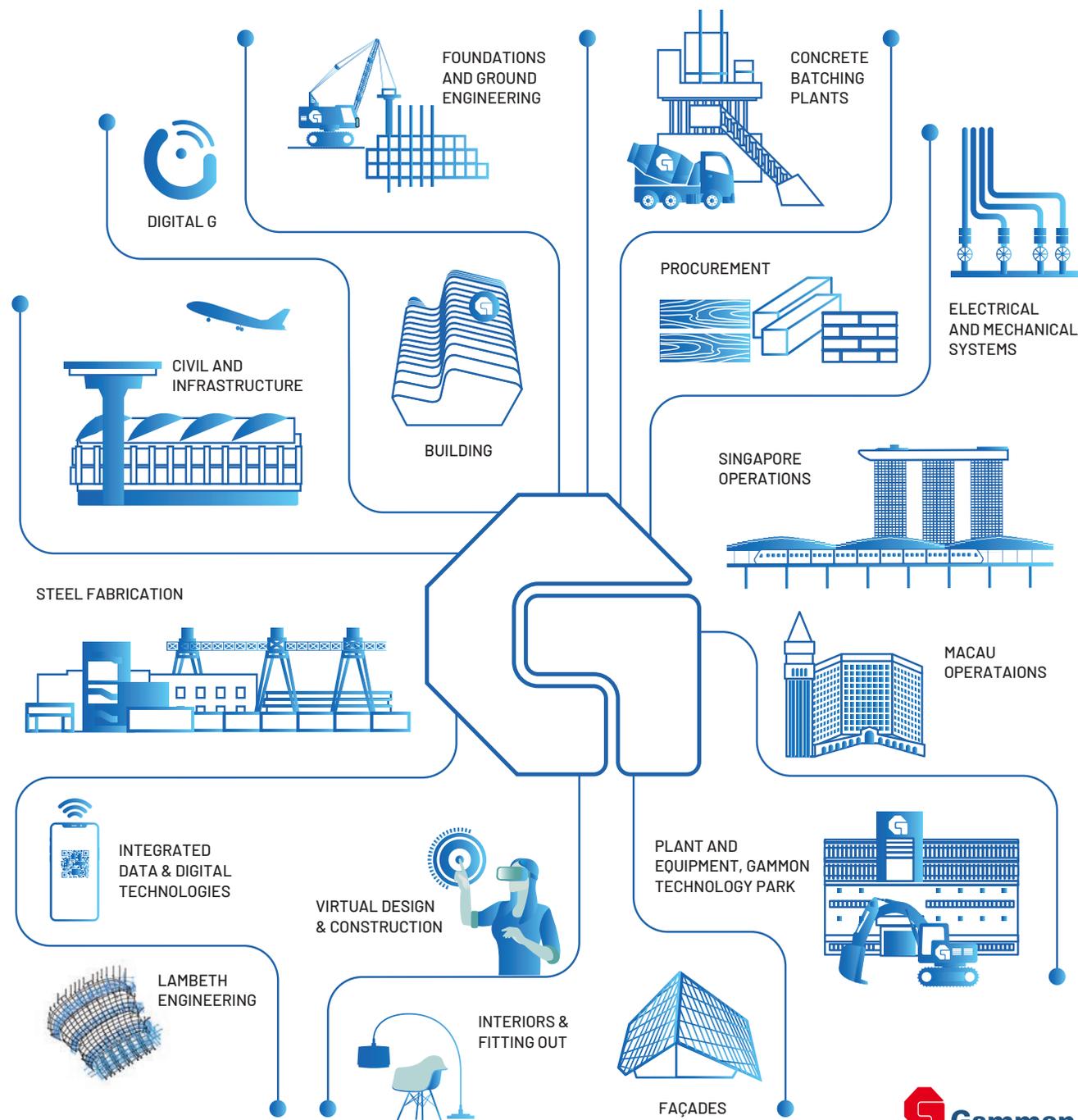
Organisational profile

GRI 2-6

The principal activities of Gammon are civil engineering, foundation works, buildings, interiors and facade construction, electrical and mechanical installation, manufacturing and supply of fabricated steel, manufacturing and selling concrete, and plant and equipment development and operation. Our business is divided into different divisions and departments, as is summarised in the illustration.

Our clients include the following:

- Government works departments and other government authorities
- Cultural, sports and educational facilities
- Commercial, residential and industrial property developers
- Transport and utilities providers
- Property and other built asset owners
- Other contractors



Scale of the business and operations overview

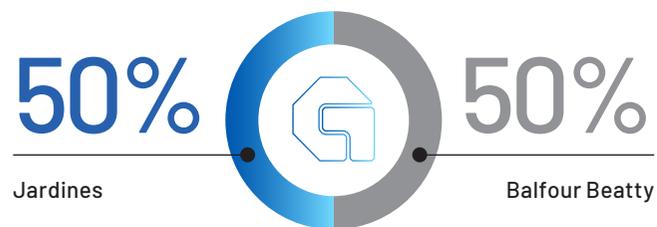
GRI 2-6

GRI 2-7

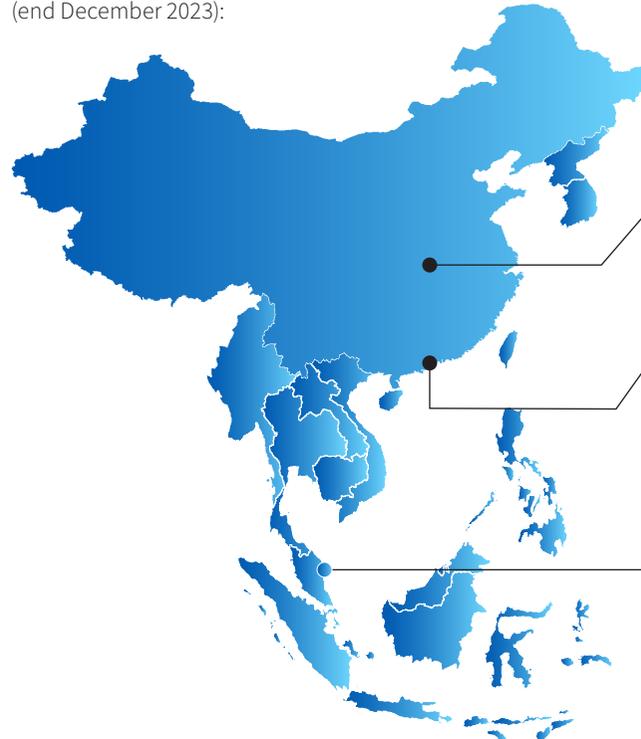
In 2023, we had 103 active projects across the business. The group turnover and workforce data broken down by region is presented to the right.

We describe major project completions and new projects during 2023 in 'Project spotlight and business outlook'. Further details of our operations, company information and performance can be found in the key performance indicators (KPI) table (Appendix A) as well as on our website (www.gammonconstruction.com). Quantifying our products or services is complex due to the varied and integrated nature of our business, however our current listing of all ongoing major projects is available on request.

Ownership of the business is:



Total employees by region (end December 2023):



TOTAL EMPLOYEES **7,974**

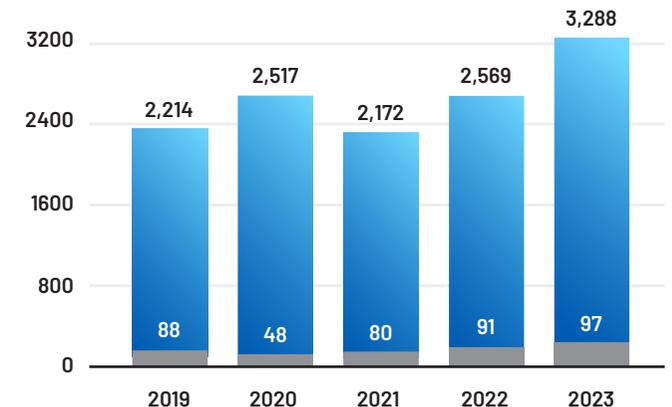
MAINLAND CHINA **469**

HONG KONG & MACAU **7,156**

SINGAPORE **349**

Hong Kong & Macau
Singapore

No revenue directly generated in Mainland China as the Shenzhen office provides support functions and revenue generated through Pristine is included under Hong Kong and Macau.

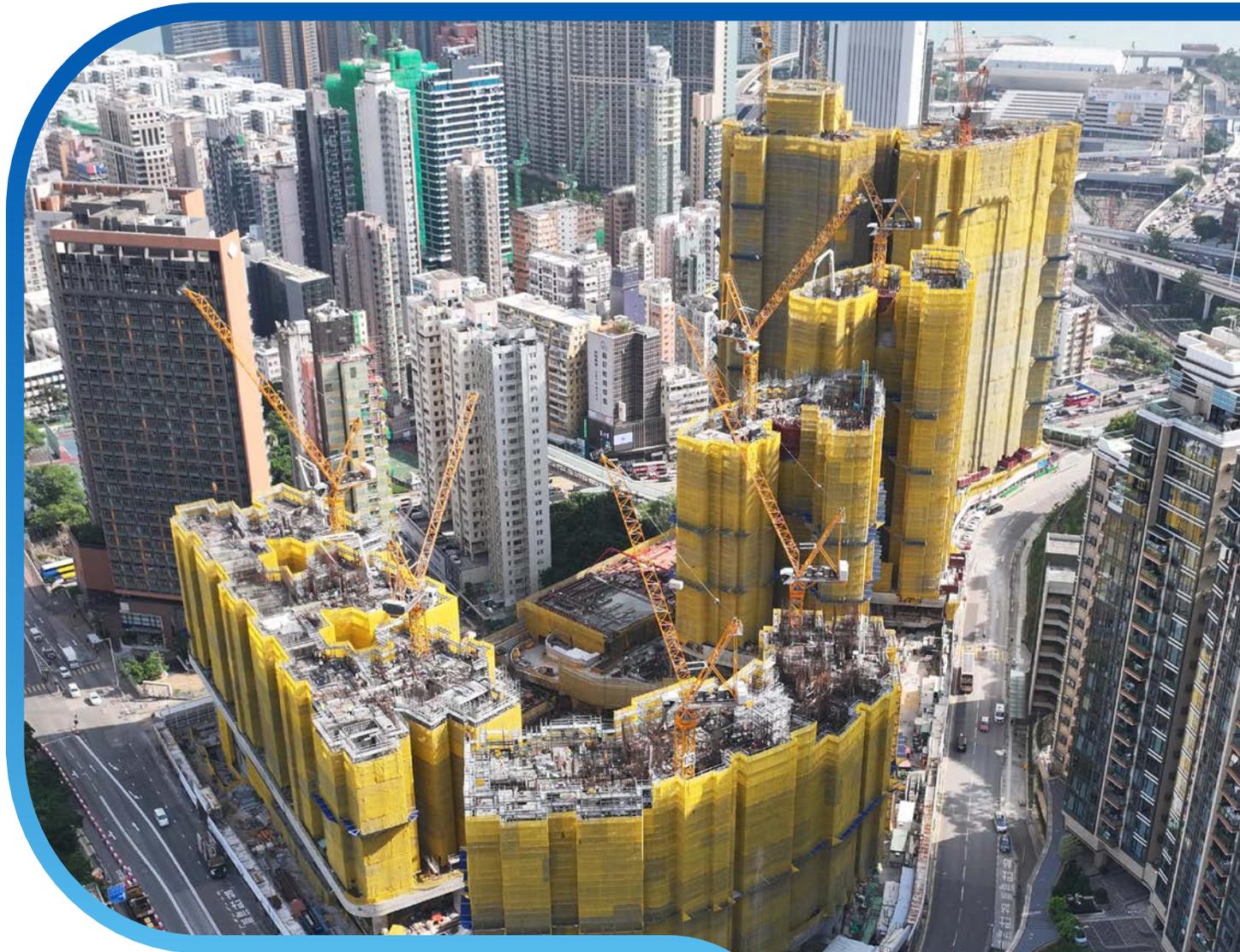


Total turnover by region (US\$ millions)

02

Project spotlight and business outlook

One-team delivery: diversified services
united by a one-team approach



Ho Man Tin Phase 1 and 2

Project highlights

GRI 2-6

-  Electrical & Mechanical
-  Civil
-  Steel
-  Foundations
-  Concrete
-  Digital G
-  Building
-  Façades / Entasis
-  New project



City University of Hong Kong (CityU) Student Hostel

We installed the final MiC module out of a total of 1,344 on our CityU Student Hostel project. All units were safely and efficiently installed within eight months.



Kwai Chung Cold Storage Logistics Centre

We broke ground on the foundation contract for what will be one of the largest and most advanced cold storage and logistics facilities in Hong Kong.



Kwu Tung Station Tunnel Environmental Control System

We won an MTR contract to provide the tunnel environmental control system for the proposed Kwu Tung Station.



Bishan MRT Depot, Singapore

We completed A&A works to the Land Transport Authority's Bishan Mass Transit Railway Depot in Singapore, two months ahead of schedule.



GGBS trials

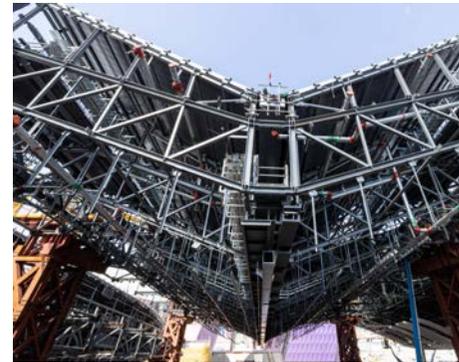
We received approval from Buildings Department to carry out trials of ground granulated blast-furnace slag (GGBS) in pile caps.





Lyric Theatre

We completed performance mock-up tests for the Lyric Theatre façade system which allowed us to begin installation on site of the structural steel.



Terminal 2 Expansion

Jacking of roof modules to their final level is ongoing on our Terminal 2 Expansion project at Hong Kong International Airport.



One Causeway Bay

We used low-carbon rebar – that with a high recycled content – in our high-rise commercial development project, One Causeway Bay.



Cyberport Expansion

We carried out the Hong Kong private sector's first trials of S690 structural steel on our Cyberport Expansion project.



Automatic People Mover (APM) and Baggage Handling System (BHS) project

We treated 237,394m³ of marine mud, all of which was reused either on our own or other Three Runway System (3RS) projects.



Completed projects

Major projects concluded during the year included Sentosa Sensoryscape, a half-kilometre ecological walk through a series of five sensory gardens, three of which are contained in unique vessel-like structures. You can read more about this remarkable project on page 26. We also completed the bridge connecting the Intermodal Transfer Terminal and Hong Kong Boundary Crossing Facilities which was opened for use by the public. The bridge provides an important bonded vehicle service for transit passengers from Macau and the Pearl River Delta travelling abroad via the airport, and vice versa. Additionally, we completed the gas turbine generator hall at Black Point Power Plant, as part of its transition from coal to natural gas.



The Garden of Touch was one of the more challenging aspects of constructing Sentosa Sensoryscape



Award of the Cyberport Expansion Project followed our design and construction of the foundation and excavation works

New project highlights

Highlights of the year include the award of the Cyberport Expansion project which consists of a ten-storey (including rooftop) building to provide facilities including offices, co-working space, data services platform, multi-function hall and ancillary facilities, as well as enhancement to the adjacent waterfront park. The contract follows on from our design and construction of the foundation and excavation

works and award of the expansion project will see us deliver a complete end-to-end construction partnership. We also began work on a luxury residential development in Repulse Bay, and started the foundation contract for what will be one of Hong Kong's largest cold storage and logistics facilities.



The bonded vehicular bridge at the airport forms an important connection between the two islands housing the airport and Hong Kong Boundary Crossing Facilities

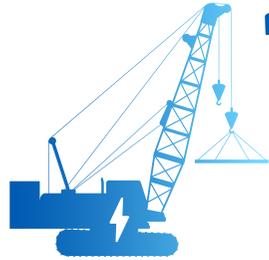
Market outlook

The Hong Kong Government remains committed to investing in public housing and major transport and infrastructure projects - the most significant of which include the Northern Metropolis Development Strategy and Kau Yi Chau Artificial Islands - with up to HK\$345 billion expenditure forecast in the coming ten years. The residential and commercial private sectors are expected to remain cool for a few years, due in part to higher interest rates and geopolitical tensions. In Singapore, the next decade will bring numerous opportunities in road, rail and port infrastructure while commercial, residential and community developments are also in the pipeline. The lifting in 2023 of the moratoria on new data centres will also see this sector make a resurgence. In Macau, six casino firms plan to invest around US\$15 billion, with the focus on non-gaming activities, as part of their new 10-year operating contracts.

03 Performace at a glance



700+ participants in the Sustainability Week



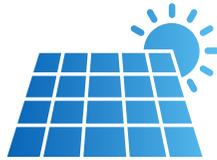
1st

construction and engineering company in Greater China to receive approval from SBTi for its near-term science-based emissions reductions targets



100%

of new passenger vehicle purchases are electric



480

PV panels installed for Phase 2 solar power system at Gammon Technology Park



15 minutes

was the average speed to install one MiC module on our CityU Student Hostel project



HK\$2.1m

in donations



64,136

hours of training



3,864

staff volunteer hours to help communities



84%

is our employee engagement score



91%

certified concrete mixes are Platinum or Gold for embodied carbon



18

external companies using our ForesightTWIN technology on their projects



114

mental health first aiders



27,640

health screenings



227

health talks and workshops



75%

of projects use a common data environment



22,918

people attended training at our Zero Harm Induction Centre



1st

construction company in HK to obtain WELL Gold certification for its HQ*

04

Award highlights

We continue to receive industry recognition for our work across a broad range of activities. A small selection of highlights is provided on the following pages, while others can be found throughout the report. A full list is contained in Appendix F.



Considerate contractor

We picked up 51 awards under the 29th Considerate Contractors Site Award Scheme which is jointly organised by the Development Bureau and Construction Industry Council (CIC) and recognises efforts in promoting good site safety, health and environmental practices.

Nine of our projects received awards, most notably our Queen's Road East Commercial Tower project which picked up two Golds in the Considerate Contractors Site Awards (CCSA) and Innovation Awards for Safety and Environmental Excellence (IASSEE) categories, and silver in the Outstanding Environmental Management and Performance Awards (OEMPA). Our Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads contract for Hong Kong Airport Authority also impressed, receiving gold in the OEMPA, as well as silver in both the CCSA and IASSEE.

We also received 27 awards for model project leaders, workers, frontline supervisors and subcontractor frontline supervisors.



Good as gold

We were delighted to collect the top two awards for our achievements in the field of common data environments (CDE) at the Hong Kong Construction Common Data Environment Awards. For the second year running, we picked up Gold in the organisation category, while our Cyberport contract was presented with Gold in the project category.

Organised by the CIC and Development Bureau, the awards recognise Hong Kong projects that best utilise CDE to improve project management, productivity and sustainability. Judging included scrutiny of special innovations, extensiveness of CDE adoption, enhancement of project workflow on CDE, special achievements and KPIs achieved, lessons learned and good practices shared, related awards achieved and employee training.



Safe contractor

We received multiple accolades at the Lighthouse Club Hong Kong Contractor Safety Awards Ceremony, which was attended by nearly 500 people including senior government officials from Highways Department and Civil Engineering and Development Department.

Award highlights included Champion and Runner Up in the Safe Foreman category, as well as Champion in the Project Leader and Silver in the Site Safety Practitioner categories. We were also pleased to receive Gold and Bronze for Safe Project Team for our Lyric Theatre project and residential contract LOHAS Park 11, respectively.



Excellence rewarded

Our E&M team picked up the 'Year of Excellent Building Award' (New Building) and three special awards in the BIM, MiMEP and Leadership categories at The Excellent Building Award 2023, organised by Hong Kong Institution of Engineers (HKIE), Building Services Division.

The awards recognised the achievements and team approach at our Advanced Manufacturing Centre (pictured) project. Notably, a multi-trade integrated mechanical, electrical and plumbing (MiMEP) approach was adopted which included off-site prefabrication, multi-trade integration and module maximisation, and plug and play. The project team successfully installed 75% of the E&M using a DfMA approach, underpinned by BIM.



Outstanding structural achievement

We were honoured to receive the Grand Award under the Infrastructure and Footbridge category at the HKIE Structural Excellence Award 2023 for our Artist Square Bridge project, together with consultant Aurecon and client West Kowloon Cultural District (WKCD) Authority. The bridge improves accessibility to the WKCD and nearby transportation hub.

The team used a novel two-directional launching construction method to overcome project complexities that included being surrounded by a busy construction site and located above the Airport Express Line tunnel and nine lanes of traffic. A collaborative approach also saw construction duration reduced from 25 to 19 months.

05

Safety - Zero Harm

Our goal is always Zero Harm



We view modern methods of construction, such as MiC, as a key approach to achieving Zero Harm

Highlights of the year

We experienced zero fatalities within the business but were disappointed not to reach our accident incident rate (AIR) target of 3.4, ending the year instead at 4.1. While this remains considerably lower than the Hong Kong industry rate, it highlights what is an ongoing issue for our business: as worker number increases to cater for an upturn in construction activities, so too the potential for incidents rise. The challenge will be continuing to achieve a reduction in our AIR until we reach our goal of Zero Harm. It remains our number one priority and we have reviewed and refreshed our senior leadership training to support this goal.

22,918 people go through training at our Zero Harm Induction Centre

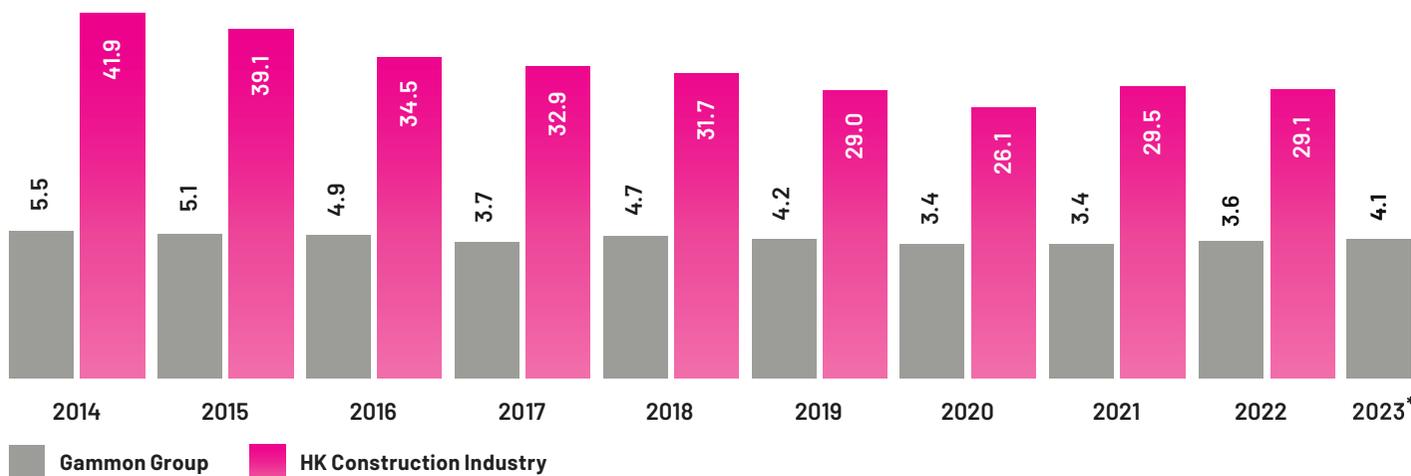
In October, all Gammon projects also participated in Safety Stand Down, where we discussed the fatal incidents that had occurred in the industry, reviewed the five key risks, and talked about the key measures to control those risks. Additionally, we saw 22,918 people go through training at our Zero Harm Induction Centre, either for the first time or as returnees taking obligatory refresher courses, while our weekly safety core briefs remain an excellent avenue for disseminating information rapidly throughout project sites. Carried out via Office Teams, they enable us to share safety information to all sites for further cascading to the work front.

The mental health and wellbeing of our staff and workers continues to be a focus area and we held further courses, following those run in 2022, for volunteers to become trained mental health first aiders.



Gammon colleagues during a visit to Tsinghua University, with which we have a successful partnership driving safety research and innovation

Accident and incident rate compared with construction industry



* Construction industry figure for 2023 not available

We also extended our employee assistance programme, CareLine, to all staff in Singapore, Macau and Mainland China, in addition to Hong Kong. The service is designed to provide support services to employees and family members who may need confidential assistance with any work, personal or family issues.

We signed a memorandum of understanding with Tsinghua University in June to continue our collaboration on safety research through the Tsinghua-Gammon Construction Safety Research Centre which we co-established in 1999. A visit to Tsinghua also offered valuable opportunities for our young colleagues to learn and exchange ideas with students, professors, engineers and experts in China.

We won more than 100 individual and project safety awards during the year, some of which are shown in the following pages or in the award highlights section on page 16. A full list can be found in Appendix F.

Supporting the broader industry

Our subsidiary Digital G continues to support the broader industry by creating and sourcing new and emerging technologies that enhance safety, quality, productivity and sustainability into our core business, as well as sell to the wider industry where appropriate.

During 2023, the team identified 62 different technical solutions on the market that showed potential for use within the business, with around half of these screened more closely. Eventually, 16 made the grade - the majority of which help improve workplace safety - and by year's end, 10 had been tested and deployed on Gammon projects.

Other safety-related achievements included an update to our 'light' digital twin - called ForesightTWIN - which we designed to help clients and small and medium enterprises meet the requirements of Development Bureau's mandate that all

public works projects over HK\$30m use a smart site safety system (4S). ForesightTWIN's nine modules - which range from digital tracking and permit to work systems, through to confined space monitoring and virtual reality training - thoroughly fulfil the 4S requirements. Almost half of the modules involve the use of internally developed solutions such as G-Lock and G-Eye which we discuss further on page 40.

By the end of 2023, ForesightTWIN was in use on 18 projects. You can hear from one of our customers, Yee Hop Engineering, on how the technology is changing attitudes to safety (see box right).

We also began collaborating with a PolyU PhD student on his smart crane layout solution that automatically generates optimum crane locations for both traditional and modular construction projects. We've engaged our Kwun Tong Composite Development project to provide site plan and crane information data which is used to help make improvements during development of the solution.

Additionally, we provided our construction experience and a suitable site location to support the development and commercialisation of a Science Park start-up's safe lifting technology. Called 3-3-3, the technology uses AI cameras during lifting procedures to ensure nobody has entered the 3m exclusion zone, and that the item being lifted is stable 300mm above the ground for at least three seconds before lifting is completed. If any of the three safe lifting conditions are not met, an alert notifying the operator is sent.

To support this year's Construction Safety Week, Digital G ran a booth at its Smart Site Safety System Exhibition at the Hong Kong Convention and Exhibition Centre to demonstrate technology that can help achieve a zero-accident workplace. We were pleased to receive visitors to our booth and to be able to share our life-protecting innovations with the industry.

Yee Hop Engineering provides a user's perspective on deploying our 4S ForesightTWIN technology.

"We particularly like the AI CCTV and smart monitoring in confined spaces capability because the information we receive is in real time. The surveillance systems also act as a deterrent to potential safety violations and provide evidence in case of accidents or security breaches. We discovered that workers started to be more aware of safety issues on site when we began using ForesightTWIN. Safety officers can also use data to manage safety meetings more effectively. We've noticed a definite improvement in our incident rate and safety culture since we started using it.

"The workers were a little worried about using the system initially but they realised that 4S is everywhere now and the construction industry is changing. The technology is not just monitoring, it's actually leading to safer working environments."



Digitalisation supporting safety

We released the latest version of our GTwin which supports government initiatives by fully adhering to the 4S functionality, as well as integrating data smoothly with various internal and external systems and data platforms, to serve as a single source of truth.

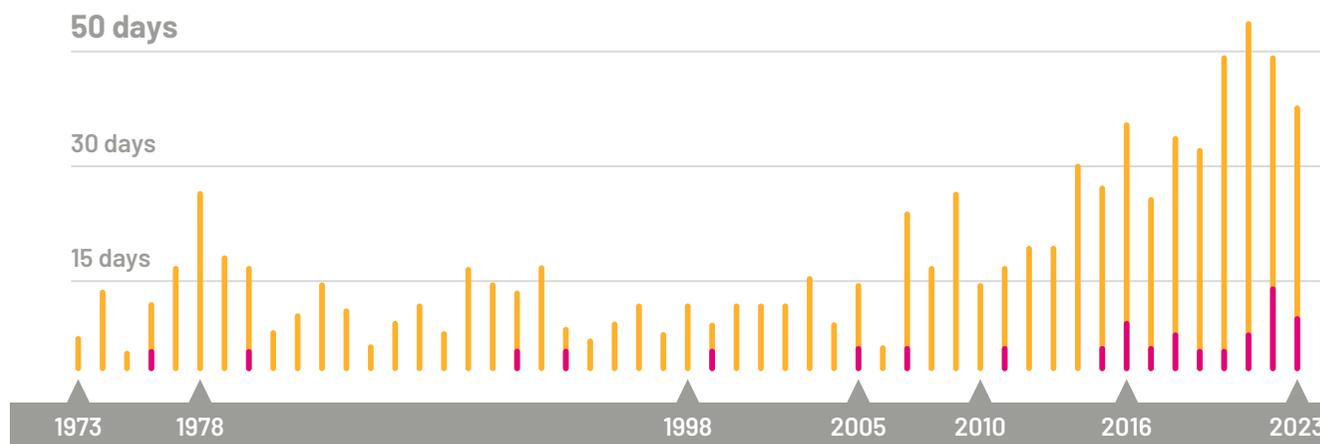
We also released an update to our network-connected padlock system that enhances access control in high-risk areas and replaces the traditional paper-based and key-based electrical safe systems of work procedures on site. Called G-Lock, the system can only be unlocked using a valid digital permit key, via the LoRA communication network, offering proactive lock status updates and instant alerts for any unauthorised entry attempts. This feature empowers the management team with real-time safety monitoring capabilities, ensuring a comprehensive overview of the status of all critical areas. Additionally, it facilitates cross-checking with safety inspections, promptly flagging any insufficient checks by location, allowing for early corrective action.

G-Lock is integrated with Gambot, our advanced AI-enabled construction platform, which provides the pivotal safety feature of a digital permit-to-work system, guaranteeing full regulatory compliance with the 4S mandate for all work activities, as well as integrating multidimensional data and digital tools.

We also updated our G-Eye AI camera system with the latest CCTV platform, ensuring it meets our internal security requirements. G-Eye offers analytics and instant alert generation on site safety and sustainability monitoring including fatal zone checking, dump truck covering, helmet detection and the like.

Very hot days:  +33°C

Extremely hot days:  +35°C



Coping with extreme weather events

The summers of 2023 were the hottest on record for both Singapore and Hong Kong, with both locations experiencing record-breaking summer temperatures. Construction workers are some of the worst affected by these conditions, therefore implementing measures to protect them from experiencing heat stroke is one of our top priorities.

In addition to following the Hong Kong Construction Association's heat stress guidelines, which include regular rest periods and provision of appropriate shelter, ventilation and water, we require our sites to closely track the wet bulb globe temperature which takes into account air temperature, relative humidity, wind speed and heat radiation. Once the Hong Kong Observatory issues heat stress alerts, we enforce mandatory rest breaks, reduce working to 15 minutes per hour, and in the case of black warnings, stop all work.

Examples of other heat stress prevention initiatives on project sites include offering free cordless fans for workers to use, information sharing sessions, and monthly health checks. Additionally, we approved the use of the CIC-recommended COOLMAX™ fabric for project uniforms which offers advantages including breathability, UV protection and lightness.

In Hong Kong, we also dealt with an intense tropical cyclone in September followed a week later by prolonged record-breaking torrential rain that caused severe flooding and landslides and brought the city to a grinding halt. Despite the conditions, we were pleased with our preparedness, response and recovery, with none of our sites greatly impacted, no significant damage experienced and, most importantly, nobody hurt.

Health and wellbeing

The range of health-related services available at Gammon is extensive and encompasses both the physical and mental well-being of our staff and workers.

As of the end of 2023, we had 114 trained mental health first aiders spread across the different divisions, with our ultimate aim being to have one on each project. You can hear from mental health first aider, Mable Lo, see right, on what it's like to hold this role on site.

In October, we once again celebrated Jardines Mental Wellness Month, with more than 30 events and activities in seven languages held to support mental health in our daily lives. Topics ranged from learning about supplements through to foods that can boost moods, dressing for positivity, stress management and gut microbiome health.

114
trained mental health first aiders

27,640
health screenings

Our Wellness Team also ran physical health initiatives during the year, including carrying out more than 27,640 health screenings and organising 227 health talks and workshops for around 7,000 participants on subjects ranging from heat stroke prevention, pain management and automated external defibrillator drills, through to smoking cessation and cardiovascular disease.



Mental health

Mable Lo on being a mental health first aider

"I was inspired to take the mental health first aiders course Gammon offered after an acquaintance ended their life. I was very affected by it, by the sadness of it. The construction industry can be stressful at times, with the many deadlines we need to meet, and mental health issues are on the rise in Hong Kong generally, as well. I think it's because people are always rushing and working long hours.

"I thought the two-day course was excellent and the teacher was very knowledgeable. She taught us about the importance of communication with our colleagues and to take note if they are not sleeping or eating well. If that state continues for more than two weeks, then depression can set in. Being aware of this means, as a mental health first aider, I can step in at an early stage and try to help.

"I've approached some colleagues who have complained of poor sleep, just to check in on them, see if they have any problems they want to share. They've been very appreciative of this. I also think it's especially important that men have someone they can talk to about issues because they don't always find it easy to share or show vulnerability.

"I will certainly be encouraging other colleagues to take the course the next time it's offered."



Mable and Fat B the cat

Striving for excellence in safety



Alan receiving his Project Leader Award from the Lighthouse Club

Senior Construction Manager, Alan Mo, leads our Ho Man Tin Station Property Development Phase 2 project, where the high safety standards have resulted in numerous project, team and personal awards, including the well-respected Project Safety Leader Award from the Lighthouse Club. Alan answers some questions about the project and his safety achievements.

Please describe the project and any special safety considerations

The project is above Ho Man Tin MTR Station and consists of four residential towers, which will provide 845 units. As it's sited over an operating MTR station, works must be delivered to stringent safety standards, as well as with minimal disturbance to the public, and to the requirements of the Railway Protection Ordinance. Disruption to the railway is not an option so wherever possible we change methods of construction to minimise onsite works, such as prefabricating ELS where possible. Technology can help as well. For example, we need to work inside an existing chiller plant that serves two MTR stations so we make use of BIM and 3D scans of as-built information so we are as precise as possible and don't affect existing operations.

How's the project's safety performance so far?

The project started in December 2021 and during the peak construction period we have around 1,500 people working on the site. As of the end of 2023, we'd only had one minor reportable accident which is great although I'm still not happy we've had even one minor incident. The project has also won about 20 safety awards so far.

How did you feel about winning the Project Leader Award?

Winning the Project Leader Award from the Lighthouse Club was a proud moment for me, as it recognised the importance of safety in the construction industry and the hard work and dedication my team and I put into creating a culture of safety. It was an affirmation of the positive impact effective safety leadership can have on a project and reinforced the importance of never compromising on safety in the pursuit of project success.

Winning the Project Leader Award from the Lighthouse Club was a proud moment for me, as it recognised the importance of safety in the construction industry



Safety stars

See Appendix F for the full list of our awards received in 2023.

We won more than 100 individual and project safety awards during the year



We picked up eight accolades at the 21st Hong Kong Occupational Health and Safety Awards and 22 at the Construction Safety Awards, with the honours ranging from Grand, Gold and Silver through to Bronze, Outstanding and Certificates of Attainment.



Ramalingam Saravanan, our Lead Workplace Safety & Health (WSH) Coordinator in Singapore won Silver at the WSH Supervisor Awards 2023. Over 40 nominations were received with only the best three supervisors honoured.

Progress on Responsible Growth - 25 by 25: Zero Harm targets

	Objectives	Target by 2025	Status	Progress in 2023
1	Improve safety on our sites and our methods to reduce the number of accidents	25% reduction in the number of reportable accidents on site / HK\$ billion of turnover ¹		There has been a 40% drop in the number of reportable accidents compared with 2016. The group AIR target of 3.4 was not achieved but the number of reportable accidents compared with turnover is ahead of target.
2	Achieve zero fatalities	Zero		While we are still seeing fatal incidents in our sector, Gammon thankfully had no fatalities in 2023.
3	Achieve zero permanently disabling injuries	Zero		We still have work to do but we believe modern methods of construction continue to be the right direction for Zero Harm in combination with digital tools.
4	Achieve zero injuries to our workers	Zero		
5	Achieve zero injuries to members of the public	Zero		

On track to meet target

Further improvement needed

¹Based on total revenue for 2023

06

In focus

A complex and challenging journey



Fabrication and deployment of the vessels were modelled parametrically in Rhino so we could look at multiple options for the design and construction methodology. All prefabricated elements were then 3D laser scanned at the factory and added back into the model to validate the individual components and ensure they were in tolerance.



Incredibly complex: Revizto was deployed at an early stage which allowed the consultant to easily comment on and progress the design of the vessels, and also gave the design team visibility as the composition developed which helped with coordination and clash detection.

The Sentosa Sensoryscape is a half-kilometre ecological walk through a series of five sensory gardens – touch, smell, taste, sound and light – three of which are contained in unique vessel-like structures. These vessels, two of which are constructed of steel and one of concrete, are central to the Sensoryscape experience. They were also central to the construction experience, too.

“I’ve been in the construction industry for 25 years,” shared Project Director, John Devadoss, “but I’ve never worked on anything like this before. The vessels are unique and they were incredibly complex to construct. Because they were built up in layers and different shapes, we couldn’t do conventional mass production. For the steel vessels, we would take the steel, form it into shape panel by panel according to the 3D scan, then do a full assembly check at the fabrication yard prior to bringing to site to install.

“The concrete Garden of Touch was the most challenging. It has no plastering, no painting, and a smooth aggregate finish was required for each of the precast pieces. It’s also a very heavy structure that cantilevers out over the walkway, which gave us some scheduling challenges. All the pieces had to be delivered in the right order for installation of course, so we controlled that using QR codes. Mention must be made of the complicated ultra-high strength joint grouting at site, which meant a full temporary support system and an innovative self-climbing support till the concrete gained strength. This got an innovation award. We also had an operating monorail running along the edge of the project! Safety-wise it was very challenging.”

Despite these safety challenges, the project clocked up some impressive statistics: no reportable incidents during the almost four years it was under construction -

Garden of Light

that equates to 1.9 million work hours. In 2023, it was also awarded the Safety and Health Award Recognition for Projects from the Workplace Safety & Health Council for the second year running.

“Of course, we had technology that helped maintain safety standards, like Gambot, mixed reality and CCTV and so on, but technology is not enough on its own,” added John. “You need commitment from people. We had a consistent message that was clearly communicated... we weren’t going to take risks for the sake of progress, even though in the last 10 months we did close to a million hours, some at night. We continued to walk the talk, kept a constant presence on site and cast a good leadership shadow.”

07

Environment – Zero Waste

Working towards zero waste
in energy, water and resources



Solar panels on the roof of
Gammon Technology Park
in Tseung Kwan O



Our Intermodal Transfer Terminal – Bonded Vehicular Bridge project (pictured) won Silver in the Construction Industry category at the Hong Kong Awards for Environmental Excellence. Additionally, our Central Kowloon Route – Kai Tak West contract won Bronze in recognition of its excellent performance on environmental management

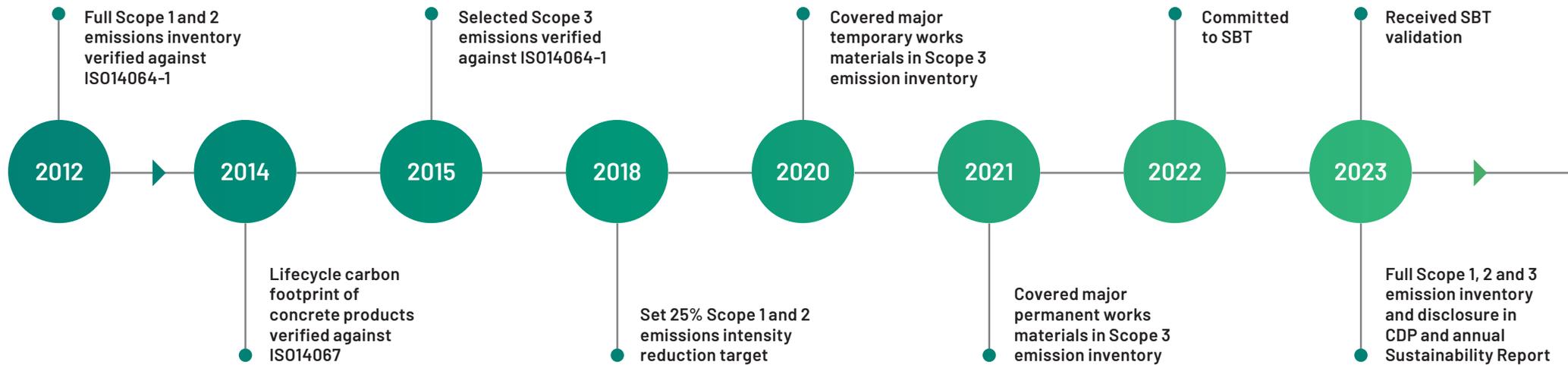
Highlights of the year

Top of our achievements for the year was becoming the first construction and engineering company in Greater China to receive validation from the SBTi for our near-term science-based emissions reduction targets. Our commitment covers all the greenhouse gas emissions from our operations in Hong Kong, Macau, Mainland China and Singapore, both directly and indirectly, including the supply chain. With this commitment, we will support our customers with their net zero ambitions and we are already taking action, demonstrated by our large range of certified low-carbon concrete mixes and low-carbon rebar, increased types of electric plant and equipment, and supporting the Business Environment Council's Power Up Coalition to promote early grid electricity connection. From 2023, we only purchased electric vehicles for any new passenger cars required – as of year's end, 18% of our fleet was electric – and we doubled the size of the solar photovoltaic array at our Tseung Kwan O facility connected under the Feed-in Tariff. Additionally, we co-operated closely with our supply chain to encourage them to also work towards science-based carbon reduction targets.

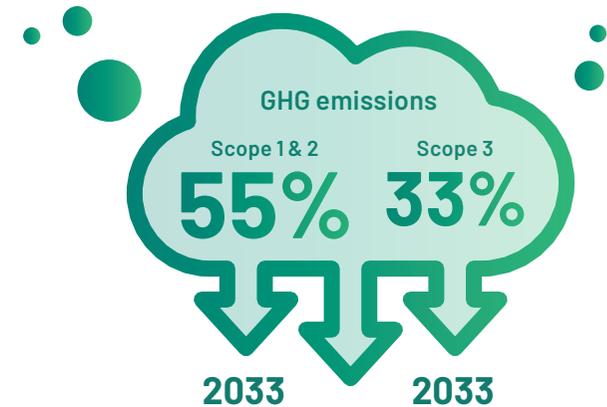
Validation of our science-based targets presented an opportunity for a sustainability strategy refresh, therefore we began engaging with our younger staff, the future of our business, during the year for their views on a range of questions including safety, retention, volunteering, climate change, biodiversity and supply chain engagement.

To align with our efforts to reduce waste, particularly from single-use disposables, we stopped the use or distribution of individual-sized plastic water or other disposable plastic drink bottles of one litre or less on any Gammon site, office, facility or vehicle, or at any celebration or event. Our electric tower crane completed its first year of service, operating for around 2,000 hours and providing an estimated saving of 48 tonnes of CO₂ emissions. We plan to get more electric plant in 2024 and we were also pleased to influence and support the subcontractor on one of our civil projects to trial an electric excavator during the year.

Our carbon ambition and accountability



This year, we continued to report our climate change information to CDP (formerly the Carbon Disclosure Programme) under a Business Environment Council (BEC) Low Carbon Charter programme and received a B rating. Among different scoring categories, we have maintained the highest category score for the Scope 1 & 2 emissions (including verification) and achieved significant improvements under the categories of value chain engagement, emission reduction initiatives, and risk management processes. Through reporting our own carbon performance and climate change risk at this credible disclosure platform, we can promote transparency and benchmark our performance against peers and industry or sector leaders all over the world.



We committed to reducing absolute Scope 1 and 2 GHG emissions by 55% by 2033 from a 2021 base year and reducing absolute Scope 3 GHG emissions from purchased goods and services by 33% within the same timeframe.

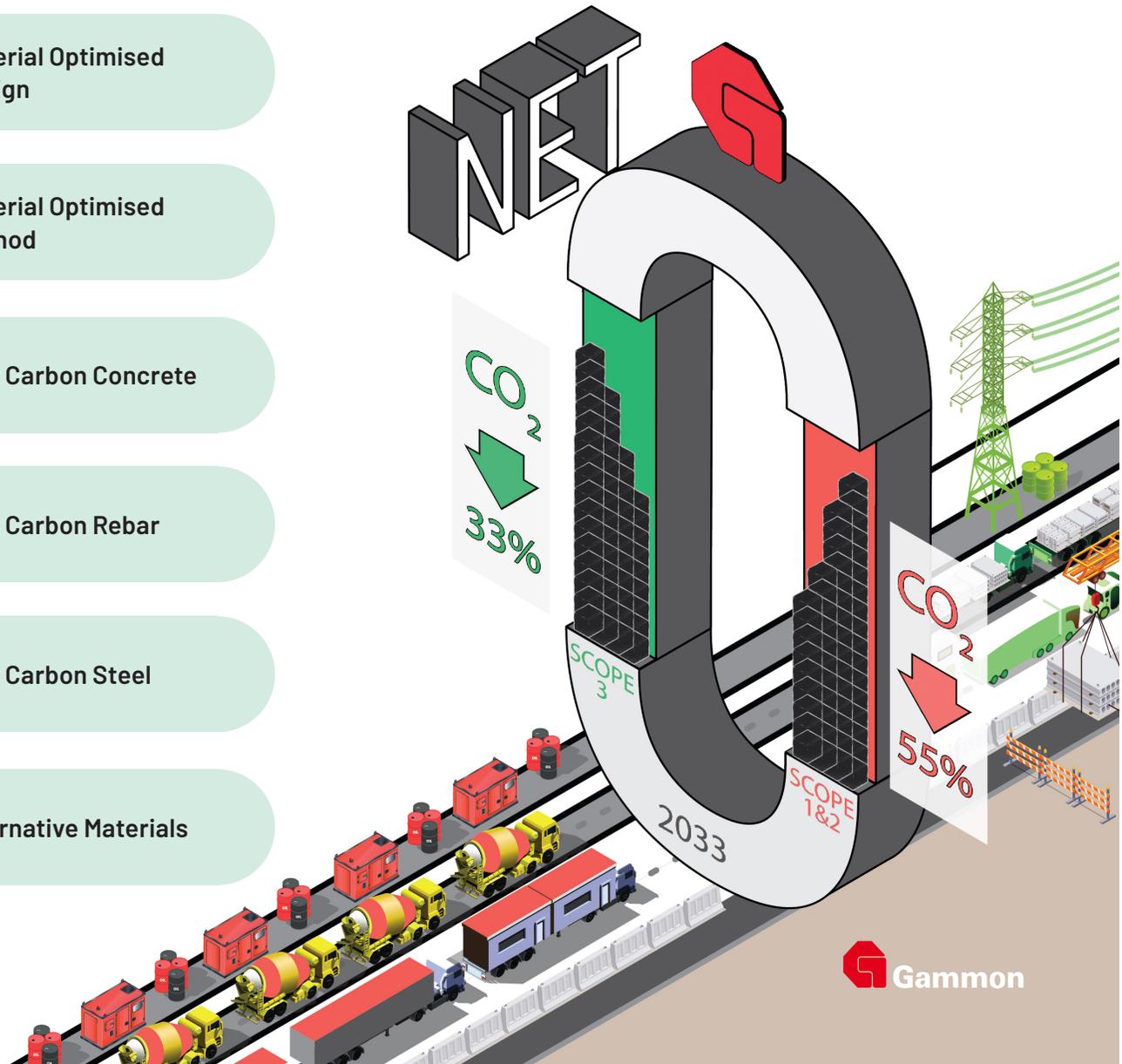
Decarbonisation strategies to achieve our targets by 2033

SCOPE 1 & 2

-  High Productivity Construction
-  Optimised Site Operations
-  Grid Connection
-  Plant Electrification
-  Phase Out Diesel
-  Clean Energy

SCOPE 3

-  Material Optimised Design
-  Material Optimised Method
-  Low Carbon Concrete
-  Low Carbon Rebar
-  Low Carbon Steel
-  Alternative Materials



Sustainability Week

Held in November, our Sustainability Week was a resounding success and attracted 750 attendances from Gammon and Jardines business units. Themed around a different facet of sustainability each day - digitalisation, decarbonisation, circularity, biodiversity and material innovations - a range of internal and external expert speakers and activities provided valuable insights and inspiration to continue our sustainability efforts.

Activities ranged from webinars to workshops, site visits, a movie and even a treasure hunt at Kadoorie Farm. Highlights from external speakers included BYD Hong Kong COO who enlightened us on the role of electric vehicles in decarbonisation, and CEO of EPRO Advance Technology Limited who shared the company's hydrogen solution.

A range of internal and external expert speakers and activities provided valuable insights and inspiration to continue our sustainability efforts.

World Wildlife Fund Inc. also provided a training workshop on the Taskforce on Nature-related Financial Disclosures (TNFD) and timber structure specialist, Kinform, gave a fascinating talk on the application of structural timber.

Internal experts shed light on our digitalisation roadmap and decarbonisation strategy, biodiversity, and circularity (you can read about our own circular economy achievements on page 34).



The site visit to a biochar centre proved popular during Sustainability Week

Reducing concrete-related carbon emissions

To achieve our Scope 3 target of a 33% reduction in indirect emissions by 2033, our strategies include using lower carbon cement and producing lower carbon concrete. Our Concrete Technology Department continues to support this aim by investigating new alternatives for more sustainable mixes and by year's end we had 412 with CIC Green Product Certification, with 91% performing at Platinum or Gold level.

Digital G provided useful monitoring solutions by developing three dashboards that allow us to oversee usage of the following by project level and division and identify areas for improvement: CIC-labelled Platinum or Gold grade concrete, ground granulated blast-furnace slag (GGBS) concrete, and the carbon footprint emissions of concrete.

Following our successful trials in 2022 for the use of GGBS in bored piles, we became the first construction company in 2023 to receive Buildings Department (BD) approval to use GGBS concrete in foundation works of a private development project in Hong Kong. We were also pleased to receive approval from Highways Department (HyD) to use GGBS in raft footings on one of its projects, which we will begin doing in 2024.

We were happy to share the results of these trials at various forums during 2023, including as keynote speaker at Civil Engineering and Development Department's (CEDD) Annual Concrete Forum 2023 - Towards Climate-Friendly Concrete Construction. It is clear this is the direction in which the industry is heading, with CEDD stating it will begin introducing the use of GGBS for public works, and we are proud to be playing a leading role in initiating change that positively impacts the environment.



Ka Yan Chu of our Construction Services Division shared the results of our GGBS trials as keynote speaker at CEDD's Annual Concrete Forum

Following on from carrying out Hong Kong's first trials of CarbonCure technology in 2022, we installed the CO₂ tank necessary to enable us to carry out full-scale testing in 2023. The technology injects waste carbon dioxide captured from other industrial processes into the concrete mixing process to accelerate mineralisation and early strength and enable a reduction in cement content.

Unfortunately, we were unable to carry out the full-scale testing due to a delay in gaining a dangerous goods licence - as there are no current use cases in Hong Kong for this type of compressed CO₂ in a batching plant, our application process has been affected. We will continue to cooperate with relevant authorities and hope to receive the necessary licence in 2024.

We had 412 with CIC Green Product Certification, with 91% performing at Platinum or Gold level.

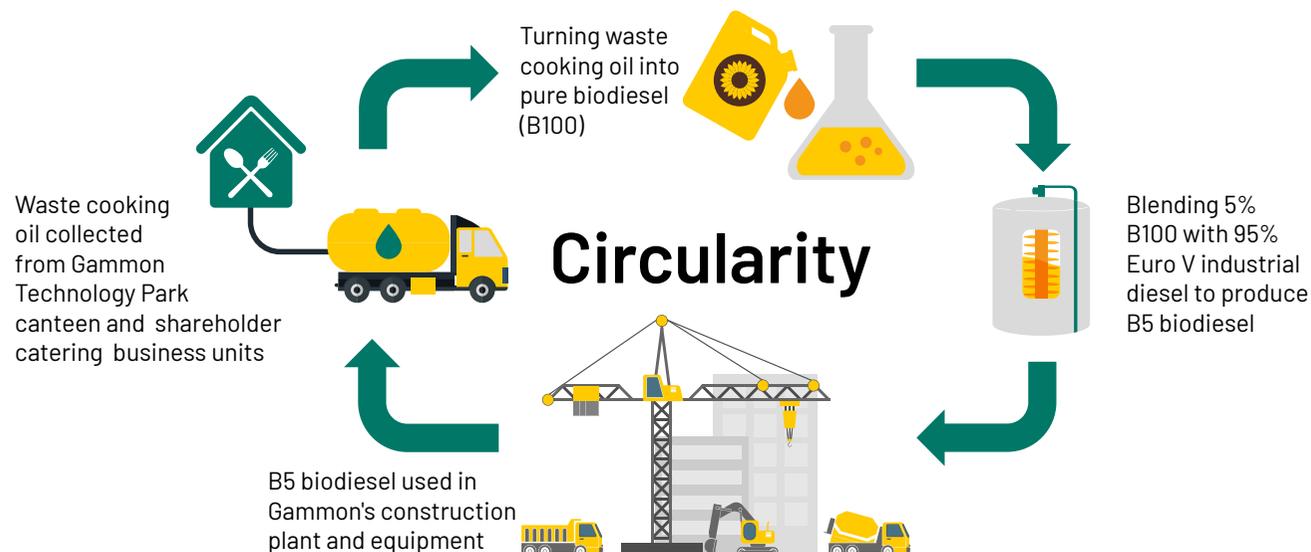
Going full circle

One of the achievements of which we were most proud in 2023 was the establishment of a financially viable circular economy case for waste cooking oil (WCO).

In Hong Kong, WCO may be collected locally but it is typically exported to overseas markets due to the favourable prices offered. As Gammon is a significant user of B5 biodiesel in construction plant, our supply chain was importing feedstock from overseas to make up for the inadequacy of local WCO and processing it to biomass. The incongruity of this situation was not lost on our Procurement Department who approached the sustainability team and food-related business units of our local shareholder, Jardines, to align them with the social and environmental benefits of establishing a local WCO supply chain that would produce biodiesel for use within Hong Kong, as B5 biodiesel in Gammon plant and equipment.

With Jardines on board, we then managed a tender process to select the WCO collector and processor to produce the biomass, as well as the fuel supplier who would then blend it with ultra-low sulfur diesel, turning it into B5 biodiesel. Even WCO from our Tseung Kwan O Technology Park canteen is included in the collection process!

It was no small feat aligning the contracts of everyone involved and managing the legal process but it was worth the effort. According to the United Nations Development Programme, currently only 7.2% of all used materials are cycled back in our economies after use. As a result, we need about 1.7 Earths to deliver on all the world's resource demands. Circular economies, however, can play a critical role in slowing down the use of natural resources, as well as reducing greenhouse gas emissions.



Sustainability superstars

We've got no shortage of sustainability superstars at Gammon but we did feel Gogo and Sze deserved a little extra attention for their achievements in 2023.

Sze's capacity to manage a large team while simultaneously maintaining cohesion and morale, as well as staff retention, has been truly impressive. Not only that, she helped the building team achieve their many environmental awards during the year, impressing both the judges and our clients.

Based at Gammon Technology Park (GTP), Gogo's achievements included developing a full list of green steel products for the procurement team's reference, and continuing to assist in the attainment of green product labels for our ready-mix concrete products. In addition to developing a new recycling corner at GTP, she increased the collectables from eight to 16. She also helped GTP become a Hong Kong Green Organisation, as well as achieve Excellent ratings in both the Energywi\$e and Wastewi\$e certification schemes.



Most excellent

Of the 13 awards we collected at the CIC Sustainable Construction Award 2023, four were the highest rating of Excellent under the Industry Practitioners category. The deserving recipients share some of the key best practices that led to their outstanding achievements.



Brian Ho

Senior Construction Manager

Highlights of sustainability best practice on the Intermodal Transfer Terminal – Bonded Vehicular Bridge and Associated Roads:

"I proposed an alternative low-carbon method for bridge deck construction that was adopted by the client. When compared with the conforming design, it saved the equivalent of 747 tonnes of carbon emissions due to the slimmer bridge deck, and 1,253 tCO₂e embodied carbon was also avoided by using green concrete.

I also initiated the creation of Hong Kong's first marine-friendly hanging cofferdam for pile cap construction. As well as reducing material usage, it minimised disturbance to 264m² of seabed and marine habitat.

I established a plan to achieve zero waste to sea by reusing an additional 1,510m³ marine-based sediment, beyond the Environmental Impact Assessment and contractual recommendation target. Additionally, we eliminated 1,140 tonnes of cement use in cement stabilisation and 1,150 tonnes of carbon emissions by optimising treatment processes."



Kingsley Chan

Assistant BIM Manager

Highlights of sustainability best practice on the Kwun Tong Composite Development:

"I help the project team use 4D simulation for construction planning and manage the BIM deliverables to support the MiC design development. The project has about 1,500 units of non-structural and 180 units of structural MiC.

I worked with Gammon's Integrated Data Technologies team to develop a mobile app for recording attendance at morning briefings and meetings which saves more than 7,000 sheets of paper a year. I've applied BIM for sustainability evaluation by identifying sustainable materials and products that can be used in the construction process and simulating the estimated embodied carbon in 3D.

I also introduced and managed the integrated collaboration platform, Revizto, to make the coordination process greener and more efficient by avoiding abortive works."



Siu Hei Chan

Senior Foreman

Highlights of sustainability best practice on the Lyric Theatre Complex and Extended Basement:

"I developed and implemented an initiative whereby QR codes across the site allow access to relevant drawings and documentation at the actual working area. This reduces paper and also allows for more efficient material storage and assembly sequencing to improve productivity.

I also led the installation of timers and electricity meters in the site office and subcontractors' break rooms to record electricity usage, and helped to formulate energy saving measures. Additionally, I implemented a solar lighting system in multiple areas of the site to reduce electricity consumption and carbon emissions."



Cori Leung

Assistant Environmental Engineer

Highlights of sustainability best practice on the Kwun Tong Composite Development:

"I supported the installation of a G-Eye AI engine for dump truck detection, outdoor air quality detectors and tree sensors and monitored the data via a central management system, alerting relevant stakeholders as necessary.

I organised the reuse of different materials onsite and recycled waste before demolition to reduce a large amount being sent to landfill.

I helped maintain positive relationships with nearby residential buildings and social welfare organisations."

Knowledge sharing

We are always pleased to share our expertise at leading industry events and while the full extent of our speaking engagements is too vast to include here, we provide a few of the highlights from 2023 below.

We were a major exhibitor at the CIC Global Construction Sustainability Forum and Exhibition where we demonstrated how digital tools are revolutionising the way we work by maximising efficiency, quantifying our performance, and ensuring we are on track to meet our emissions reduction targets. Our interactive exhibits – which included a game created specifically for the event – proved popular with visitors and we were delighted to have Winnie Ho, JP, Secretary for Housing and KS Wong, GBS, JP, former Secretary for the Environment, drop by our booth during the exhibition. Five Gammon speakers, including our Chief Executive, Kevin O'Brien, also enlightened the audience with insights on topics ranging from digitally enabled carbon reduction and management for construction, through to enablers for smart and sustainable construction and our journey to net zero.

Gammon experts also spoke on a range of subjects at ReThink HK 2023, a leading business event focused on sustainable development. Topics included the full carbon cycle, sourcing low-carbon materials, optimising supply chains, and how digital technology can accelerate the transition to a net-zero future.

Kevin O'Brien joined a panel discussion at the ULI Asia Pacific Decarbonisation and Resilience Conference, to discuss how we allocate investment and management resources between operational and embodied carbon within this decade. In Singapore, external speaking engagements included several at Nanyang Technological University where we shared our views on sustainable design and construction and how we are reducing carbon on our sites. The latter was delivered to an audience that included delegates from across the globe.



Group Sustainability Manager, Eddie Tse, spoke on the full carbon cycle at the ReThink HK - Sustainable Business Conference & Expo

Business efficiency improvements that support carbon reduction

Two years ago, we introduced Project Agile, a multi-year business transformation drive, the objective of which is to embrace digital transformation, enhance the productivity of projects and surpass our competitors. The initiatives developed to date are far reaching, however our Head of Transformation, Renee Chia, highlights a few 2023 success stories that directly support our carbon reduction commitments.

“Top of the list is our use of Trackunit digital sensors that allows us to optimise plant utilisation, save fuel and reduce CO₂ emissions by using data to make smarter decisions,” explained Renee. “The sensors were installed into several targeted plant categories across all projects, with the data produced presented in a dashboard that can be leveraged to report and find plant with low utilisation and identify that which can be downsized to save rental and fuel costs. After seeing initial savings and environmental benefits for the generators, we began focusing on working with projects to optimise other plant categories.

“Additionally, we’ve established a system to facilitate the reuse of site goods within the company, in particular during the project demobilisation stage. The platform allows projects to see what items are available on different sites, with the goal being a reduction in external purchasing. We will also be using the same system to facilitate reuse of structural steel. Integral to its success is the optimisation of design to consider reused steel, as well as a high level of coordination between the internal buyers, sellers and designers.”

Factory cut and bend of rebar was a further Project Agile focus area during 2023. Benefits realised from taking this element of work offsite include reduced costs, elimination of unnecessary rebar wastage, and improved overall productivity.

Progress on Responsible Growth – 25 by 25: Zero Waste targets

	Objectives	Target by 2025	Status	Progress in 2023
1	Reduce carbon emissions to mitigate the impacts of climate change	25% reduction in carbon intensity (kg CO ₂ e / HK\$1 million turnover)(2016 baseline)		Carbon intensity is behind target in 2023, but it has seen a large reduction from 2022, due to improved operational efficiency and better refrigerant management. Further electrification, improvement in operational and construction efficiency are needed.
		25% reduction in carbon intensity (kg CO ₂ e / days worked) (2016 baseline)		
2	Pursue zero waste to landfill to minimise resource wastage	25% reduction in landfill waste intensity (tonnes / HK\$1 million turnover) (2016 baseline)		Waste intensity is on track and well within the target.
3	Pursue zero wasted energy to reduce air quality impacts and carbon emissions	25% reduction in energy intensity (MJ / HK\$1 million turnover) (2016 baseline)		Energy intensity (energy efficiency) improved significantly in 2023, but was still behind target, mainly due to heavy civil and foundation works. Further electrification, improvement in operational and construction efficiency are needed.
4	Pursue zero wasted water to avoid resource wastage	25% reduction in water intensity (m ³ / HK\$1 million turnover) (2016 baseline)		Water intensity decreased significantly compared to 2022, although target is not yet achieved due to water-intensive heavy civil and foundation works. Improved water treatment and recycling are needed.
5	Increase renewable energy (RE) generation to reduce fossil fuel reliance and carbon emissions	50% increase in RE generation on project sites based on installed capacity (kWp) in 2018		Four project sites have installed solar systems under FiT with a total of 223 kWp ¹ . Continue to seek for FiT opportunities at sites.

 On track to meet target

 Further improvement needed

¹ This is in addition to the permanent solar photovoltaic installation at Gammon Technology Park in Tseung Kwan O, which has doubled its capacity from 200 kWp to 400 kWp in 2023.

08

In focus

Sustainable at all stages



Kwun Tong Composite Development

Our design and build Kwun Tong Composite Development (KTCD) contract consists of three main structures that will contain the Civil Service College and a range of welfare facilities. We were delighted when our commitment to sustainable construction on the project was rewarded with the presentation of both Silver and Smart Sustainability awards for Contractor in New Works under the organisation category at the CIC Sustainable Construction Award 2023. Senior Environmental Engineer, Ann So, breaks the project down into the main stages of a building's lifetime to explain some of the initiatives that resulted in these awards.

Demolition stage

"During the demolition stage of the previous community structures, to make way for the new development, our upcycling initiatives included recycling an abandoned staff rest room for bus drivers into guard kiosks and a workers rest room. In addition, approximately 90% of the on-site welfare facilities were created using recycled materials from demolition waste. This included desks, chairs, filing cabinets, washing basins, table tennis table and the like. Items that weren't reused or upcycled, we donated or sent for recycling. This included safe boxes which we donated to the community through the District Council member, and almost 8000 tonnes of concrete and building debris that went to several external companies to be recycled into pavers and aggregate for roads. We calculate our efforts resulted in a CO₂e reduction of 57%."

Product Stage

"We used GGBS ready-mix concrete across the entire superstructure. By utilising the iBEAM Unison carbon assessment tool, we could compare regular concrete with GGBS and the calculations allowed us to conclude that we would achieve an 8% reduction in CO₂e through our design analysis."



Ann, far left, collecting the Smart Sustainability Award at the CIC Sustainable Construction Award 2023

Construction stage

"We took a DfMA and MiMEP approach for 70% of the mechanical and electrical plant, while both the high and low blocks have been designed such that a high percentage of the building works can be carried out using MiC and prefabrication techniques, up to 60% in the case of the seven-storey low block."

"Energy saving measures include the use of a battery energy storage device to power the tower cranes in lieu of diesel generators, solar panels, and portable solar battery power stations that can power or charge handheld tools at the work front."



Reducing the heat island effect through maximum use of greenery was a feature of our design

Use stage

"Our winning design increases coverage of greenery, energy efficiency and conservation, while minimising visual impact to surrounding developments. We took into account how the public will use the area, with much consideration into creating a green journey to the MTR station. Renewable energy capture has been maximised with the use of 68 PV panels which, in addition to our design and the use of efficient E&M equipment, will provide a 17% reduction in peak demand electricity when the development is operational."

09

Value chain - Co-Creation



An engineer checks the data logger of a settlement sensor on our Cyberport Expansion project

Highlights of the year

As mentioned on page 49, we were delighted to win Gold for the second year running for our achievements in the field of CDE. Additionally, we collected the esteemed 2023 Special Achievement in GIS award at the Esri User Conference for our efforts in developing our GIS-enabled GTwin smart site management platform and the increasing use of GIS and BIM across all areas of our project delivery. During the year, we released updated versions of GTwin and its lighter cousin, ForesightTWIN, both of which meet Development Bureau's Smart Site Safety System (4S) requirements. We were also thrilled to close the year with receipt of a BSI Kitemark Crystal trophy which demonstrates trust in our business management system and recognises our commitment to delivering high-quality construction.

We launched a BIM portal that is accessible by all Gammon staff to promote our standards and the use of BIM within the organisation. In addition to Gammon-specific tools and templates that help the teams implement the highest BIM quality on site, the portal also includes learning materials, a news channel, and monthly interviews and solutions. Additionally, we gained accreditation from CIC for both our BIM coordinator and BIM manager courses, enabling us to train our own staff in-house for these important qualifications.

In July, we extended our strategic cooperation for a further three years with the Guangzhou Municipal Construction Group (GMC) with whom our collaboration includes production of the reinforced concrete MiC units for our Tonkin Street project. We believe GMC's precast production expertise combined with our digital strength will bring benefits that contribute to the growth of high-productivity construction within the Greater Bay Area. In August we installed the final MiC unit on our CityU Student Hostel project. On average, we were installing one module every 15 minutes, with our record being 29 modules in just six hours.

Our Digital Approach

The Three Momentum Shift Pillars

A Modernised Core

Operational Efficiency, Improved Operating Margin
Reduced Cost to Serve, Agility

We will deliver a Modernised Central Services and Reporting capabilities as an Operational Partner to improve efficiency and innovation

Acceleration through Digital

Knowledge of Customer, Ownership of Journey
Customer Experience

We will create the smart and connected construction site of the future, which creates more value and world-class experiences for our clients and partners

Robotics, CDE, AI, IoT, D&A

Digital Acceleration

- Productivity & Efficiency Improvement
- Safety Improvement Initiatives
- Quality Improvement Initiatives
- Logistics – end to end solutions
- Automated Progress Tracking

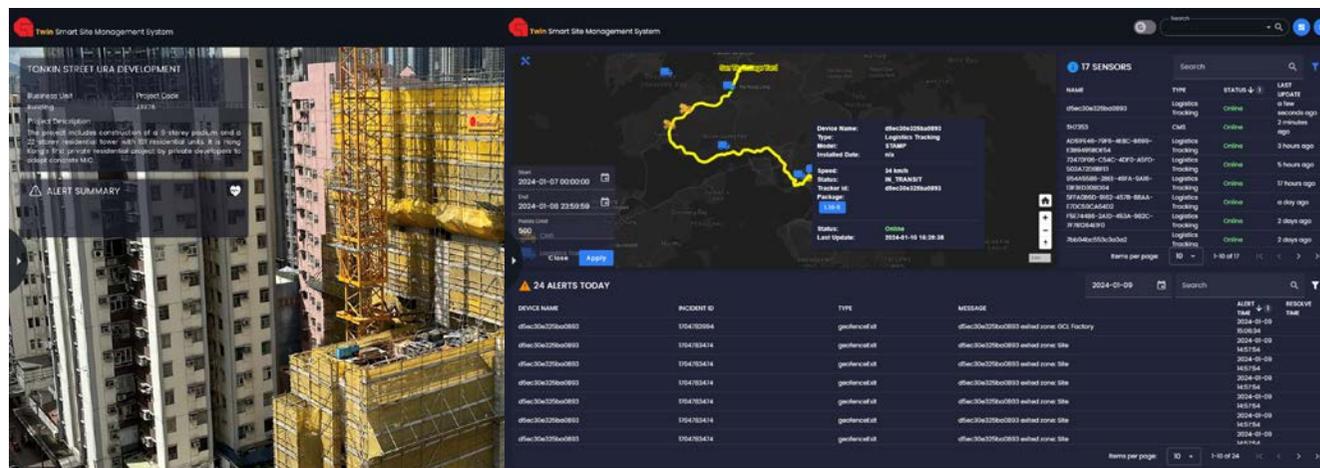
Digitalisation sits at the heart of our ability to achieve improvements across the entire construction process, from design, planning and procurement, through to construction, tracking and operations

Globally, AI was rarely out of the news. Internally, we launched Gambot GenAI which provides a safe channel for staff to use to improve work efficiency, with an instructional video providing tips and tricks on how to apply it to best effect in our daily work.

We signed a memorandum of understanding with robotics developer Singapore University of Technology and Design (SUTD) and formalised plans to begin trialling in 2024 the country's first use of a mosquito fumigating robot on a construction site. We are excited about the potential of our agreement with SUTD, as it includes the possibility for more of their robots to be trialled on our sites.

Our subsidiary, Digital G, had a productive year, taking part in various industry activities and reaching out to a wide range of communities, advocating for the adoption of digital solutions for concrete maturity in the government sector, imparting knowledge on digital twin technology at professional institutions, and participating in numerous panel discussions and promotional events to support the drive towards a digital revolution.

We are excited about the potential of our agreement with SUTD, as it includes the possibility for more of their robots to be trialled on our sites.



Using STAMP through GTwin supports effective management of logistics and installation of MiC units

Digitalisation that supports high productivity

We continued to develop and refine solutions that support high-productivity construction on our projects. This included the integration of STAMP - our self-developed end-to-end logistic management platform for MiC, DfMA and MiMEP - with our smart site management system, GTwin. Senior Project Manager, Issac Po, from our Tonkin Street project shared some first-hand experience of using STAMP through GTwin.

“Our Tonkin Street project is the first private residential development in Hong Kong to adopt a concrete MiC with composite wall system. This means we have a lot of prefabricated MiC units being constructed offsite that we need to manage and which must be installed with a just-in-time delivery approach. Using STAMP through GTwin gives us instant access to a really useful array of information.

“When it comes to delivery, for example, the driver scans a QR code and this allows us to track their movements, as well as access detailed information of the MiC unit they are carrying.

At any time, we can find out their location which is super important when you're talking about deliveries to congested city areas, and an installation sequence of MiC units that was fixed for each floor.

“We've also geofenced certain important locations, like the site itself, the temporary back-up storage yard and the fabrication factory which means when trucks enter or leave those areas, the relevant people will get sent instant alerts. Those people don't need to rely on someone else to keep them informed or make the effort to request the information, it's just sent automatically, in real time.

“We can even check the historical routes of deliveries and get access to information like the speed drivers were travelling at which is useful for ensuring they are operating professionally and safely.

“Basically, the information we have access to gives us an excellent level of control on the project and supports the effective management of logistics and installation of MiC units.”

The good guide

Keeping pace with technology and people in a rapidly changing world is a challenge. Our BIM/CDE Implementation Manager, Kathryn Cuaresma, explains how she kept Gammon's finger on the pulse of innovation management and BIM in 2023, and why it's important.

"In 2023, I completed the BSI audits for our ISO accreditations for BIM and innovation management kitemarks, and updated the Gammon BIM standards as well. It was a busy year!

"Our internal audits play a crucial role in supporting external certification, such as that for BSI Kitemark, and they're important to identify areas in which we are doing well and areas where improvement may be needed. The world of BIM and innovation is very fast changing and presents numerous challenges. Our projects involve working with different clients with different requirements, preferences, workflows and styles. That means there is no one-size-fits-all approach. The internal audit provided us with valuable exposure to different project workflows and enabled us to share information and outcomes between the different teams. This proves beneficial when one project is enjoying success in a certain area but another project is facing challenges. With this firsthand knowledge, our top management can make well-informed decisions, and our teams can provide suggestions and share valuable insights based on the audit findings.

"I also updated the Gammon BIM standards, making sure we matched current international and local standards. Standards are so important because they are the guiding principle and framework that support the technologies we employ. After that, it's important to evaluate how we work and why some projects might do better than others.

"Ultimately, our goal is always to improve our processes and, in turn, our business."



Kathryn (centre) helps set up guidance for good BIM implementation

Thoughts from the frontline



Assistant Project Manager, Kalie Lam

At 29 years old and after only seven and a half years in the industry, Kalie Lam's promotion in 2023 to assistant project manager is a noteworthy achievement. She shares her thoughts on working in the construction industry.

Tell us about your current role

I'm employed on the Black Point Power Station project where Gammon is responsible for civil works for the new gas-fired generation unit D2, as part of the station's transition from coal to natural gas. I'm responsible for most of the civil works including the turbine building, which is the main building generating the electricity in the power plant. I'm proud to be working on a project that will have such a positive impact on carbon reduction in Hong Kong. My other role is to nurture young talent. We have a lot of young engineers on this project and when I first joined, I was responsible for leading some of them. I was young myself, so it was also a journey for me to grow and develop my own soft skills.

What do you enjoy most about construction?

Seeing something built gives me a great sense of achievement. When you work on a construction site, you are solving problems and making decisions in a short period of time so there's also a sense of excitement you get every day. Things rarely get repetitive, you always learn something new, and I get to interact with my team and really know how something has been built. There are also many opportunities in construction. We can go tendering or get into the innovation, legal or commercial side of things, for example. I also have a Master of Laws in Arbitration and Dispute Resolution. I find I enjoy reading contracts and I gain information that can be useful during negotiations.

What are some of the most positive changes you foresee in construction?

There will definitely be more battery powered plant. Gammon imported Hong Kong's first electric crawler crane last year but there will be a lot more soon. And I think there will be more women joining the industry, which is a positive. More diverse groups in the workplace are more productive. And women help create a more peaceful environment on site, workers talk more politely both to us and in general when we are around.

What do you see as some of the biggest sustainability challenges facing construction?

One of the biggest challenges is the shortage of labour, because of the aging population and less youngsters joining us. Sustainability is also about people, not just the environment, and people are key to keeping the industry moving. The issue is how to do that with less people. DfMA and MiC certainly help. I had dinner with my team recently and we were talking about the five-day work week. Gammon's move to introduce this was the right thing to do. It will make people happier in their roles and make construction a more appealing career choice.

I'm proud to be working on a project that will have such a positive impact on carbon reduction in Hong Kong.

“ Touched by tech



Ho Sing says the biggest benefit of the rise of technology in construction is improved communication

With 45 years of construction industry experience under his belt, Production Manager, Ho Sing Lau, reflects on the rise of technology in his daily work, and how the smartphone has become one of the most vital tools of the trade.

Technology touches almost every aspect of my work. On any given day, I'll use the Gammon AI-enabled chatbox application, Gambot, to submit dynamic risk assessments or permits-to-work, or GenAI to create documentation or check project specifications and company standards. I'll view CCTV in real time or access any number of communication apps such as Microsoft Teams, WhatsApp or WeChat.

For me, the biggest difference all this technology has made is more effective communication.

I might use our G-Lock app that manages access in high-risk areas, or our Inspecto solution for digitised recordings or documentation of quality inspections. Almost everything is digital. And I can do almost everything on my phone! For me, the biggest difference all this technology has made is more effective communication. In the past, I'd have had to go back to the site office and fill out hard copies of documentation but now everything is accessible online and, crucially, from the workfront.

I can get instant access to pretty much anything, from drawings and latest instructions and how many workers are on site, through to the expiry date of lifting gear. The use of a comprehensive CCTV surveillance system and G-Eye smart camera also helps me and the management team closely monitor the entire site, making it easier to give precise instructions.

I'd say Gammon's Gambot platform is the tech I use the most. It has multiple functions that assist me in monitoring both the team and site conditions, and it has a module on dynamic risk assessments designed to improve the safety awareness of engineers, frontline staff and workers. It records attendance at training, meetings, morning briefings and pre-work briefings, ensuring all workers are on the same page regarding working procedures, safety risks and standards. It also documents the certificates and inspection records of lifting gear. The inspected gear is tagged with an RFID tag featuring a QR code and scanning it with my phone allows me to review the corresponding certificate and inspection records. This simplifies the tasks of the frontline and safety team when monitoring the safety risks associated with using lifting gear. Plus, the new GenAI function speeds up the team's daily paperwork tasks, as well as the checking of standards and regulations.

People might complain that construction has been slow to modernise, but I think change is happening at a fast pace now.

Teaching and influencing

Experts from within Gammon continued to share their expertise and knowledge on innovation and construction technologies through a broad range of industry events, a small selection of which is provided below.

We co-organised and spoke at an electric solutions workshop at Business Environment Council, as part of the Power Up Coalition, where we shared results from a study comparing traditional heavily diesel-reliant projects with those that supply electricity at an early stage, with results indicating impressive carbon savings of between 35% and 45% per square metre of construction floor area. We were also able to inform participants from across the construction sector of the challenges and opportunities of using electric plant from a user's perspective.

Our Head of Innovation, Stewart Wan, gave audiences the benefit of his experience on digital twins at a best practice sharing session at the Hong Kong Productivity Council and a round table forum led by the Hong Kong Institute of Surveyors. Additionally, both he and our Executive Director & Chief Technology Officer were members of CIC's advisory panel for the creation of a masterclass on digital twins, while we also provided guest lecturers on CDE for events within the broader industry and training to government departments on a concrete maturity monitoring solution.

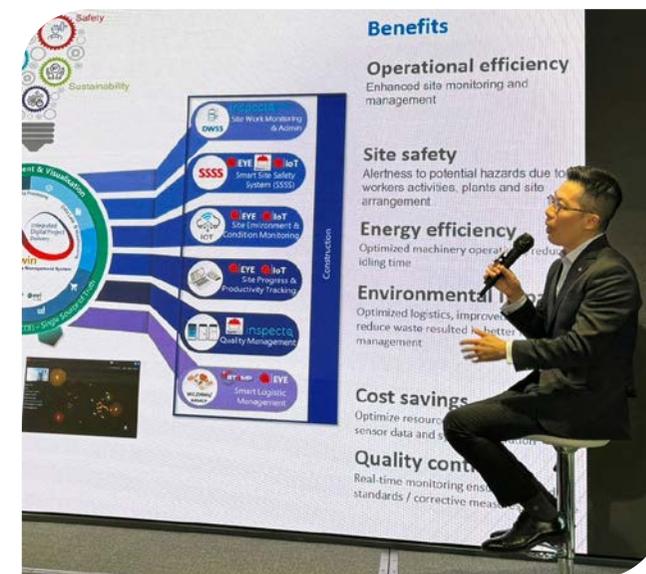
Our Head of Digital, James Thompson, was one of only two Hong Kong speakers at the Fuzor Conference 2023 held at Hong Kong Science Park, where he shared his thoughts on the delivery of high-productivity construction using 4D, and we also joined a panel with Arup and CIC experts to speak about innovation in construction digitalisation and sustainability at the StartmeupHK Festival.



Gavin Toh became the new chairman of the Geotechnical Division of the HKIE

Gavin Toh, Deputy General Manager of our engineering consultancy, Lambeth, was honoured to become the new chairman of the Geotechnical Division of Hong Kong Institution of Engineers.

In Singapore, we carried out significant stakeholder engagement as guest speakers at seminars and webinars with Building and Construction Authority (BCA), Singapore Contractors Association Ltd and the Infocomm Media Development Authority on subjects including digital and robotic automation and 5G.



Head of Innovation, Stewart Wan, shared his knowledge of digital twins at several industry events

We co-organised and spoke at an electric solutions workshop at Business Environment Council, as part of the Power Up Coalition

Collaborating for low-carbon procurement

Materials are a major carbon contributor in our business, accounting for more than 75% of our Scope 3 Category 1 emissions. To meet our own carbon reduction roadmap and science-based targets (SBT), as well as the increasingly demanding and sophisticated requirements of our clients, we need to collaborate with the supply chain to reduce its environmental impact.

We therefore held several supplier engagement workshops during the year, updating them on our SBT-aligned decarbonisation strategy, advising them of the emerging global trend for low-carbon materials, the new expectations of our clients, and encouraging them to work with their own supply chains to reduce the carbon footprint of their products. We believe it's important we apply pressure and give the supply chain a sense of urgency, because their survival and future prosperity depends on their ability to become more sustainable as soon as possible. By fostering a sense of shared responsibility and commitment towards environmentally friendly practices, we can help create a more sustainable supply chain.

In cooperation with RESET Carbon and the Sustainability Working Group of the Hong Kong PropTech Alliance, which is co-chaired by Hongkong Land and Sino Group, we are also supporting the establishment of a buyers' group for low-carbon construction. The group aims to develop market insights, create demand for low-carbon construction materials and services to help accelerate the availability of solutions, and develop tools, specifications and standards to address specific challenges that impede scaling of the market. While not binding, the objective is for the group to also provide developers with a rule of thumb regarding how they specify the use of low-carbon materials in their contracts.

Progress on Responsible Growth – 25 by 25: Co-creation targets

	Objectives	Target by 2025	Status	Progress in 2023
1	Increase off-site construction to increase efficiency in resource use, improve safety and programme	25% reduction in on-site hours worked / HK\$1M turnover		Improved compared with 2022 and close to reaching the target, but we still need to see greater support for the adoption of offsite construction in the industry.
2	Improve management and project delivery efficiency through integrated digital project delivery	25% of all projects delivered through integrated and collaborative digital project delivery system (using a CDE ¹) with digital progress monitoring		Exceeded target, with 75% of projects using a CDE.
3	Increase production and use of more sustainable materials to reduce pressure on finite natural resources	25% of procurement spend on more sustainable materials ²		Target achieved. We also launched a circularity programme that uses B5 biodiesel converted from waste cooking oil by other Jardines BUs.
		25% of concrete quantity produced is certified or equivalent to 'Platinum' level under the CIC Green Product Certification Scheme ³		Over 40% was certified Platinum or equivalent. We have improved the GGBS mix design and expanded the scope to pile cap and superstructure for three projects.
4	Collaborate with the value chain to support SDGs	Support six events under the Power Up Coalition with the Business Environment Council		We co-organised six events to promote the Power Up Coalition.



¹ CDE = Common Data Environment

² Defined as products with recognised 'green' labels e.g. for carbon or overall environmental performance, water or energy efficiency, or having high recycled content, regional sourcing, etc.

³ Previously termed 'Outstanding' grade in the now-replaced CIC Carbon Labelling Scheme

10

In focus

An all-in Gammon solution



Cyberport Expansion

After completing the design and construction of the foundation works, we were awarded the Cyberport Expansion main contract to build Hong Kong's digital technology flagship and incubator for entrepreneurship. With the full range of our in-house capabilities involved in its construction – from foundation through to superstructure, façade and MEP – the project truly represents the Gammon One Team approach.

The scope includes construction of a ten-storey (including the rooftop) building to provide facilities including office, co-working space, a data services platform, a multi-function hall and ancillary facilities, as well as enhancement to the adjacent Cyberport Waterfront Park. Project Leader, Sherman Tang, describes some of the key initiatives that make this such an exciting project.

"A digital twin has been deployed since the foundation stage, and we now use the latest 2.0 version of our in-house solution, GTwin, which meets all of Development Bureau's 4S requirements for uplifting site safety performance. This allows for the creation of a virtual replica of the physical infrastructure so we can simulate scenarios, predict outcomes and test solutions in a risk-free environment. The project also harnesses the power of a connected CDE linked to GTwin and this integration allows us to achieve unprecedented levels of data consistency, transparency and accessibility. The project won Gold for its CDE implementation at the Hong Kong Construction CDE Awards 2023 and, additionally, it's aiming to achieve the highest certification level of Platinum of both WiredScore and SmartScore for its level of digital connectivity and technological advancement to elevate buildings' efficiency and sustainability performance.

"The site is wholly supported by grid power and a battery energy storage system which is projected to reduce over 2,209 tCO₂e emissions by adopting diesel-free electricity generation, while additionally reducing air and noise nuisances. MiC is deployed



Cyberport Expansion received Gold in the project category at the Hong Kong Construction CDE Awards in November

throughout the entire building, including plant rooms, office spaces and office-level lavatories, and over 70% of all building MEP systems are constructed by MiMEP and DfMA approaches to greatly reduce construction waste, cost and installation time.

"We've also implemented S690 structural steel, the first time it's been adopted in the private sector in Hong Kong. We've been able to reduce 82 tonnes of steel, which equates to 193 tonnes less CO₂e.

"We're even collaborating with start-ups, allowing them to trial products that add value to the project, as well as bring benefits to the wider industry. For example, we're piloting some smart wearables and IoT devices for helmets and the like. It really is an exceptional project to work on."



The project site office includes an MiC and smart control centre that was constructed using timber from our booth at last year's CIC Construction Innovation Expo

The project truly represents the Gammon One Team approach.

11

People - Caring

Caring for our employees



Our Young Professionals Group provides a platform for the professional development and social engagement of our younger staff members



Staff Appreciation Night in the Singapore branch was themed 'Through Different Eyes – A Celebration of Diversity and Inclusion' in recognition of its multicultural and diverse workforce

Highlights of the year

We continue to make progress in raising awareness of the value of diversity, equity and inclusion (DEI) and the importance of creating an all-embracing culture. Through feedback from surveys and discussions on employee engagement, we learned that many within the company wanted a group that supported the different cultures within Gammon, therefore in March we established the Multicultural Affinity Group (MAG). An employee-led network, its vision is to build a community that brings people together to celebrate differences and create a culture of respect, understanding and empathy. You can read more about MAG and other DEI initiatives on the following pages.

Our commitment to fostering wellness, employee engagement and digitalisation in the workplace was acknowledged at the CTgoodjobs Best HR Awards 2023 Ceremony where we picked up three Grand prizes under the company award category: Best Corporate Wellbeing Programme, Best Employee Engagement Strategy Award, and Best in HR Digitalisation. We also won Best Corporate Wellbeing under the HR Triple Crown Grand Award in recognition of winning in this category for three consecutive years.

As well as visiting around 12 universities and colleges to promote our graduate and internship programme, we also hosted five groups at our head office where they had an opportunity to spend time in the BIM cave, learn about Gammon, and have 'fireside' chats with some of our younger engineers.

412

virtual or classroom training
and e-learning sessions

64,136

hours of training completed

We also won Best Corporate Wellbeing under the HR Triple Crown Grand Award in recognition of winning in this category for three consecutive years.

Training and development

GRI 3-3

GRI 404



The training and development of our people remains of key importance and during the year, we held 412 virtual or classroom training and e-learning sessions, amounting to 64,136 hours when staff were enhancing their capabilities. New courses added to Gammon Academy's curriculum included Cultural Awareness, which aims to enhance understanding and appreciation of diverse cultures and foster an inclusive and respectful work environment for all. Additionally, our E&M Department developed an e-learning module, called BIM Add-Ons, covering the concept of building information modelling and its advantages over computer-aided design, as well as highlighting the use of an application programming interface (API) to improve various tasks and challenges associated with traditional approaches.

We celebrated our first cohort of graduates from the Level 4 Professional Diploma in MiC, Hong Kong's first, which we developed with the Vocational Training Council in 2022. The class of 19 ranged from assistant engineers through to project managers from both Gammon and other companies. The course consisted of five modules over 120 hours, providing knowledge on how to utilise a range of technologies, as well as acquire an awareness of health, safety and the environment in the workplace. We updated our 'carbon essentials and science-based targets' learning to include our SBT action plan, target and approach, and additionally rolled it out to our Project Management Programme which helps equip middle level managers with the necessary skills and knowledge for their future promotion and running a project.



We celebrated the first batch of graduates from the Professional Diploma in MiC, which was jointly developed by VTC and Gammon

Enhancing work experiences

In addition to our DEI activities, employee-led networks and training opportunities, we have developed further initiatives that aim to enhance the work experience for everyone and, ultimately, increase staff retention. Key among these is the introduction of a five-day work week for our Greater China monthly-paid employees, which we implemented in January 2023, making us the first Hong Kong contractor to do so.

Additionally, our People and Culture team revived its site-based lunchbox sessions, after a hiatus caused by COVID-19. The sessions give us the opportunity to listen to staff concerns, career and administrative queries, and essentially get closer to the heart of the business. As well as providing an excellent communication channel for staff, we can learn about any improvements we can make. The goal is for one lunchbox session a week, with follow-up actions subsequently carried out and feedback passed on to senior management.

Within the operations divisions, different engagement activities include quarterly breakfast meetings with young engineers, dinner gatherings, project sharing events and site visits. Some divisions and Singapore have introduced a scheme where new graduates are moved around different departments for six months, providing them with a flavour of what's available in the business and a better idea of what most interests them and where they see themselves long term. We also developed a special onboarding kit for new joiners from overseas, to provide useful information on living and working in Hong Kong. Content ranges from the tax and banking system through to how to travel cheaply around the region and the best places to buy household goods.

December's Unity Through Diversity party in Hong Kong was a festive and colourful celebration of our diverse backgrounds and cultures

Diversity and inclusion

GRI 3-3

GRI 405

As mentioned on page 51, we launched a new employee-led network called MAG that aims to create an inclusive workplace where individuals from diverse backgrounds feel valued, respected and supported. In addition to holding several social events during the year, the group began marking the significant national or cultural days of each of the more than 20 different nationalities employed within the company by posting messages of celebration and good wishes on the company intranet.

Our Women in Gammon and Allies Network (WinG) collaborated with MTR and Amazon Web Services for International Women in Engineering Day, bringing engineers, industry leaders, NGOs and students together in Gammon Head Office to celebrate the achievements of women in engineering and shine a light on the importance of physical and psychological safety.

The network also celebrated its third International Women's Day, bringing internal and external speakers together to explore what equity is, how it differs from equality and why it's so crucial to our business.

Additionally, WinG collaborated with the Environment & Sustainability Team to learn how food waste can be transformed into something beautiful. Hosted by Ways Out Hong Kong, a social enterprise that empowers underprivileged women by providing training and job opportunities, participants discovered more about food waste issues and the UN Sustainable Development Goals, all while handcrafting their own bracelets using bio-epoxy material. Several social events jointly organised by the DEI Council, MAG and WinG were also held throughout the year.



Labour of love

In October, we brought over our first group of 50 workers from Mainland China under the Labour Importation Scheme for the Construction Sector, where they are housed at a special government imported labour quarters. To ensure the workers had the best chance of settling into Hong Kong, one of our site foremen, Eric Lo, volunteered to live at the quarters until a full-time replacement arrived in early December. We talked to Eric about why he volunteered, and what it's like to live there.



Eric (third from left) said he and the workers lived together "like a family" in the imported labour living quarters

"I volunteered for several reasons, including personal growth and skills development, and the opportunity for cultural exchange and diversity. By interacting and living with individuals from different backgrounds, I can learn about different cultures and broaden my worldview. Plus, I could assist them in integrating into local Hong Kong life and culture more quickly.

"I lived with the new overseas workers from end of October to early December. Basically, when they were off duty at 5pm, I took them to Tuen Mun for their dinner and then back to the living facility. Once back, I helped them to solve any problems they may have had.

"The quarters provide sufficient recreational facilities such as basketball courts and entertainment conveniences such as a movie theater. These amenities help meet the daily living needs of the workers. But we also arranged for the workers to visit the city every Sunday to explore and familiarise themselves with Hong Kong's culture. When they arrive here, they may have issues relating to their daily lives, such as obtaining a SIM card, Green Card, Blue Card, and opening a bank account. To address these matters, we have a back-up team to assist them with their daily needs and make the necessary arrangements.

"The workers were grateful for my support. In their spare time, they invited me to their room to enjoy tea, snack, etc. Also, we lived just like a family... we ate together, chatted together and entertained together.



Eric (far left) with Chief Executive, Kevin O'Brien, and Executive Directors, Ian Choy, Eugenia Ma and CC Hau, during a visit to the imported labour quarters in December, just before Winter Solstice, where they shared a traditional big bowl feast, to symbolise unity and togetherness

"Usually, I live with my Mum, Dad and sister, and I have a girlfriend. I didn't spend much time with them at the end of 2023 though! But I think it was all worth it, and they took pride in me holding this position. Also, I cherish the time I spend with them even more now."

Cultivating wise heads on young shoulders



YPG members on a study tour to Osaka

Established several decades ago, our Young Professionals Group (YPG) provides a platform for the professional development and social engagement of its members. In 2023, there was no shortage of activities for the group to learn from and enjoy, as Chairperson, Arthur Ng, reported.

"We held some excellent technical visits during the year including a trip to Japan where we went to several sites to learn Japanese construction techniques, study best practices and nurture leadership skills among our young engineers," explained Arthur. "We also did a study tour to tech giants, Huawei, Tencent and BYD in China which allowed our members to witness firsthand the vision that drives these companies forward.

"Back in Hong Kong, we toured the Greater Bay Area, our CLP Black Point D2 Power Station site, the T PARK waste treatment facility, and our Terminal 2 Expansion Works project.

"Care for the community is also encouraged at YPG and this could be seen in our co-organisation of a STEAM - which stands for science, technology, engineering, arts and mathematics - workshop, helping underprivileged children gain an understanding of AI and how it is applied in today's world. In addition, members volunteered at the food rescue and assistance programme, Food Angel.

"We also had plenty of opportunities to connect, form friendships and just have fun throughout the year during events like junk trips, craft beer tasting at a brewery, a succulent bonsai workshop, and playing war games!"

Our YPG provides a platform for the professional development and social engagement of its members.

Team spirit

A special shout-out goes to Senior Project Manager, Daniel Kah Hui Lim, in our Singapore office for his exceptional efforts in helping rebuild the team spirit after COVID.

Thanks for all your hard work, Daniel. Where do you get the energy?

Firstly, I haven't done any of this on my own! I have great support from top management and the rest of the team, it's not just me. I used to organise a lot of events back in my university days, so I decided to lend a hand to boost morale after COVID. But like I said, I got a lot of direction from senior management and the Singapore team tried their best to get involved in the activities, which wouldn't have been successful without their participation.

What kind of events have you organised?

We have a lot of sporting events, like badminton, futsal and foosball. We did a survey to see what people would be most interested in and these were some of the top picks. Sports is a great way to improve mental health, it's a good stress buster, so we try and have an activity at least every month. We've also organised corporate social responsibility activities, like distributing goodie bags to the needy, as well as a Day of Gifting for our migrant workers, where we visited their dormitories to deliver welfare bags, as well as assess the standard of their living conditions, listen to any concerns they may have and see how we can help. We had overwhelming support from the Singapore team which resulted in the sponsorship of all the welfare bags. The response to the activities has been great and when I see this, it gives me the energy to work with the rest of the team to organise more events.



Daniel (far right), and colleagues distributed festive goodie bags to households in need during Lunar New Year

Just rewards

There were around 60 awards made to Gammon employees during 2023, for achievements ranging from safety performance, supervision and leadership through to scaffolding, volunteering and BIM. You can see a full list in Appendix F, but we shine the spotlight on a few of our younger achievers below.



Assistant M&E Supervisor Martin Lau was honoured with a Vocational Training Council's Sir Edward Youde Memorial Outstanding Apprentice Award 2022/2023.



Sub-Agent Conroy Tsang with his Young Lo Pan Award which he received in recognition of his outstanding performance and dedication to the construction industry.



Technician Apprentice Kassandra Pang picked up Gold in the Outstanding Apprentice category at the CIC Employee Appreciation Ceremony.

Progress on Responsible Growth - 25 by 25: Caring targets

	Objectives	Target by 2025	Status	Progress in 2023
Employees				
1	Increase staff retention, particularly for new joiners by enhancing work experiences	25% reduction in staff turnover rate within the 1st year of joining the group		Thriving sector with many opportunities contributed to missing the target.
2	Attract, retain and support life-long careers for workers and apprentices	25% increase in the % of workers who have been upskilled from unskilled to semi-skilled and semi-skilled to skilled		Difficulty in recruiting labour in the market, even though we had been persistent in joining CIC and other job fairs organised by different organisations.
		25% increase in the % of workers who are multi-skilled (HK only)		
3	Monitor and improve staff satisfaction / happiness and wellbeing	75% of staff satisfied / happy based on overall mean		Results of the staff engagement survey indicated an 84% engagement score.
4	Develop a culture of fairness, inclusion and respect	5% of monthly paid staff in apprenticeships or training (yearly)		Achieved 5.5% monthly-paid staff in apprenticeships and training sponsorships.
		Establish at least two employee-led networks		In addition to the existing WinG, we established a multicultural network. We also began gauging interest in creating an intergenerational network to address ageism.

On track to meet target

Further improvement needed

12

In focus

WELL Gold Certification



The social hub at
Gammon headquarters

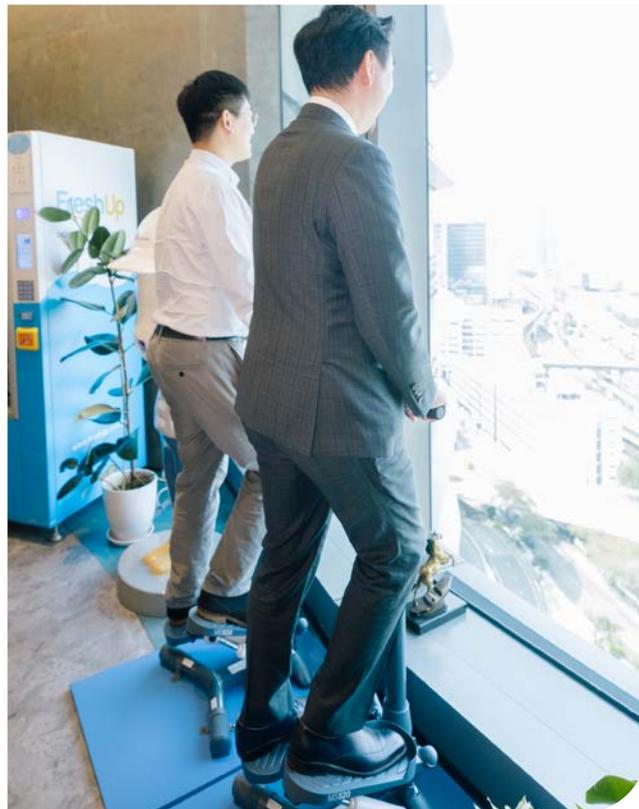
In December, we achieved WELL Gold certification for our Hong Kong headquarters, becoming the first construction company in Hong Kong to do so, according to the public information in the WELL project directory.

Group Sustainability Manager, Eddie Tse, described the accomplishment as one that “demonstrates Gammon’s efforts and leadership in creating a workplace where employee health and wellbeing are key objectives”.

Features of our headquarters, which is in The Quayside commercial building in Kwun Tong, include the filtering of drinking water to a very high standard and real-time monitoring of air quality. Meeting rooms and offices have been designed to minimise noise intrusion and allow undisturbed concentration while green walls in the communal social hub provide a calming connection to nature. In the open plan office, the height of all desks can be automatically adjusted at the push of a button. Step machines in the social hub provide the opportunity for colleagues to do some exercise, and healthy food and beverage options are available in the vending machine.

The fit-out includes green features such as LED lighting, energy-efficient lighting controls, and all-sustainable FSC-certified wood furniture to reduce environmental impact.

The Quayside building, which was constructed by Gammon, was also awarded WELL CORE certification at Gold level, which complements its existing Platinum rating for both BEAM Plus and LEED (Core and Shell) certifications. We have a strong history of supporting our clients in the construction of green and healthy buildings – you can view a selection of our achievements in Appendix G.



Step machines in the common area allow staff to take some quick exercise

We achieved WELL Gold certification for our Hong Kong headquarters, becoming the first construction company in Hong Kong to do so.



Receiving the WELL Gold Certification at our headquarters



Well-designed meeting rooms minimise noise intrusion

13

People - Community

Caring for the community



The Gammon team celebrated after securing first runner-up position in the mixed relay race at the annual charity event - Walk Up Jardine House which supports mental health awareness

Highlights of the year

By the end of 2023, we had supported or organised about 191 community events throughout Hong Kong, Singapore and China. These ranged from tree planting and sporting challenges through to distribution of welfare and festive gift bags and activities for the elderly. We also finalised a HK\$32 million social performance guarantee to support a Hong Kong Housing Authority public housing project. The guarantee is the first such facility issued by DBS Bank (Hong Kong) and relates to foundation works for a major public housing project in Lam Tin. The aim is to support the development of affordable housing in Hong Kong.

HK\$2.1 million
donations

191
community events

Our donations amounted to HK\$2.1 million, which was in addition to the HK\$1.4 million raised with our partners for the Lighthouse Club's annual charity event, the Lap Dog Challenge. For the eighth year, we enthusiastically participated in the challenge which requires participants to run as many laps as possible of a 400m athletics track within five hours.



Gammon colleagues relaxed after taking part in the Hong Kong Institution of Engineers Fundraising Cycling & Run event which raises money for outstanding secondary school students to study engineering



We jointly organised an outing to watch Chinese opera for residents of the Tung Wah Group of Hospitals Wong Cho Tong District Elderly Community Centre

The Gammon team completed an impressive 428 circuits, with the money raised going to the Lighthouse Club's Hong Kong Benevolent Fund, as well as the Hong Kong Breast Cancer Foundation as the second beneficiary. Once more, this earned us the trophy for the most sponsorship dollars raised - we are grateful to our business partners whose generous donations were a crucial part of our success.

We finalised a
HK\$32 million
 social performance guarantee

We were delighted to once again have our volunteering efforts recognised by the CIC in its Construction Industry Volunteer Award Scheme 2023, where we received Excellence in Construction Industry Volunteering Project for our efforts to improve the living conditions of single-parent families and the elderly through minor building repairs, as well as Excellence in Construction Industry Volunteering Collaboration awards for organising movie outings for the elderly. Appreciation also went to our Dragon Wong, who received the Excellence in Construction Industry Volunteering Individuals accolade.

Participation of Gammon staff in charitable events is boosted through our Dollars for Doers programme which matches donations for every hour employees volunteer. In 2023, this amounted to HK\$300,000.



Planting trees at Kadoorie Farm and Botanic Garden in support of Jardines' 10-year reforestation programme



In Singapore, we organised a Day of Gifting for our migrant workers, providing them with welfare bags to show our appreciation for their hard work

Progress on Responsible Growth - 25 by 25: Caring targets

	Objectives	Target by 2025	Status	Progress in 2023
Community				
1	Promote employee volunteering and engagement to provide a positive benefit to communities	25% increase in volunteer hours / person (during work hours) compared with 2018 baseline		Volunteer engagement improved but promotional efforts are required to strengthen for even greater impact.
		By 2021 establish matching fund to encourage employee donations		'Dollars to Doers' matching money donated for every hour of employee volunteering.
2	Improve value and impact of charity / community activities	By 2021 establish corporate community impact objectives for corporate social investment		Aligning Gammon's activities with the Jardines Colleague Volunteering Programme, objectives, and online volunteering platform.
3	Create shared value (using skills and expertise to address a social need while enhancing competitiveness)	25% increase in newly recruited workers from districts with the highest levels of poverty		We continue to join CIC hiring events to recruit workers from low-income districts.

 On track to meet target

 Further improvement needed

14

Green and Caring Site Commitment Scheme

Now in its 13th year, our Green and Caring Site Commitment (G&CSC) scheme is designed to promote sustainability on our construction sites. Bronze, Silver or Green Flag awards are given to sites based on the level of implemented measures that demonstrate: care for the welfare of our workers; reduced environmental impacts and resource consumption; the highest level of safety; proactive engagement with the community; and innovation for better performance.

In 2023, over 90% of our sites held Silver or Green Flag status, with Green Flag projects representing a model site that has achieved a standard beyond what the client normally requires or the Government mandates.

The G&CSC scheme is a long-term commitment to continual improvement rather than a one-time award and as standards increase and become the norm across projects, sites are challenged to ever higher levels of performance.

Check out some of the project initiatives that led to the award of Green Flags in 2023.





Part of the community

Surrounded by schools and residential buildings and with significant pedestrian traffic flow past the site entrance, the team on our Tonkin Street residential project put considerable effort into safety measures that protect the public, as well as collaboration with the local district council. Other initiatives of note included the provision of a science, technology, engineering and maths (STEM) workshop for a local primary school and carbon reduction initiatives that incorporated use of a battery energy storage system, power planning, low carbon concrete, an electric forklift and good waste management.

We have applied an MiC approach to 65% of the construction floor area on our Tonkin Street project



The Kwun Tong Composite Development project team undertook wheelchair training to better help nearby residents

High standards exemplified

Our Kwun Tong Composite Development project team impressed the Green Flag examiners with their excellent staff and worker welfare and neighbourhood engagement standards, as well as the creative re-use of 75% of the demolition waste of the previous developments. The team's target of one CSR event a month is beyond contract requirements and has been recognised both by the District Council and LegCo members. Efforts to help residents and visitors to the Hong Kong Blind Union facility are also noteworthy and include advanced notice of temporary traffic arrangements, signage (including braille) and accompanied walk-throughs. You can read about the project's environmental achievements in our focus piece on page 37.



Initiatives by the Lau Yip Street project team led to savings of around 4800L of diesel per month

Waste not, want not

The project team on our site formation and foundation works for a proposed residential development at Lau Yip Street in the New Territories wasted no time in implementing waste saving measures, much to the satisfaction of our examiners. As well as applying early grid power to replace two generators, they also review daily equipment performance using the Trackunit system (you can find out more on our use of this system on page 37) to control idling time and operational behaviour, both of which reduced diesel usage. By applying modular handrailing they reduced the number of water-filled plastic barriers required, while materials from a demolished structure were used to create a resting area. Tree waste was sent to Y-Park for recycling.



Solar panels were installed and connected to the grid at the site office for our roads' maintenance contract

Green team

Extensive heat stress preventative measures, a wide range of CSR activities and re-use of materials were some of the stand-outs that led to a Green Flag for the project team carrying out the term contract for management and maintenance of roads in Tai Po and North District (excluding expressways and high-speed roads). At the time of assessment, the team had also saved 251 tCO₂e through initiatives including the use of EV cars, turning plastic waste into EcoBricks for a pedestrian walk, and installation of solar panels that are connected to the grid and taking advantage of CLP's Feed-in-Tariff.



Introducing new methods

Key feedback from the Green Flag examiners for our Three Runway System (3RS) concrete batching facilities at the airport included the provision of excellent welfare facilities for staff and workers, recycling of all captured rainfall for use in production, and the reduction of CO₂ emissions through optimised design mixes. Further highlights included the introduction of a conveyor system – a first for Hong Kong – for both cement, PFA and aggregate delivery that saves an average of around 787 truck trips per day, avoiding the creation of haul road dust and reducing diesel use. The system is also five times faster than deliveries by truck.

A 400m-long raw materials conveyor system runs from the quay to our 3RS concrete batching plant on airport island

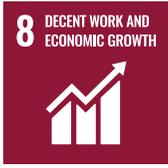
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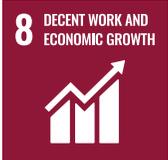
Sustainable Development Goals



Sustainable Development Goals

In 2018, we selected six of the United Nation's Sustainable Development Goals (the Global Goals or SDGs) which we could contribute to. Given the nature of Gammon's business, seven specific targets under those SDGs were identified and incorporated into our sustainability strategy. The following table highlights our actions and progress in 2023.

Priority SDG	SDG Target	Gammon objectives	Gammon actions and progress
 <p>3 GOOD HEALTH AND WELL-BEING</p>	3.9 Reduce harmful impacts from air pollution emissions	Pursue zero wasted energy to reduce air quality impacts and carbon emissions	In 2023, we became the first construction and engineering company in Greater China to receive validation from the SBTi for our near-term science-based emissions reduction targets. From 2023, we only purchased electric vehicles for any new passenger cars required and ended the year with 18% of our fleet electric. Our electric tower crane completed its first year of service, saving an estimated 48 tonnes of CO ₂ emissions, and we were pleased to influence and support a subcontractor to trial an electric excavator on one of our projects. We began using Trackunit digital sensors on plant which allow us to optimise utilisation and reduce CO ₂ emissions and air pollutants emitted from internal combustion engines, by using data to make smarter decisions.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	7.2 Increase substantially the share of renewable energy in the global energy mix	Increase renewable energy generation to reduce fossil fuel reliance and carbon emissions	We doubled the size of the solar photovoltaic system at our Gammon Technology Park and small-scale use of standalone solar lighting continues to be used extensively on project sites.
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	8.6 Substantially reduce the proportion of youth not in employment, education or training	Create shared value (using skills and expertise to address a social need while enhancing competitiveness)	We offer technical and craft apprenticeships and graduate training programmes. To engage young people and promote construction as a career option, we continued to connect with schools and provide visits and internship opportunities. We also took part in the CIC Master Talk programme and a variety of initiatives. This year, we celebrated our first cohort of graduates from the Level 4 Professional Diploma in MiC, Hong Kong's first, which we developed with the Vocational Training Council. The graduates are staff from Gammon and other companies.

Priority SDG	SDG Target	Gammon objectives	Gammon actions and progress
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	8.8 Protect labour rights and promote safe and secure working environments for all workers	Zero Harm objectives – achieve zero fatalities, zero permanently disabling injuries, zero injuries to our workers and the public	Although we experienced no fatalities in 2023, our Group accident incident rate of 4.1 fell short of our 3.4 target. We will continue to implement safety measures including the adoption of design for safety, modern construction methods in combination with digital tools and safe practices on sites, to achieve a reduction in our AIR and reach our goal of Zero Harm. Additionally, we saw 22,918 people go through training at our Zero Harm Induction Centre. Our Wellness Team also carried out more than 27,640 health screenings and organised 227 health talks and workshops. As of the end of 2023, we had 114 trained mental health first aiders spread across the different divisions.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	9.5 Enhance technological capabilities and encourage innovation and R+D	Improve management and project delivery efficiency through integrated digital project delivery	We continued to push BIM and digital collaboration with all members of project teams including subcontractors. We were delighted to win a top industry award, for the second year running, for our achievements in the field of common data environments. Currently 75% of our projects are using a common data environment to facilitate our operations.
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	12.5 Reduce waste generation through prevention, reduction, recycling and reuse	Pursue zero waste to landfill to minimise resource wastage	We established a system to facilitate the reuse of site goods within the company, in particular during the project demobilisation stage, and we stopped the use or distribution of individual-sized plastic water or other disposable plastic drink bottles of one litre or less on any Gammon site, office, facility or vehicle, or at any celebration or event. We use 4D BIM for digital construction rehearsals to avoid waste from rework, and continue to promote MiC and off-site construction. We proactively engaged with value chain partners (clients and suppliers) and successfully promoted the use of low carbon rebar and concrete in several projects.
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	17.17 Encourage public-private and civil society partnerships	Collaborate with the value chain to support SDGs	We continued to push for early electrification through BEC's Power Up Coalition and the use of battery energy storage systems. We also established a financially viable circular economy for waste cooking oil (WCO) with the food-related business units of our shareholder Jardines - the collected WCO, including that from our own Tseung Kwan O canteen, is converted to B5 biodiesel for use in our construction plant.

16

How we manage



Our smart site management system
GTwin is our answer to integrated
digital project delivery

Governance

Governance structure and composition

GRI 2-1

GRI 2-9

GRI 2-11

GRI 2-12

GRI 2-13

GRI 2-14

GRI 2-15

GRI 2-23

The highest governance body for Gammon is the Board of Directors (the Board), which is chaired by the Chief Executive and comprised of Executive Directors and Directors. The overall management of Gammon's business is vested in the Board, with the day-to-day business managed by the Executive Committee (ExCom), which is composed of all Executive Directors and selected Directors and also chaired by the Chief Executive. The Board reports to the board of the Holding Company (HoldCo Board) of Gammon China Limited (the HoldCo), which is the joint venture holding company set up by the shareholders to hold the Gammon business. Executive Directors also sit on the HoldCo Board, together with the shareholders' representatives. In addition, the shareholders are engaged in the HoldCo's Risk Management and Compliance Committee (RMCC) which meets four times a year to review the business from a risk and compliance perspective. Other members of the RMCC are selected members of ExCom, our Group General Counsel, the Group Risk and Opportunities Manager and relevant staff as required. In 2022, a Remuneration Committee (RemCom) was established under the HoldCo Board.

The Chief Executive is a senior executive but is not responsible for an individual business division, instead overseeing the entire business to prevent any potential conflict of interest. Conflicts of interest are to be declared and form part of our [Code of Conduct](#) and are an identified risk in the corruption risk assessment for review and management. There are no independent directors on the Board, as all Executive Directors and Directors are fulltime employees of Gammon and have specific defined responsibilities and authority within Gammon's operations. The organisation chart showing these responsibilities is presented on the next page. The ExCom is responsible for the strategy, policies, risk management and financial performance of the business, and is directly accountable to the Board. As all Directors are full-time staff members, there are no significant positions held by them outside Gammon and no independent directors or directors from under-represented social groups or external stakeholders. All directors have specific competencies related to Gammon's operations and impacts. Details of these can be found on the company website (www.gammonconstruction.com/en/management.php). The positions are permanent with no specific period of tenure, other than normal retirement at the age of 60, with the option of renewal.

¹ The names in brackets are English translations only and not official company names.

Coverage of the report

GRI 2-2

GRI 2-6

There were no significant changes during the reporting period regarding Gammon's size, structure or supply chain. All active entities within the Gammon Group have been included in the coverage of this report. They include the following:

Hong Kong

- Gammon Construction Limited (GCL)
- Gammon Building Construction Limited (GBCL)
- Gammon Engineering & Construction Company Limited (GECCL)
- Gammon E&M Limited (GEM)
- Digital G Limited (Digital G)
- Entasis Limited (Entasis)
- Into G Limited (Into G)
- Lambeth Associates Limited (Lambeth)

Macau

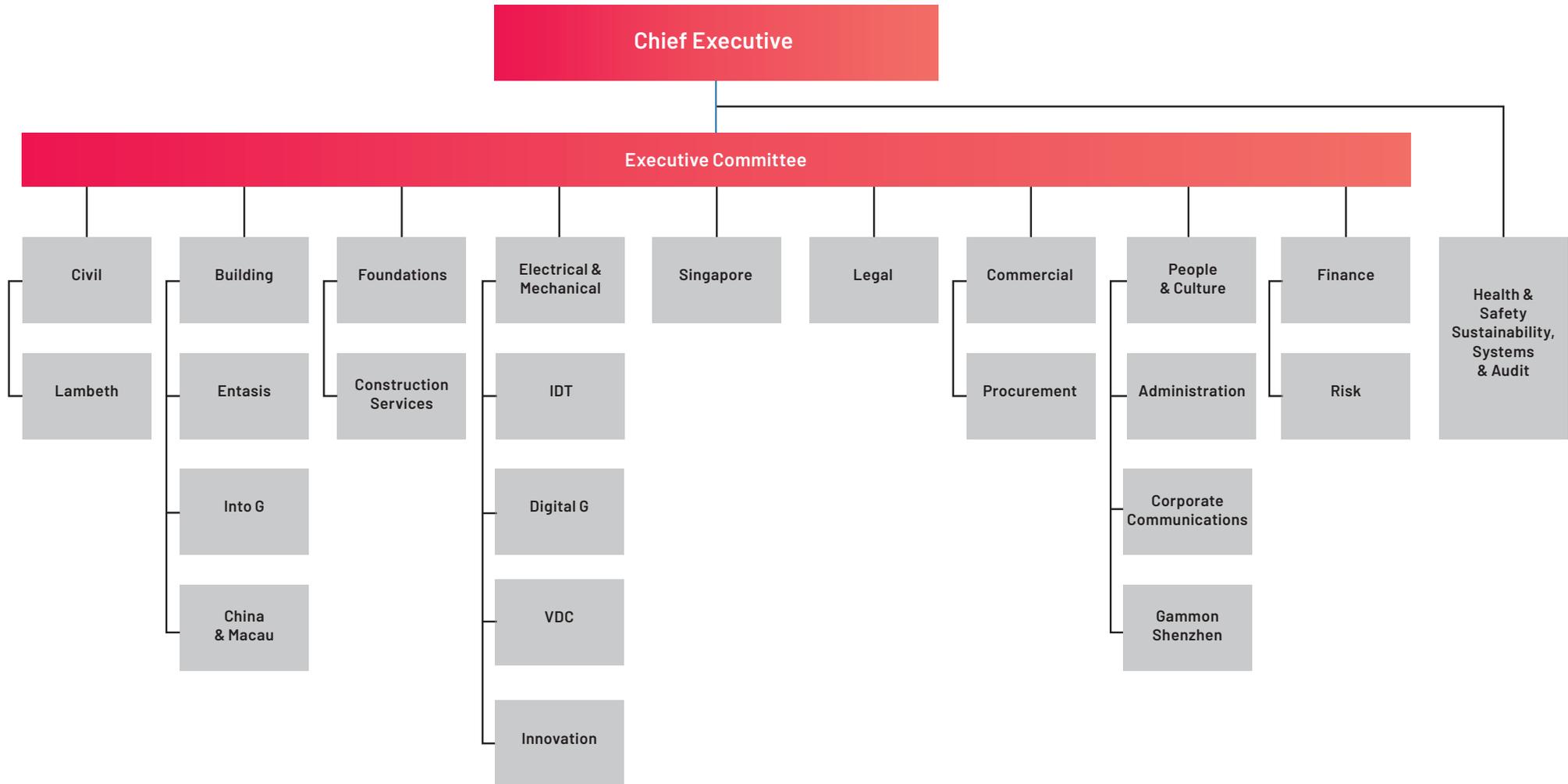
- Gammon Building Construction (Macau) Limited (GBCML)
- BBE&M (Macau) Limited BBE&M (BBEMML)

PRC¹

- 金门建筑信息顾问(深圳)有限公司 (Gammon Construction Consultants (Shenzhen) Limited) (Gammon Shenzhen)
- 东莞原创金属结构有限公司 (Dongguan Pristine Metal Works)(Pristine)

Singapore

- Gammon Pte. Limited (GPL)
- Gammon Construction and Engineering Pte. Ltd. (GCE)



Notes

Lambeth provides engineering design services

Entasis provides external facades and general construction works

Into G provides interior fit-out and contracting

Digital G provides technology innovations

Construction Services includes plant and equipment, steel fabrication and concrete technology

IDT, Digital & BIM includes Integrated Data Technologies, Digital / CDE / BIM and digital innovations

The ExCom has overall authority for Gammon's corporate governance through the compilation and implementation of required standards and controls set out within our Business Management System (BMS). This set of documents details the mandatory internal controls across all aspects of our business, covering all projects and head/regional offices in Hong Kong, Macau, Singapore and Mainland China. The main principles of corporate governance are set out within the group-wide section of the BMS and include mandatory requirements such as Gammon's code of conduct, delegation and limits of authority, control of documented information, information risk and security policy, corporate communications, etc. Other areas of our BMS cover mandatory controls for project-based activities, head and regional office functions, and pre-contract activities. The BMS is continually reviewed and updated for improvement and to incorporate latest developments from both internal and external influences. To ensure compliance with all areas of the BMS, Gammon's operations are subject to regular audits from our internal assurance teams, as well as external audits undertaken directly by our shareholders or specialist companies.

Gammon is a private construction company, jointly owned by Jardines and Balfour Beatty. As we are not a publicly listed company, the reporting requirements for the financial year stipulated in the Listing Rules are not compulsorily disclosed to the public. All information and data in this report are presented on a voluntary basis. We are not able to disclose details of our capitalisation, as this information is commercially sensitive.

Remuneration policy, principle and process

GRI 2-19

GRI 2-20

The RemCom is comprised of representatives from shareholders along with the Chief Executive and Executive Director, People and Culture of Gammon and meets regularly to review and approve the remuneration policies for Gammon employees and other remuneration matters.

Fixed pay and variable pay

Gammon provides fixed pay and variable pay to the Board and permanent monthly-paid employees. Directors' variable pay will be in the form of short-term incentives, and Executive Directors will be eligible for both short-term and long-term incentives. Short-term incentives are linked to financial, safety and personal objectives which may relate to sustainability, business optimisation, diversity and inclusion, talent development and succession planning. Long-term incentives are linked to long-term financial return and growth. Both objective settings of short- and long-term incentives are required to be approved by the RemCom. Termination payments (if of a discretionary nature) will be subject to approval of our shareholders.

Retirement benefits

All employees are covered under the Gammon Group Staff Retirement Plan or a Mandatory Provident Fund Scheme (MPF) as specified in the employment contract and the appropriate contributions will be deducted monthly from their payroll. Directors and above in Hong Kong are eligible to get one-time selection to choose to join either the MPF or Occupational Retirement Schemes Ordinance scheme upon their joining or promotion during their employment with Gammon. Different arrangements will be offered in different business locations subject to the legal requirements and eligibility criteria.

Sustainability governance

GRI 2-17

GRI 2-22

The Board has delegated responsibility for managing Gammon's impacts on the economy, environment and society to ExCom. ExCom is responsible for decision-making on sustainability issues that are addressed at weekly ExCom Meetings, monthly Directors Meetings and weekly Safety and Environmental Action Committee (SEAC) Meetings which are led by the Director for Health & Safety, Sustainability, Systems & Audit. At operations level, actions are mainly driven and supported by the Group Sustainability Manager, the Environment & Sustainability Team, the Operations Environmental Committee, and the Sustainability Action Group, as shown below.



ExCom is responsible for agreeing targets and reviewing performance every year. Day-to-day operational activities aimed at achieving the objectives and targets occur across the business units, encouraged and supported by the Environment and Sustainability Team and other supporting functions, as required. Reference is made to five principles and ten practical recommendations set out in the report by the United Nations Secretary-General's High-Level Expert Group on the Net-Zero Emissions Commitments of Non-State Entities, "Integrity Matters: Net-Zero Commitments by Businesses, Financial Institutions, Cities and Regions" to bring integrity, transparency and accountability to ensure that decarbonisation strategies are fully aligned with our validated science-based targets (SBT), by establishing clear standards and criteria, and more importantly avoiding any false claims, ambiguity and "greenwash".

Sustainability aspects and impacts are included in reports to the Board and are also presented and discussed during Risk Management and Compliance Committee meetings. Both our shareholders, Balfour Beatty and Jardines, review our sustainability progress every six months for key metrics. As part of that review, we adopt the approach of measuring, reporting and verification of our greenhouse gas emissions (GHG) and other parameters by a third party to ensure data quality and integrity.

In developing corporate GHG emissions inventory, we use the five overarching principles - namely relevance, completeness, consistency, transparency and accuracy - defined in the GHG Protocol Corporate Standard by World Business Council for Sustainable Development (WBCSD) and World Resources Institute, and ISO 14064-1 Specification with guidance at the organisation level for quantification and reporting of GHG emissions and removals.

Following the approval of our SBT, we must publicly report our GHG emissions inventory and progress against targets

annually, as stipulated in the SBTi Corporate Net-Zero Standard (Version 1.2, March 2024) Annex D: Reporting Guidance, Section D.3 GHG emissions inventory and make reference to the best practice reporting and disclosure elements including target description, target progress, substantial variations and changes in target, actions towards meeting SBTs and GHG emissions inventory into our communications of progress against SBTs.

Review and approval for sustainability reporting

The Board has delegated the Director for Health & Safety, Sustainability, Systems & Audit to be responsible for reviewing and approving the Sustainability Report as well as commissioning the professional external body to undertake the assurance. Either ExCom or the Board is responsible for reviews of the stakeholder engagement process and material topics, and topic validation.

Collective knowledge of highest governance body

In order to ensure our highest governance body, the directors, possess the necessary knowledge, skills and professional experience to effectively carry out their duties, regular briefings and training related to sustainability issues are delivered by in-house specialists or industry experts. The Board is kept abreast of developments related to climate change risk during each Risk Committee Meeting. Further to the Carbon Essentials and Science Based Targets training session to improve the carbon literacy of directors and senior managers in 2022, we delivered a deep dive briefing session on Scope 3 emissions for directors in 2023, highlighting how to develop a science-based Scope 3 emissions reduction target and deliver a credible reduction plan, including supply chain engagement strategies.

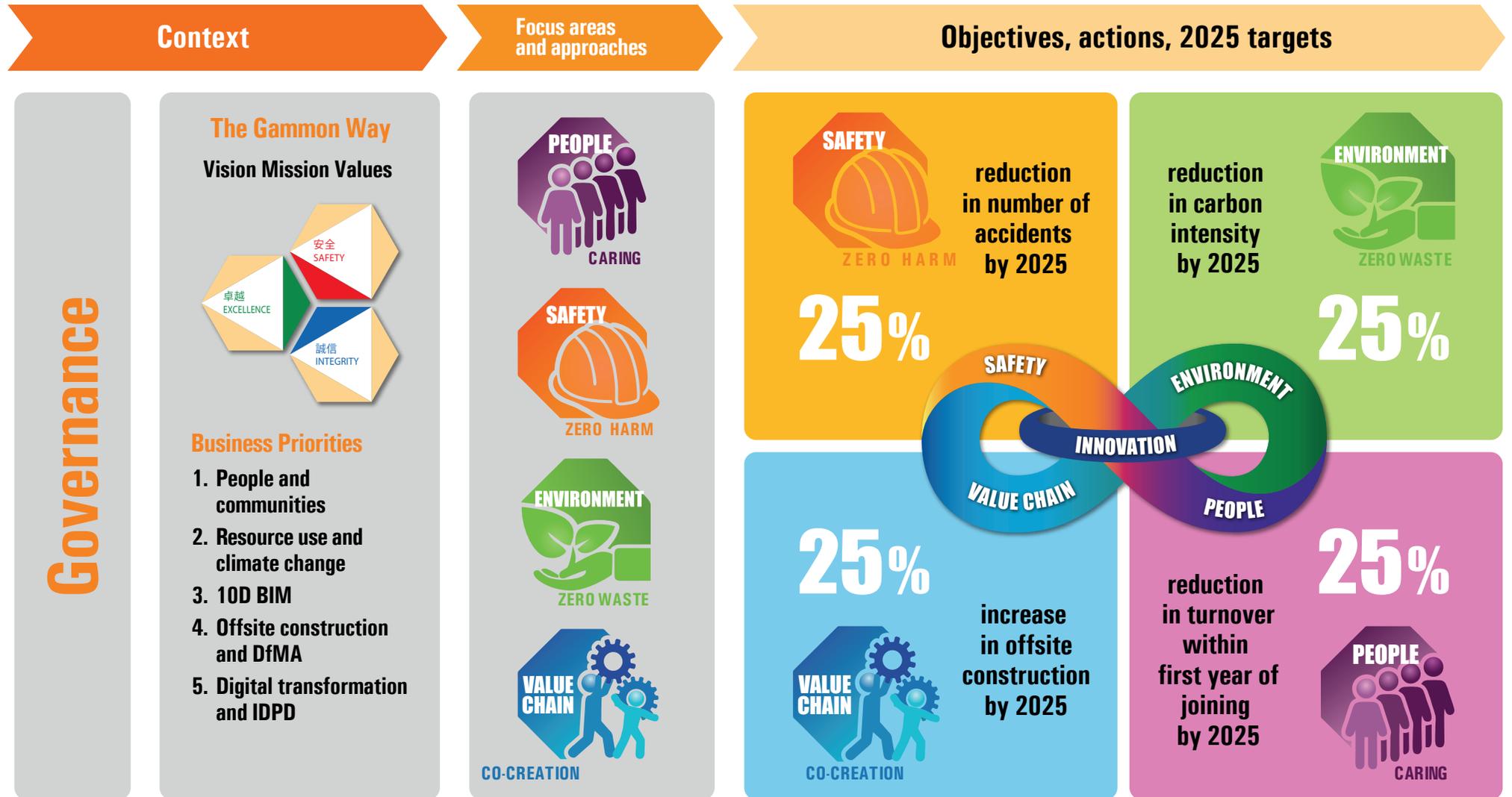
Sustainability strategy

Guided by the vision, mission and values of The Gammon Way and our business priorities, our sustainability strategy, Responsible Growth - 25 by 25, outlines objectives, actions and targets for improvements under our four focus areas up to the year 2025, for which the ExCom has overall responsibility. The selection of targets includes some chosen from our six priority United Nations Sustainable Development Goals (SDGs) that we hope to support. These are shown on pages 68 to 70.



Achievement of the targets under our four focus areas along with their corresponding approaches are intrinsically linked to innovative solutions and digital transformation which inspire new ways of thinking, as well as better construction methods and materials. Nurturing and encouraging creativity, innovation and digital transformation therefore forms an essential and integral part of the strategy. As a result, we have brought together the four focus areas and innovation into a representation of the strategy based on an infinity symbol that signifies the essence of sustainability. The strategy is publicly available [online on our website](#) and is summarised on the following page. Our current sustainability strategy is for actions and targets up to 2025, however, given our validated science-based emissions reduction targets for 2033, we plan to refresh our strategy and targets to align with our latest sustainability commitments, evolving sustainability challenges and stakeholders' needs.

Responsible Growth - 25 by 25 sustainability strategy



Governance

Values and norms of behaviour

GRI 2-23

GRI 2-24

GRI 2-25

GRI 2-26

Embodied within our BMS, Gammon has a set of core values that define our work ethic and guide our workforce in today's rapidly changing and challenging world. The core values – Safety, Integrity and Excellence – have been incorporated into a philosophy called The Gammon Way, which also outlines Gammon's Mission and Vision. Our Mission is 'to build for a better quality of life and living environment in a safe and sustainable manner' and our vision is 'to be the smart and digital contractor of choice in Hong Kong, China and Southeast Asia'.

At Gammon, our ultimate goal is to deliver a high level of quality to our customers. This means not only the quality of our built products and service outcomes, but also in the way they are delivered: reliably, safely, and responsibly. We believe we can best deliver the level of quality to which we aspire by concentrating on our three core values.

Our Code of Conduct lays out the following principles for our business operations to which all employees must adhere:

Our ultimate goal is to deliver a high level of quality to our customers. This means not only the quality of our built products and service outcomes, but also in the way they are delivered.

- To instil a high standard of integrity, ethics and environmental responsibility in all aspects of our business dealings and operations;
- To abide by the legal and regulatory requirements in the countries where we operate;
- To observe the rights of our employees and the communities in which we work; and
- To create the means to make the Code of Conduct an integral part of daily practice.

The Gammon Way, our core values and our Code of Conduct are clearly communicated to all staff at induction, as mentioned in the section on Training below. The Group General Counsel is responsible for overseeing governance and the Code of Conduct. The Code is publicly available on our website in both English and Traditional Chinese. Members of the organisation can seek advice from the Group General Counsel, Legal Team or ExCom on implementing policies and practices for responsible business conduct.



Managing impacts and addressing grievances

We are committed to operating a responsible business and will cooperate on and remediate any significant negative impacts we have caused or contributed to. Our Code of Conduct details our commitments to ensure the rights of our employees are protected. It also provides an avenue to raise grievances related to business conduct or human rights. Other than reaching out to our corporate communications or legal teams directly, our sub-contractors, suppliers, Gammon employees and other stakeholders can email: concerns@gammonconstruction.com The email will be handled by the legal team in the strictest of confidence. Gammon employees can also use our independent and confidential 'Speak Out' whistleblowing service, details of which can be found on the company intranet or in the employee handbook. On joining, Gammon employees are made aware of the grievance mechanisms available during their orientation.

A proper investigation and report will be completed after a whistleblowing complaint or grievance. There may be follow-up and remedial actions taken. The report will be reviewed by relevant directors. It will also be reported to the shareholders and feedback will be given. Where the reporting or the individual(s) involved have raised any suggested improvements as to the effectiveness of the process, these will be considered and incorporated where necessary.

Managing risk

GRI 2-16

GRI 2-23

GRI 3-3

Our risk management approach covers all elements of our business including tenders and projects, supporting departments and enterprise (corporate) level. The risk and opportunity management procedures consist of roles and responsibilities, processes, communication and reporting, and the internal controls that form an integral part of our BMS. We use KPIs at operational level and key risk indicators at enterprise level to provide an early warning system and performance targets. This is reflected in both project and enterprise risk and opportunity registers, which have a colour rating system reflecting our appetite for risk - such as critical, concerned, cautious or comfortable risk attitude.

ExCom attends quarterly Risk Committee Meetings (RCM) where we review risk trends, emerging risks and the top ten enterprise risks, which are typically covering staff/resources, supply chain, safety, finance, reputation, project delivery, cyber security, business disruption, market situation and climate change. Reviewing Gammon's risk profile allows us to report to the Board robustly and respond to changes rapidly. Project KPIs allow for regular project reviews and actions against planned delivery. Additionally, project risk control compliance and effectiveness are audited by our internal Assurance team, who review the Project Delivery System and report using a traffic light system to represent the overall project grading.

In addition to business, health and safety-related risks, we pay particular attention to environmental risks, and this is addressed in our Code of Conduct as follows: "We shall adopt a precautionary approach in our operations and conduct an environmental review for every new undertaking to identify the significance of impacts associated with the activities under our control. A risk management process will also be applied whereby actions will be taken to identify those potential threats of serious or irreversible environmental damage and to deal with them using best available technology taking into account what is technically feasible and economically viable within our influence and customer requirements." We also have plans and procedures in place for extreme weather events, business continuity planning and crisis management.

Reviewing Gammon's risk profile regularly allows us to report to the Board robustly and respond to changes rapidly.

Data privacy and security

GRI 3-3

GRI 418-1

The matter of data privacy and security has been identified as a material issue by our stakeholders and was defined as 'Gammon's policies and practices to protect data privacy and information security, including any breaches or complaints received, and their responses'. Gammon strictly follows all the legal and regulatory requirements in the countries where we operate related to customer and other data privacy and security. We have established an Information Risk and Security Policy and Acceptable Use Policy which includes guidelines related to our customer's privacy.

The implementation guidance is integrated into our BMS, including control of documented information, information security classification and handling, web and internet usage, mobile device management and cyber incident response.

To protect the best interests of Gammon employees and our customers, as well as various stakeholders, a Data Protection Committee is in place to ensure the policies and controls are being enforced across the business and projects. The total number of substantiated complaints received concerning any breach of data security including customer privacy and the total number of identified leaks, thefts or losses of customer data are provided in the KPI table in Appendix A.

Anti-corruption

GRI 3-3

(GRI 205-1)

'Integrity' is one of Gammon's core values. Therefore, anti-corruption is taken very seriously by the business and is a fundamental part of our Code of Conduct, to which all employees must subscribe. Our Group General Counsel along with our Executive Directors and shareholders are responsible for setting, approving and evaluating our anti-corruption policies, procedures and grievance mechanisms.

Corruption risk assessment

Our business risk management programme covers corruption risk with a separate corruption risk assessment encompassing aspects such as bribery, fraud, fair competition, gifts and conflicts of interest. The corruption risk assessment is undertaken for 100% of our operations in all locations. The assessment is based on various activities undertaken during the course of our business (e.g. bidding for work, selecting subcontractors and suppliers, seeking payment or approvals, etc.) and includes potential variation of risks outside Hong Kong. It is also a requirement of our shareholders that we follow their Ethics and Compliance Programmes which includes corruption risk. The significant risks related to corruption identified through the risk assessments and addressed in the company procedures are:

- Two or more parties including staff, supply chain, other clients and / or competitors collude for fraud, business misconduct or release of sensitive information e.g. tender prices or ideas, financial data, innovation or other client's information to gain an advantage.

- Employees soliciting or accepting any advantages from clients, consultants, contractors, subcontractors, suppliers or any person in connection with Company business.
- Employees having a conflict of interest where their judgement is affected by a vested interest.
- Failure of the Company or employees to follow fair competition or anti-trust laws (e.g. bid rigging, price fixing, market sharing, abuse of a strong market position or other anti-competitive arrangements).

Training on anti-corruption and Code of Conduct

As stated in our Code of Conduct (the Code), "Employees shall receive specific training on the Code tailored to relevant needs and circumstances. Where appropriate, subcontractors and suppliers shall also receive instruction or briefings on the Code. Training activities shall be assessed periodically for effectiveness." Integrity (including anti-corruption) and our Code of Conduct are included in induction training, during orientation and/ or in e-learning for all new staff members. Refresher training is provided through e-learning every one to two years to monthly paid staff.

Training materials are updated periodically or whenever changes occur in the Code of Conduct, anti-corruption or associated practices. We also have additional briefings with key staff associated with approvals, commercial aspects, procurement and estimating. We have Code of Conduct requirements for subcontractors and suppliers and provide specific briefings as necessary.

Charitable donations and sponsorships

Our Code of Conduct describes how we ensure charitable donations and sponsorships are not used as a disguise for bribery, as follows: "The Company ensures that charitable contributions and sponsorships are not used as a subterfuge for bribery. All charitable contributions and sponsorships shall be subject to Chief Executive's approval (or in accordance with the Group Delegation and Limits of Authority) with clear expressions of intent, shall be transparent to interested parties including all employees, shall be fully accounted for and made in accordance with applicable law.

The Company, its employees or intermediaries shall not make direct or indirect contributions to political parties, party officials, candidates or organisations or individuals engaged in politics, as a subterfuge for bribery." Further guidance on charitable donations and sponsorships is provided in our Corporate Communications procedures within the business management system. Guidance is provided on the focus areas that Gammon wishes to support, the funding criteria, organisations that Gammon will not support, submissions of proposals for funding, and the assessment and approval process. The issue of gifts and hospitality is also included in our corruption risk assessment.

Climate change-related risk management

GRI 3-3

(GRI 201-2)

As we know, climate change is bringing a new range of risks, as well as opportunities for all businesses. We have therefore further integrated and formalised the management of climate change-related risks and opportunities into our risk management process. We have set up a Taskforce on Climate-Related Financial Disclosures (TCFD) working group consisting of representatives from sustainability, finance and risk management disciplines, which is led by the Finance Director, with an overview by the Gammon ExCom through the RCM. This working group is providing input to our shareholders for their reporting, as well as for Gammon's own sustainability reporting.

Referencing the TCFD recommendations from the international Financial Stability Board, we continue to review and develop actions and mitigation measures to better position ourselves to manage climate-related risks and capture opportunities for sustainable development and carbon reduction.

We continue to review and develop actions and mitigation measures to better position ourselves to manage climate-related risks.

Governance

The HoldCo Board meets quarterly through the Risk Management & Compliance Committee (RMCC) where all risk management, compliance, assurance and effectiveness of controls are discussed, and oversight provided. We communicate the climate-related risks and opportunities through the Key Risks and Corporate Risk heat map with further details and updates provided in the TCFD & Shareholders' Sustainability Reports.

Preceding the RMCC meeting, we have a quarterly RCM where ExCom and other Directors assess and discuss corporate risks and review emerging risks. This is fed back into the RMCC meetings. Climate change-related updates are provided by the TCFD working group which covers topics such as client specifications, new or changing policies and regulations, emerging sustainability trends and technological solutions, potential future carbon pricing, and the PRC Emissions Trading Scheme. From this meeting, Directors then integrate the guidance and recommendations into their own business and operations strategies.

We have a separate climate change risk sub-register, which is reviewed annually against mitigation measures, and action plans are being continually developed by the business, divisions and departments through their business strategies and budget plans. Targets have been including energy and carbon emissions under the Responsible Growth - 25 by 25 strategy but are being intensified to align with our pathway towards net zero. In 2023, our near-term science-based emissions reduction targets were validated by SBTi (see section on "Environment - Zero Waste"). These climate change risks are integrated with enterprise risks for ongoing reviews, with physical risks being generally stated in project registers.

Feedback on climate change-related risk management has been included in the risk management and sustainability reports for the RMCC and updates are presented to the RCM meetings. The Finance Director and Group Risk & Opportunities Manager are responsible for convening the TCFD working group to review the climate change-related risk register annually.

Risk Identification and Assessment

We continue to use the TCFD recommendations as the framework for reviewing risks and opportunities. In 2023, several workshops were held with the working groups to assess transition risks and opportunities further, and the corresponding actions. This year we have highlighted reputation risk, as we make further commitments to drive for zero harm. Additionally, we have experienced more adverse weather in our business than ever before with record hot weather. The HK Government has also issued the 'Guidance Notes on Prevention of Heat Stroke at Work' to address the increased heat stress risk.

This year we have highlighted reputation risk, as we make further commitments to drive for zero harm.



Strategy

Although a wide range of risks were identified, this section summarises only the priorities. Other likely impacts, mitigation actions and opportunities were identified. We also outline some of the approaches that Gammon will adopt in business strategy, site operations and financial planning in the coming years to reduce our exposure, as well as to capitalise on opportunities. The TCFD working group has also held discussions with both shareholders to collaborate and provide input for their TCFD reporting. This collaboration will continue regularly.

Scenario Analysis

Scenario analysis is a well-established method for developing strategic plans to identify and prepare for climate risks presented by a range of plausible future states. Two scenarios were explored to assess plausible impacts of the climate transition to Gammon in Hong Kong, Macau, Mainland China, and Singapore. The scenarios were as follows:

- A high emissions 'Brown' scenario where only current policies and Nationally Determined Contributions are implemented with limited investment and climate action. This scenario assumes there may be setbacks in climate policies and action, and the prevalence of a business-as-usual mindset. The physical impact of climate change would be expected to be persistent, severe and unpredictable due to feedback loops and systemic collapse of the ecosystem. Businesses are expected to focus on climate adaptation and the risk from the transition is limited.
- A lower emissions 'Turquoise' scenario aiming to limit the increase in global mean temperature to 2°C. The reduction in CO₂ emissions is assumed to occur gradually with an accelerated global push for decarbonisation in the current decade by governments and businesses. This would be achieved by an immediate and smooth policy reaction decarbonising the energy supply, accelerating electrification and switching to low-carbon fuels in industry, transport and buildings, deploying bioenergy with carbon capture and storage, and increasing afforestation and reforestation.

The climate change impacts from these scenarios were reviewed against Gammon's business operations in the short, medium and long term, that is 2030, 2040 and 2050. The findings were used to review and update the climate-change risk and opportunities register. The summary of top transition risks and opportunities is listed in the next section below.

Physical risks

Climate-related physical risks were identified at a regional level at locations where Gammon has key assets and projects, including Hong Kong, Singapore and Guangdong. Each region was assessed qualitatively, based on climate projections for risk exposure to extreme heat, sea level rise, wildfires, water scarcity, extreme rainfall / flooding and typhoons. Looking at the more severe medium-term to long-term impacts, we identified the following as priority risks:

No.	Risks and impacts	Mitigation actions
1	<p>Extreme wind, rainfall and typhoons</p> <p>Increased severity and frequency of extreme weather events could lead to project delays as a result of damage to temporary or completed works, power outages, damage to roads and infrastructure, and damage to plant and equipment. Also, regional transport routes may become impassable for the delivery of materials.</p>	<ul style="list-style-type: none"> a) Review of sites to identify highest risks projects and prepare enhanced designs and contingency plans. b) Pre-checks and mitigating actions, including plant, equipment, drainage plans and temporary works before T8+ typhoons arrive. c) Contingency plan for emergency teams and equipment. d) Design temporary works for extreme weather, waves and windspeed conditions. e) On-going enhancement of high-risk assets and leases against extreme weather.
2	<p>Extreme heat</p> <p>Higher temperatures in Southern China place additional risks on operatives on site e.g. heat stroke risk and heat exhaustion. Prolonged periods of hot days and hot nights exacerbating safety risk.</p>	<ul style="list-style-type: none"> a) Active promotion of modern methods of construction (e.g. offsite fabrication and MiC/MiMEP etc.). b) Follow 'Guidance Notes on Prevention of Heat Stroke at Work' - Carry out Risk Assessment and implement preventative and control measures. c) Provision of adequate ventilation with cooling systems. d) Extended / additional rest periods during the hottest periods of the day or during periods of persistently extreme temperatures to reduce risks. e) Physical checks for workers to ensure they are fit for work.

Transition risks

In accordance with the transition risk categories presented in the TCFD recommendations, policy and legal changes, market and technology shifts, and reputational damage, we have identified the following as priority risks which are likely to occur over the short-term to medium-term.

No.	Risks and impacts	Mitigation actions
1	<p>Carbon price</p> <p>Potential increase of material costs resulting from Mainland China / EU's Emission Trading Scheme and Carbon Border Adjustment Mechanism (CBAM), supply chain, change of policy / regulation to meet carbon neutrality and net zero carbon demands.</p>	<ul style="list-style-type: none"> a) Work with the supply chain to support and promote the transition to lower carbon materials. b) Reduce procurement of new structural steel temporary works elements and reuse as much as possible (e.g. strutting, modular steel towers, etc.). c) Source other low carbon materials (e.g. low carbon certified rebar). d) Explore methods to reduce the carbon footprint in our concrete mixes (e.g. GGBS and CarbonCure). e) Promote and adopt offsite construction methods, BIM, digital twins and collaborative working to improve construction efficiency, reduce abortive work, and minimise wasted energy.
2	<p>Reputational Risk</p> <p>Missed Climate Change targets and goals - failing in our commitments.</p>	<ul style="list-style-type: none"> a) Set realistic targets and goals that are challenging, and develop comprehensive decarbonisation action plans. b) Monitoring regularly with accurate and transparent data. c) Work with the value chain to support and promote the transition to lower carbon energy and material sources. d) Develop plant replacement plan that matches anticipated development and production ramp-up of non-fossil fuelled plant. e) Source low carbon materials, including steel, rebar, concrete and alternative materials.

Opportunities

The transition to a low-carbon economy also presents significant opportunities, and we have identified the following list, for the short to medium term:

No.	Opportunities	Actions
1	<p>Low carbon building market</p> <p>Expanding our existing revenue streams for green / sustainable / low carbon infrastructure and buildings.</p>	<p>a) Continue to demonstrate leadership in terms of delivering certified green building projects.</p> <p>b) Installation of new solar PV systems at Gammon facilities and supply and installation of PV solar systems for clients.</p> <p>c) For clients, we have also developed lower carbon high-performance concrete mixes with CIC Green Product Certifications.</p>
2	<p>Potential energy and construction savings</p> <p>As a result of using low carbon alternatives, we may reduce energy consumption and waste, and increase material re-use, which reduces costs and also enhances reputation.</p>	<p>a) Structural steel reuse, e.g. ELS for cofferdam, etc. to reduce new purchases</p> <p>b) Offsite MiC fabrication in a potentially more energy efficient environment</p> <p>c) Alternative energy e.g. solar panels on site offices connected to a Feed-in Tariff.</p> <p>d) Explore cost-effective alternative energy sources for diesel plant and equipment e.g. take advantage of electric motor efficiency and idling avoidance</p> <p>e) Power up coalition to accelerate early electrification</p>

Resilience

Gammon already has business continuity plans to manage acute physical risks and ensure rapid and continued operation. Based on the experience of Typhoon Saola (T8 typhoon) and the corresponding floods a week later, we were able to recover most business operations within a matter of days. As we continue to increase offsite construction, the business's resilience will continue to improve. The experience gained from the restriction on river sand supply and, later, the availability of materials early in the COVID pandemic has also taught us to adapt quickly and diversify supply chains, transportation routes and material sources. We have also seen rolling closures of factories in southern China to meet energy efficiency / carbon reduction targets. However, we were able to quickly arrange alternative sources of supply in many cases. We have also started to investigate alternative energy sources for heavy plant and equipment.

Metrics and targets

Reducing our carbon emissions and energy consumption are key to our climate-related transition and long-term resilience. We have strong commitments to the continual improvement of our environmental performance through carefully considered metrics. We have been reporting on these for a number of years with our greenhouse gas inventory being independently verified annually. Under our Responsible Growth – 25 by 25 strategy, we have targets to reduce carbon emissions intensity (Scope 1 and 2) and energy intensity by 25% by 2025 compared with a 2016 baseline. In 2023, our near-term science-based emissions reduction targets for Scope 1, 2 and 3 absolute emissions were also validated by SBTi.

With reference to the 'Implementing the Recommendations of the Taskforce on Climate-related Financial Disclosures' report, our industry best fits in the 'Materials and Buildings' non-financial group. We have selected the most relevant performance metrics to report in Appendix A of this report, as follows:

- Total energy consumed, broken down by source (non-renewable and renewable) (see data under GRI 302-1)
- Energy consumed outside the organisation (see GRI 302-2)
- Total energy intensity by revenue (see GRI 302-3)
- Scope 1, 2 and 3 greenhouse gas emissions (see GRI 305-1, GRI 305-2, and GRI 305-3) and
- Greenhouse gas emissions intensity based on revenue (see GRI 305-4).

Safety – Zero Harm

GRI 3-3

GRI 403

Commitment to safety

From our stakeholder engagement process, not unsurprisingly, the topics of 'safety management' and 'working environment' were viewed as important material issues by both internal and external stakeholders who participated in the stakeholder engagement process. We present below our approach to managing safety and providing an appropriate working environment in accordance with GRI 403: Occupational Health and Safety 2018. Key performance indicators are provided in Appendix A.

Gammon is committed to providing a working environment that is as safe as possible for its staff and others working on our sites (e.g. subcontractors workers, suppliers, client teams and other business partners), and will ensure safety is always a priority over all else. As a minimum, we will comply with all applicable regulations, codes of practice and other guidelines issued by government authorities in the locations where we work.

Occupational health and management approach system

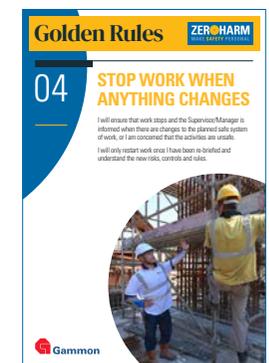
GRI 403-1

To protect our people and those working for us, we abide by all the legal and regulatory requirements in the countries where we operate. However, for Gammon, this is considered to be the bare minimum. As stated in our Code of Conduct, our vision is to have a workplace without injury or accident and our business adopts a 'Zero Harm' approach in the planning and implementation of all projects and operations. No exception is allowed.

The Zero Harm philosophy is supported by senior management's 'Bold Commitments', our HSEQ Policy' and a comprehensive integrated BMS. The BMS incorporates the requirements of an Occupational Health and Safety Management System (OHSMS) which covers 100% of our operations. Our whole OHSMS is third-party certified under 'ISO 45001:2018 Occupational health and safety management systems – Requirements with guidance' for use for all our operations, including subcontractors in each construction site and workplace such as workshop, storage and fabrication yard.

We implemented the original OHSMS several years ago, voluntarily. The scope of the OHSMS covers all our works, activities and workplaces and both our own employees and those in workplaces controlled by Gammon. It also covers any potential health and safety (H&S) impacts associated with our products and services. While there is an expectation that safety is a shared responsibility for all employees, Gammon also directly employs qualified occupational H&S professionals to support the management of occupational H&S for our operations.

In addition to the OHSMS, we have in-house rules, standards and guidelines – such as our four Golden Rules (see below), Bold Commitments which are reviewed and updated regularly and safety standards – which often exceed the mandated requirements. Strict wearing of personal protective equipment (PPE) when on site and adherence to the policies, manuals, procedures, and safe working rules are expected of all employees and subcontractor workers. The Company does not tolerate any unsafe work practices, serious infringements, the consumption of alcohol or taking of drugs during working hours.



1: www.gammonconstruction.com/uploaded_files/files/en/HSEQ_EN.pdf

Hazard identification, risk assessment and incident investigation

GRI 403-2

We operate a process of risk and opportunity management at all levels and in all divisions to address risk. A key part of this process is obviously hazard identification and planning for safety to mitigate potential risks related to H&S.

Planning for safety usually starts during the tendering stage and potential occupational H&S risks are addressed through temporary works design, construction methods, or controlled by procedures for all major activities on site during operation. We use the 'Swiss cheese' model (hierarchy of controls) for safety management to provide four layers of protection, covering: design and engineering; materials, plant and equipment; process; and people. Our focus is always on designing out and avoiding risks completely rather than relying on the other three layers of protection. Therefore, we always try to adopt a 'safety-by-design' approach to reduce safety and health risks throughout the project life cycle. This often includes digitalisation and standardisation where possible so that DfMA can be used and work can be taken offsite into more easily controlled factory working environments.

At the very beginning of a project, HSE hazards that present significant risk in routine and non-routine work activities will be identified at outset and review workshops – the risk is quantified by considering its probability and impact severity and mitigation is examined. The risk is logged in an active register held at project level but should proposed mitigation measures prove to be unsatisfactory, it will be raised to a divisional or ultimately corporate level register. The register is reviewed monthly at subsequent review workshops with a view to removing or lowering the impact of existing risks and to include new risk entries. Project leaders will hold a bi-weekly 'Real Risk Meeting' on projects to look ahead and identify issues related to programme, method, resources and changes to work plans that will impact safety.

At the operational working level a Dynamic Risk Assessment (DRA) process is implemented to identify what might go wrong on a daily basis at the frontline and to ensure risks are eliminated or properly managed in accordance with method statements. Our in-house developed app, Gambot, provides prompts to assist the works supervisor with the digital version of this process, known as iDRA.

Training and continual process improvement is an integral part of Gammon's approach. Prevention and risk control measures are promoted, including, among others:

- Training and awareness raising on how to reduce injury, prevent disease, avoid heatstroke, manage stress and promote health and wellbeing;
- Providing safe plant, equipment and tools for worker use; and
- Changing engineering design, programme and methods to reduce or eliminate risk during construction.

A safety and quality KPIs assessment was introduced to benchmark managers and ensure they drive the correct leadership behaviours. The assessment is carried out on a monthly basis and action areas will be identified for individuals, as well as divisions and the company. The results are presented to ExCom monthly to review, identify trends, and provide feedback or direction for improvement.

The risk management and KPI assessment systems, as well as the formal internal and external audits, and our in-house system assurance validation process, project assurance programme, and management review process, all contribute to the evaluation of our H&S management system, its effectiveness and how to improve our practices.

Through our four Golden Rules, particularly "Report all unsafe events and conditions", our staff and all workers are empowered to report work-related hazards and for workers to remove themselves from situations they believe could cause injury or ill health. They can inform their supervisors or use our Gambot app to report a 'safety observation'. We have a formal whistleblowing procedure to protect employees and workers against reprisals. This includes Speak Out which is a confidential service managed by an independent third party to help foster an inclusive, safe and caring workplace and allow reporting in situations where it is inappropriate or not possible to disclose a matter of concern to a direct supervisor, People & Culture or our Legal team.

Should an incident occur on one of our project sites or other premises, we have in place a procedure on 'Reporting and Investigation of Incidents and Complaints'. The procedure details the roles and responsibilities of key staff members and outlines the process of notifications / reporting depending on the severity of the incident. It also describes the incident investigation process including the actual and potential severity rating, detailed observations, and the use of a Human Factors Analysis Classification System. Finally, the investigation would identify any requirement for a review of the risk assessment and method statement and any recommendations to prevent reoccurrence and improve the safety management system, with follow-up responsibilities and target completion dates identified. The investigation is submitted to Directors and is normally reviewed by ExCom at the SEAC meeting and improvement measures are presented in Divisional Meetings. Any significant incidents (related to Gammon or other contractors) are also shared at a weekly core brief for all managers so that lessons can be learned.

Worker training on occupational health and safety

GRI 403-5

All employees and workers from our supply chain go through Zero Harm Induction training and this is refreshed every five years. The Four Golden Rules are a key part of this training, as well as addressing the major hazards on construction sites. Every site has its own induction training when employees or workers come to the site for the first time. During that induction, the particular hazards of the site and mitigation approaches are explained. There are statutory training and certification requirements for workers established in the jurisdictions where we work, so that higher risk operations are only conducted by properly trained staff. However, on-the-job training is also delivered by our experienced operatives who provide mentoring and ensure competency. We provide further bespoke training on selected roles e.g. traffic controllers, riggers, scaffolding, temporary works etc. Workers who are employees are encouraged to join further skills training and achieve trade certificates to ensure they understand the occupational and safety hazards and prevention methods associated with their particular trades.

Prevention and risk control measures are promoted to our staff and workers in day-to-day operations through morning assemblies, toolbox talks and pre-work briefings at the frontline in accordance with DRAs. There are also regular safety promotion campaigns on sites with safety briefings provided by safety personnel.

Occupational health services and worker health promotion

GRI 403-3

GRI 403-6

We allocate sufficient resources to maintain occupational health services at our workplaces, which include registered HSE officers, enrolled site nurses, qualified first aiders, trained mental health first aiders and healthcare leaders to ensure both the statutory requirements and Gammon's voluntary commitments are being met. Gammon's site nurses and our healthcare leaders provide a range of health and wellbeing services for employees and subcontractor workers. These include:

- Proactively reaching out to staff and workers via regular health visits
- Voluntary health checks for both employees and subcontractor workers
- Free, on-site and during working hours
- Includes blood pressure, blood sugar and cholesterol to help prevent and provide early treatment of non-communicable diseases
- Follow-up recommendations for health issues identified
- Health data collected is kept confidential and used for planning of health promotion events
- Referring or providing information about access to health services provided by the Government or Gammon
- Medical and dental plans subsidised (or offered at a discounted price) by the company
- Health talks and promotion on smoking cessation and alcohol consumption
- Incentive programme of smoking cessation
- Provision of free flu vaccination to staff and workers annually
- Providing advice and updated information on disease outbreaks, epidemic or pandemic

- Health and wellbeing promotional talks which include prevention of diseases and healthy lifestyle guidance, examples include:

- Heat stroke prevention
- Disease prevention
- Avoidance of musculoskeletal disorders
- Stress management and mental health
- Resilience exercise
- Financial wellness

Some workers for specific roles such as plant operators and drivers are also required to carry out formal health checks but most health and wellbeing activities are voluntary, with promotion through morning assemblies and Site Safety Committees and sometimes with small incentives offered such as souvenirs or provision of lunches.

Employee assistance programme

All Gammon staff, as well as their spouses and children up to the age of 23, have access to a professional, independent and confidential employee assistance programme we call 'CareLine'. This 24-hour hotline service has professional counsellors who can help callers manage stress and emotional disturbances with work, family, social and other possible challenges encountered in daily life. CareLine provides services in English, Cantonese or Mandarin. The service includes face-to-face counselling and referral to a clinical psychologist. Critical incident support and management is also provided to develop interventions to help with emotional reactions and negative consequences of involvement in or exposure to a critical incident.

Worker welfare

We try to go beyond compliance and the local industry norms in terms of worker facilities on site. We provide ventilated or cooled rest / welfare areas, lockers, phone charging, toilets, showers, refrigerators, microwaves, ice machines, snacks, meals and drink vending machines, canteens (where possible), and in most cases laundry services or machines and recreational facilities on our projects. This is encouraged and incentivised through our in-house Green and Caring Site Commitment Scheme where sites try to set a leading example to achieve our highest 'Green Flag' status.



Worker participation, consultation and communication on occupational H&S

GRI 403-4

Our leaders are mindful of risks and maintain a fair and just culture that allows all our stakeholders, including employees and workers, to engage in the delivery of the HSEQ Policy and promote a mindset and culture for implementation and continual improvement of health, safety, environmental and quality performance. To improve the standards of safety at work, full cooperation and commitment of workers and foremen are absolutely essential. Hence, these employees must be able to participate in the implementation and monitoring of arrangements for safety at their place of work.

The establishment of Site Safety Committees (SSC) in which these employees and management of the contractor and subcontractors are represented can increase the involvement and commitment of these employees and workers and ensure the practicability of any new measures proposed. Gammon therefore sets up an SSC in each project and holds meetings at least once a month to drive improvement of occupational H&S in the workplace and to listen to concerns raised. We ensure all the subcontractors' representatives attend the monthly SSC meeting in our projects. This means 100% of workers are represented by formal joint management-worker H&S committees.

We engage all workers in safety engagement events which are held periodically on all sites. At the events, we engage with workers, review and discuss issues, incidents, risks and prevention. Subcontractors are also invited to our annual Safety Conference, as well as stakeholder engagement exercises. Regular toolbox talks and field control briefings (pre-work briefing) are delivered by frontline supervisors and engineers. Pictorial method statements are used to illustrate how to undertake tasks safely and to discuss with all workers at the actual work location. Close communication is maintained between our site management and subcontractors' managers and supervisors (the 'real guys') and various measures are taken to promote safe working and to eliminate risks (e.g. awards and prizes).



Discussion is encouraged at Safety Stand Down events

Prevention and mitigation of occupational H&S impacts directly linked by business relationships

GRI 403-7

The process of prevention of occupational H&S impacts starts at the vendor assessment stage. All suppliers and/or subcontractors are required to declare their broad practices on safety management and adherence to Gammon's Code of Conduct as part of the vendor assessment process. For major new vendors, desk-top vetting may be undertaken to check for any historic violations or H&S concerns. Where possible, for selected suppliers our staff will do an on-site check of factory facilities and conditions (see also section on Value Chain).

During production processes, our quality control team will be in the supplier's premises and will raise any further concerns and identify opportunities to mitigate risks. Commercial terms will be used where necessary to drive better performance by our suppliers. Where we have formed a strategic relationship with a factory that is operated by a supplier, but production is planned and supervised by Gammon, there is also oversight of occupational H&S and our staff will work with the factory manager to proactively prevent and mitigate impacts.

Customer H&S and compliance of products and services

GRI 3-3

GRI 204

GRI 416

The two areas of 'compliance of our products and services' and 'customer H&S' are important to our business, and were raised as a material issue by stakeholders under the topic 'compliance and quality of products and services'. These issues are covered by our Code of Conduct and our BMS. One of our core business principles is to abide by the legal and regulatory requirements in the countries where we operate. We have established policies and procedures to guide the proper management of operational compliance issues, as well as systems dealing with financial, taxation and human resources management which enable employees to learn how to comply with all accountability standards, laws, rules, and regulations. We maintain and continually improve these systems of management and ensure all employees have the information available or are given instruction on the standards, laws, and regulations applicable to them.

As also reiterated in our Code of Conduct, we treat compliance with health, safety and environmental protection regulatory requirements applicable to our business as a minimum standard to which all employees are expected to adhere. BMS processes ensure all applicable legal requirements are identified and actions put in place to ensure compliance, as well as to check for updates. Our staff are required to obey the law and follow all applicable regulations. We also require all employees to adhere to guidance, codes of practice and technical circulars issued directly by government departments that are not legally binding. Our Code of Conduct extends to our supply chain partners to ensure the same level of governance is being propagated to our supply chain.

Our BMS includes all applicable regulations, guidance and codes of practice in relation to our products and services for the locations where we operate. Construction products and projects often have very stringent general and particular specifications in terms of design, material selection and quality so it is essential we comply with our customers' specifications as a minimum. In order to ensure we deliver what is required and that we operate in compliance with all laws and regulations, our BMS includes production controls for all work including rigorous checking, quality control and assurance, inspection and testing as well as internal and external audits. These controls extend to subcontractors and materials where relevant.

Procurement is a key area where we must be meticulous in ensuring the H&S of the materials and products we use and avoid any products with harmful substances. Our Sustainable Procurement Policy and practices extend the Zero Harm approach to product and service sourcing to ensure the safety of our customers and the wider public. We are constantly looking for improvement in the products and projects we deliver across many areas, including worker safety, productivity, product quality and durability, cost, resource use, waste generation, carbon footprint, programme, etc. We also strive to improve the H&S aspects of the projects we construct for our customers, but this must be within the constraints of the customers' contract specifications. We will always propose alternative designs and materials where we believe customer H&S can be improved. These opportunities for improvement are often identified through our risk and opportunity management process and we raise these with our clients as and when they are identified.



Our Code of Conduct extends to our supply chain partners

Our BMS includes all applicable regulations, guidance and codes of practice in relation to our products and services for the locations where we operate.

Operating with recognised management systems

Our BMS also includes our Quality Management System and Environmental Management System and is independently certified against ISO9001:2015 and ISO14001:2015. It also includes our Energy Management System which has been certified for selected project types against ISO 50001:2018. Our Soil Laboratory at the Gammon Technology Park in Tseung Kwan O is also certified to ISO/IEC 17025:2017 and is a certified HOKLAS laboratory for construction materials and calibration tests, as listed in the HOKLAS Directory.

We have also been awarded a BSI Kitemark™ for innovation management based on ISO 56002:2019.

Our Steel Fabrication Department's plant in Dongguan combined with Lambeth was awarded a CE Mark in 2017, certified against Execution Class 4 under the EN1090-1:2009 + A1:2011. Our concrete batching facilities are also certified against QSPSC:2014. We are one of the first companies globally to have had our information management using BIM certified against ISO 19650-1:2018 and ISO19650-2:2018 and have been awarded the BSI Kitemark™.

We have also been awarded a BSI Kitemark™ for innovation management based on ISO 56002. As part of our approach to carbon measurement and management, we also verify our greenhouse gas emissions inventory against the ISO 14064-1:2018 guideline annually.

These standards, systems and the associated audits, as well as our in-house system assurance validation process and project assurance programmes, allow us to evaluate our BMS and management approaches, their effectiveness and how to improve our practices. The performance of the business, successes and shortcomings are normally communicated directly from senior management to the management teams through regular meetings and briefings where dialogue is encouraged. Management teams are then asked to cascade these findings to every level of staff and these are supplemented by other messages from the corporate communications team and staff circular emails.

Every year, we have a formal 'Lessons to Learn' workshop where managers share insights and propose improvements through a yearly Lessons to Learn Action Plan. Our Sustainability Report notification is sent out to key subcontractors and other announcements are made through regular communication channels. Each year there is also a sustainability briefing provided by managers from the sustainability team to all main project sites and offices or online.



Environment - Zero Waste

GRI 3-3

GRI 301

GRI 302

GRI 303

GRI 305

(GRI 306-2)

Environmental management



Approach

As mentioned earlier, environmental management is an integral part of our BMS and our environmental management system has been independently certified against ISO 14001:2015. Environmental aspects, risks and impacts are considered for each project and mitigation and improvement measures are applied to avoid or ameliorate potential issues. More importantly, we strive for proactive improvements that go beyond basic compliance whether it is to reduce water consumption, avoid waste, save energy or cut material use on site, or by alternative high-productivity construction and reusable temporary works. This is encouraged and incentivised as part of our in-house Green and Caring Site Commitment (G&CSC) scheme. In 2018, we also started requiring new projects to develop a Zero Waste Plan to dive into the biggest sources of waste, energy and water consumption, identify the carbon reduction potential and cut waste in all its forms (refer to Sustainability Report 2018, page 12).

There was a further update in 2021 to incorporate a Zero Waste Champion from the production team responsible for supporting the waste reduction proposals.

While the issue of climate change was not identified specifically as a standalone material issue in our stakeholder engagement, it is of course directly related to other material topics under the environmental aspect, as discussed in the following sections. We aim to mitigate our contribution to global warming and climate change by reducing our carbon emissions. In 2023, we became the first construction and engineering company in Greater China to receive validation from the SBTi for our near-term science-based emissions reduction targets. We committed to reducing absolute Scope 1 and 2 GHG emissions by 55% by 2033 from a 2021 base year, which is in line with a 1.5°C climate change trajectory.

We also committed to reducing absolute Scope 3 GHG emissions from purchased goods and services by 33% within the same timeframe. Following the usual SBTi approach, Scope 3 emissions reductions adopt a well below 2°C scenario which reflects the lower level of influence we have over our supply chain emissions. In the following sections, we will discuss how we are managing and taking action on carbon emissions.

We are also an active Council member of the Business Environment Council (BEC) and remain a Patron member of the Hong Kong Green Building Council (HKGBC). We have representatives on BEC Advisory Groups and HKGBC Standing Committees. Gammon has been recognised as a Hong Kong Green Organisation for our commitment to proactive environmental management and has won several Hong Kong Awards for Environmental Excellence over the years.

Monitoring

We believe in the philosophy that ‘you can’t manage what you don’t measure’ so monitoring our data, which we have been collecting for over 15 years, is an important part of our environmental management process. We have a bespoke data system that uses both site inputs as well as automated links to other business systems such as Finance and Procurement and a Smart Waste Accounting system that retrieves construction waste data from the HK Government’s system. There is a significant amount of data collected each month and this is available across the business – where projects can respond and have the biggest impact through a dashboard system called MyACE.

Every year we do a detailed inventory of our greenhouse gas emissions according to ISO 14064:2018 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) which is externally verified (see Appendix B). This provides us with good confidence the systems we have in place provide us with a reasonable level of data accuracy.



We have a bespoke data system that uses both site inputs as well as automated links to other business systems.



Additionally, there is a sustainability dashboard (S-Dash) that combines several sustainability-related data (environment, social, costs, safety) into an easy-to-understand single summary which is available through MyACE. This allows the opportunity to interrogate the data and compare project and divisional performance, as well as view ‘league tables’ of the best performing projects to encourage improvement. Data on the overall annual environmental performance of the group and divisions against our sustainability strategy targets is also captured in our 25 by 25 dashboard.

Material issues

Our stakeholders have identified ‘Sustainable resource use’, ‘Low carbon construction – materials’ and ‘Low carbon construction – energy’ as the issues of most concern related to our business. In this section, we therefore describe the approaches we use to manage these issues.

Sustainable resource use and low carbon materials

GRI 3-3

GRI 301

GRI 305

Our approach

The issues of low carbon construction materials and the sustainable use of resource were identified as being material for Gammon and of most interest under the topic of the Environment during our stakeholder engagement process, with particular interest from clients, academic institutions, and industry associations. We are committed to the efficient use of resources and minimising environmental and social impacts of our operations.

We adopt the widely accepted ‘3Rs’ philosophy of ‘reduce, reuse, recycle’ and focus very strongly on reducing material use to avoid waste generation in the first instance by optimising designs and construction methods and avoiding rework or abortive work where possible.

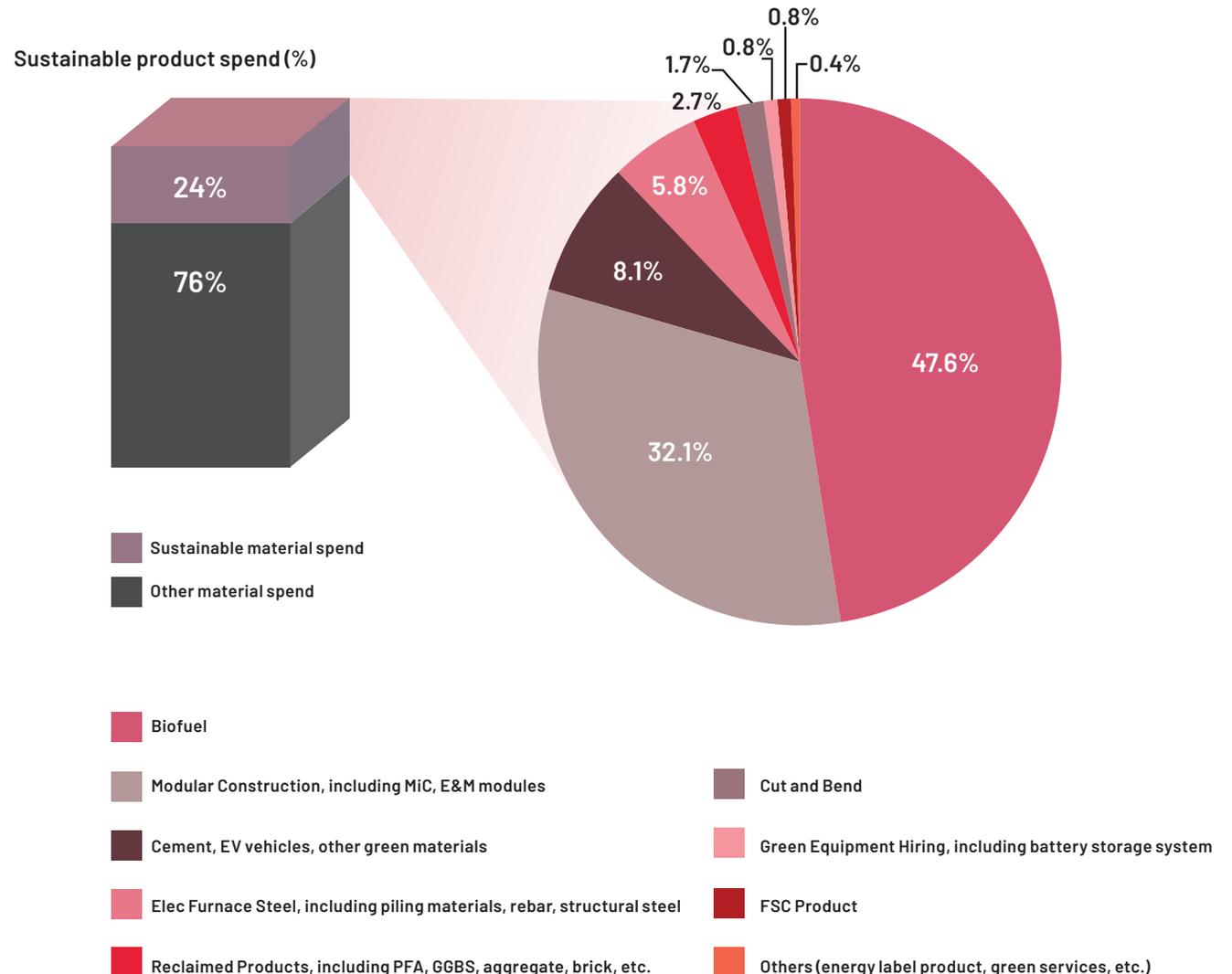
Often, when we are awarded a contract, design and material specification decisions have already been made and many times it is too late to change within the tight construction programme. However, we are trying to work with private clients more during the tender stage (and earlier through ongoing engagement) in order to find opportunities to achieve reduced impacts in resource use and reducing embodied carbon without affecting the client’s programme or budget. Unless we are awarded a design element in a project, it is challenging to make a significant difference to projects where we are engaged later in the process or where direct communication during tendering is not permitted. We must continue to influence the industry through institutional involvement, advocacy, communication and promotion of best practice to get deeper and more significant change across what is still a traditional industry.

It is important to proactively engage and closely collaborate with our business partners along the value chain, especially clients and subcontractors. We believe we can better work with and influence our value chain partners to maximise opportunities for materials savings and sustainable procurement with a less traditional contract procurement method. Earlier contractor involvement or design-and-build contracts can facilitate early use of BIM with a high level of detail, a collaborative design approach using a common data environment, sufficient lead time for offsite construction and a leaner design overall using an integrated digital project delivery approach.

Material use increases significantly when changes are made to the design, especially in the built construction, creating waste and requiring additional materials and energy use. Using a detailed BIM model and 4D work sequencing can avoid clashes and mistakes, allow visualisation (with virtual reality) and fix designs earlier to reduce total material use and wastage as well as improve buildability and safety. BIM can also facilitate off-site construction and data can be taken from the model directly into factory processes.

We proactively engage clients and subcontractors to encourage more use of green building or low-carbon materials (e.g. rapidly renewable or with high recycled content, the use of GGBS to replace carbon-intensive cement in concrete).

Below is a breakdown of spend on 'green' products which have characteristics such as lower embodied carbon, being recycled, reclaimed or reused materials, using modular and offsite construction approaches, or improving energy efficiency, or water or carbon saving, etc. These materials accounted for around 24% of total spend in Hong Kong.



Steel and concrete

As concrete and steel are the two most widely used materials in construction in Hong Kong (with the highest embodied carbon), one of our main priorities is to optimise designs and construction methods for leaner construction, less material use, and increased re-use (for example, for modular reusable structural steel struts, in edge protection and other temporary works needed for the construction process). This not only minimises natural resources consumption and embodied carbon but also reduces costs. Detailed data of these construction materials in recent years is included in Appendix A.

Through different initiatives, we have encouraged alternative designs using mechanisation, modularisation (e.g. re-use of modular struts), standardisation, automation and offsite prefabrication solutions (e.g. E&M modularisation, precast concrete, MiC and MiMEP for plant rooms) which result in more efficient use of resources or energy and less waste during installation. Tools such as our MyACE dashboard and the Concrete Management System combined with the use of BIM help us achieve greater efficiencies in material use and wastage reduction. We continue to increase our use of the offsite cut-and-bend factories established in Hong Kong in the past few years with good success. Recently we have been looking for lower carbon steel options with supplies often coming from electric arc furnaces which use higher recycled steel percentages. We also look for opportunities to reduce waste to public fill with a focus on minimising earth works and finding a direct beneficial use of excavated material.



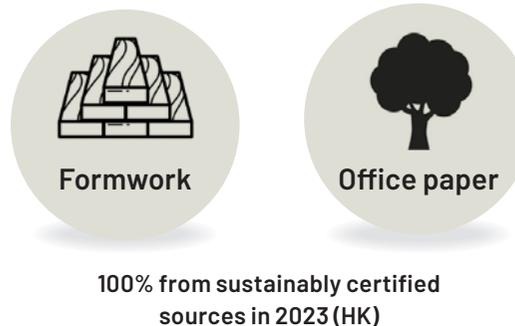
Modular steel struts such as those from our Central Kowloon Route - Kai Tak West contract are being re-used on other projects

Low carbon ready-mix concrete

Our Concrete Technology Department (CTD) continues to investigate new alternatives for more sustainable concrete mixes. The raw material types, sources (e.g. recycled content for cement replacements, such as use of pulverised fuel ash (PFA), ground granulated blast-furnace slag (GGBS) or silica fume, see Appendix A), mix design and the plant production and management systems are all considered in the mix to try to reduce the carbon footprint of the concretes we produce in Hong Kong. We have assessed the 'cradle to site' life cycle carbon footprint for concrete mixes using the ISO 14067:2018 approach. We were the first concrete producer to have Construction Industry Council (CIC) Carbon Labels for our ready-mix concretes which have since been changed to CIC Green Product Certification Scheme labels as the scheme has developed. At the end of the year we had 412 mixes with CIC Green Product Certification with 91% performing at Platinum or Gold level. In 2023, we became the first construction company to receive BD approval for using GGBS concrete in foundation works in Hong Kong (see page 33 for details).

Other materials

In addition to reduction in steel and cement use, we try to reduce material impacts through the procurement of more sustainable materials, for example, with higher recycled content, lower embodied carbon, from sustainable sources, and the use of design alternatives to reduce material quantities. One example is our use of certified sustainable timber (normally FSC or PEFC certified) for all our formwork purchases (and timber doors if needed) under our Sustainable Timber Procurement Policy and Implementation Guideline (please see data in our KPIs in Appendix A). We also use sustainably certified A4 and A3 paper in all our permanent and site offices but are trying to digitalise our operations to make our approaches and systems paperless where possible and work with clients to reduce the amount of paper-based submissions. More recently, we have also been sourcing certified sustainable timber in cabinetry and furniture when required. In addition to ongoing ad hoc communication with suppliers and subcontractors, we often conduct sustainable procurement workshops in Hong Kong and Shenzhen or online to increase their capability in green procurement.



Waste and circularity

GRI 3-3

(GRI 306-1)

(GRI 306-2)

'Waste and circularity' was not a topic identified as a material issue by our stakeholders. However, as it continues to be a concern for our industry and circularity relates closely to the sustainable use of resources, we continue to report how we manage and aim to reduce waste generation across the business and increase material circularity.

Our approach

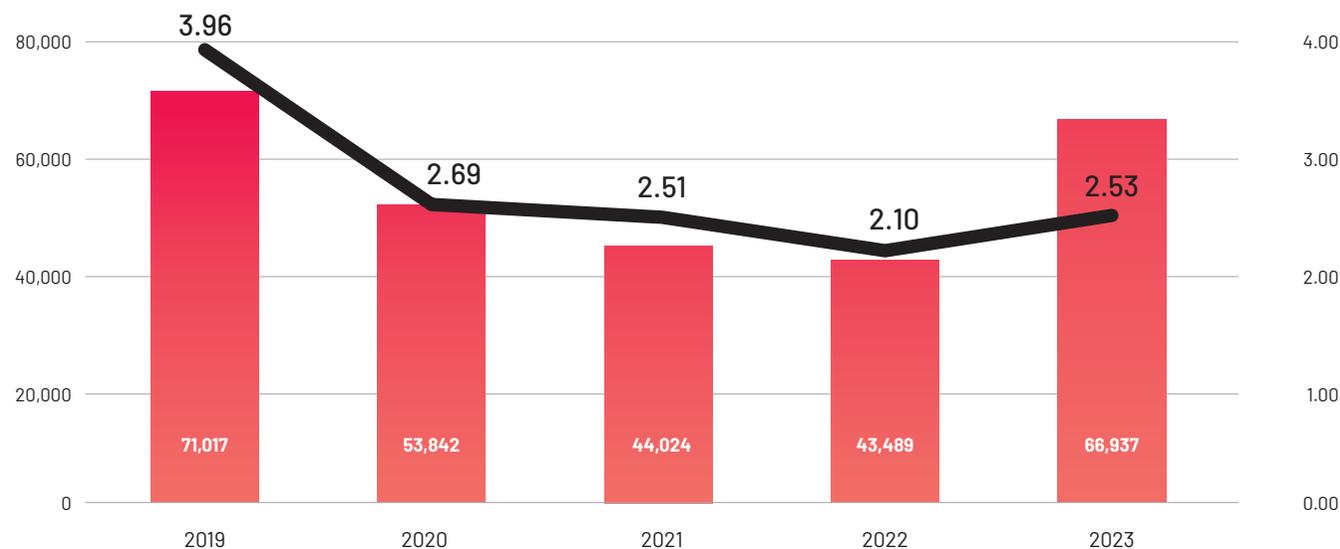
Gammon has developed a set of production procedures including waste management to guide our teams on managing these aspects. It is the responsibility of the project site environmental representative, site depot or workshop manager or environmental officer to ensure these procedures are implemented. The project team must ensure waste management risks are identified and assessed and appropriate mitigation measures implemented and maintained to achieve compliance with the law, contract, commitments of the Health, Safety and Environmental Policy, Sustainable Procurement Policy¹, and environmental objectives and targets. Most sites prepare a project-specific Waste Management Plan to define responsibilities and mitigation clearly from the beginning of the project. The mitigation measures and controls also extend to suppliers, subcontractors, and materials where relevant.

1. https://www.gammonconstruction.com/uploaded_files/files/en/Procurement_Policy_EN.pdf

We believe waste is one of our greatest environmental challenges (particularly in Hong Kong where there is limited support for the recycling sector) and also an area for opportunity. We need to think of waste as a resource and find ways to work up the supply chain to reduce it and look for chances to close material loops (circular economy thinking). In 2023, we established a financially viable circular economy case for closing the loop of waste cooking oil (WCO) generated from the food-related business units of our shareholder, Jardines, and our own Tseung Kwan O canteen. The WCO collected is converted to B5 biodiesel for use in our construction plant. We believe off-site construction and using a design for manufacture and assembly (DfMA) approach present the best opportunities for improvement both on material use (as mentioned above) and waste avoidance and we continue to promote these both internally and externally. Offsite approaches such as MiC and MiMEP (and improved onsite works) are facilitated through detailed BIM application, full co-ordination of all design disciplines, and construction sequencing using 4D rehearsals in a digital twin environment with early design freeze. This approach further reduces the risk of abortive works or rework and improves the accuracy of material quantities ordering and timing for deliveries.

For traditional in situ construction, the large number of suppliers and subcontractors (some of which are client-specified) make it difficult to centralise logistics and minimise unintended waste (e.g. from surplus ordering). Digital approaches, however, are helping to improve the timing of deliveries to reduce waste from damage or losses. We have also centralised Gammon's procurement and inventory database to reduce redundant purchasing. Our DiMart centralised procurement app has been enhanced further and also reduces the risk of over-ordering through our electronic procurement process. We also established a system to facilitate the reuse of site goods within the company, in particular during the project demobilisation stage.

Landfill waste quantities (absolute and intensity)



Notes: Includes incineration waste and 50% of HK waste sent to sorting facilities

Landfill Intensity (tonnes / HK\$1 million turnover) Landfill (tonnes)

At the individual project level, every new project in all divisions must complete a Zero Waste Plan to identify major potential upstream and downstream waste streams and opportunities to improve in terms of solid waste, energy, water and carbon. Each project is asked to forecast the major types / sources of solid waste (for landfill or incinerator) that will be generated and to select some key wastes on which to focus initiatives, monitor and set targets for reduction. We also have Waste Management Handbook for the Building Division that aims to provide project teams with practical and achievable guidelines for achieving our waste reduction targets. The Handbook includes guidance on roles and responsibilities, timing of waste generation, monitoring, and suggested waste reduction measures.

Hazardous waste is avoided where possible through the procurement system and any residual hazardous or chemical waste (e.g. lubricant oil and paint related wastes) are handled in accordance with the local regulations and requirements. We advocate waste management improvement and policy support in Hong Kong through our role as a Steering Committee Member of the Circular Economy Advisory Group at the BEC and work with our supply chain to try to reduce waste through direct dialogue, workshops or online engagement.

Reuse, recycling and disposal of construction waste

In Hong Kong, we continue to be challenged by waste reduction, both upstream and downstream, as is the rest of the construction industry. All construction waste disposal in Hong Kong is tracked through a Government trip ticket system for inert and non-inert materials. All our inert excavated materials (which make up the majority of the waste) are directly re-used for backfilling on site, transferred to other sites (e.g. for backfill or ongoing reclamation) or re-used through the Government or public fill sites. Limited opportunities and high costs for recycling are combined with heavily constrained sites making non-inert waste separation difficult. Currently, the only widely recycled materials on sites in Hong Kong are waste metals, and this is largely due to the market for scrap metal. However, we also recycle other hard, inert material (e.g. demolition waste) where possible for use as aggregate for paving or concrete blocks or for drainage/compaction layers / haul roads at landfills. We also recycle electrical wastes, plastic bottles, safety helmets and some wooden pallets and timber where possible, and use the new facility, Y-Park for yard waste such as felled trees. Wastes sent for reuse or recycling are tracked through a tailored chit ticket / receipt approach with third parties e.g. reuse as backfill on alternative site. A list of recommended recyclers is maintained for typical materials. While we continue to look for cost-efficient recycling opportunities, more important is waste avoidance.

Examples include:

- The use of metal system formwork instead of timber;
- The use of modular steel struts which are designed for reuse on multiple projects;
- Off-site factory construction where accurate ordering, bulk production and easier materials management and recycling can reduce waste generation;
- The use of BIM with visualisation and early design freeze to avoid abortive and repeat work;
- Re-usable packaging methods (e.g. curtain wall unit frames / stillages) and packaging 'takeback' by suppliers (e.g. cable drums);
- Redesign, material substitution and supplier engagement for easier recycling (e.g. closing the loop on our HDPE safety and water barriers which was started in 2015).
- Reuse of demolition waste to create on-site facilities (e.g. using abandoned staff rest room into guard kiosks and workers rest room)

In Singapore, more of our waste is recycled due to the improved availability of sorting/recycling sites, and mandatory requirements for construction waste separation, recycling and disposal (e.g. waste to energy incineration). Each recycler provides evidence of waste managed through invoices. Data on our waste generation and disposal is shown in Appendix A.

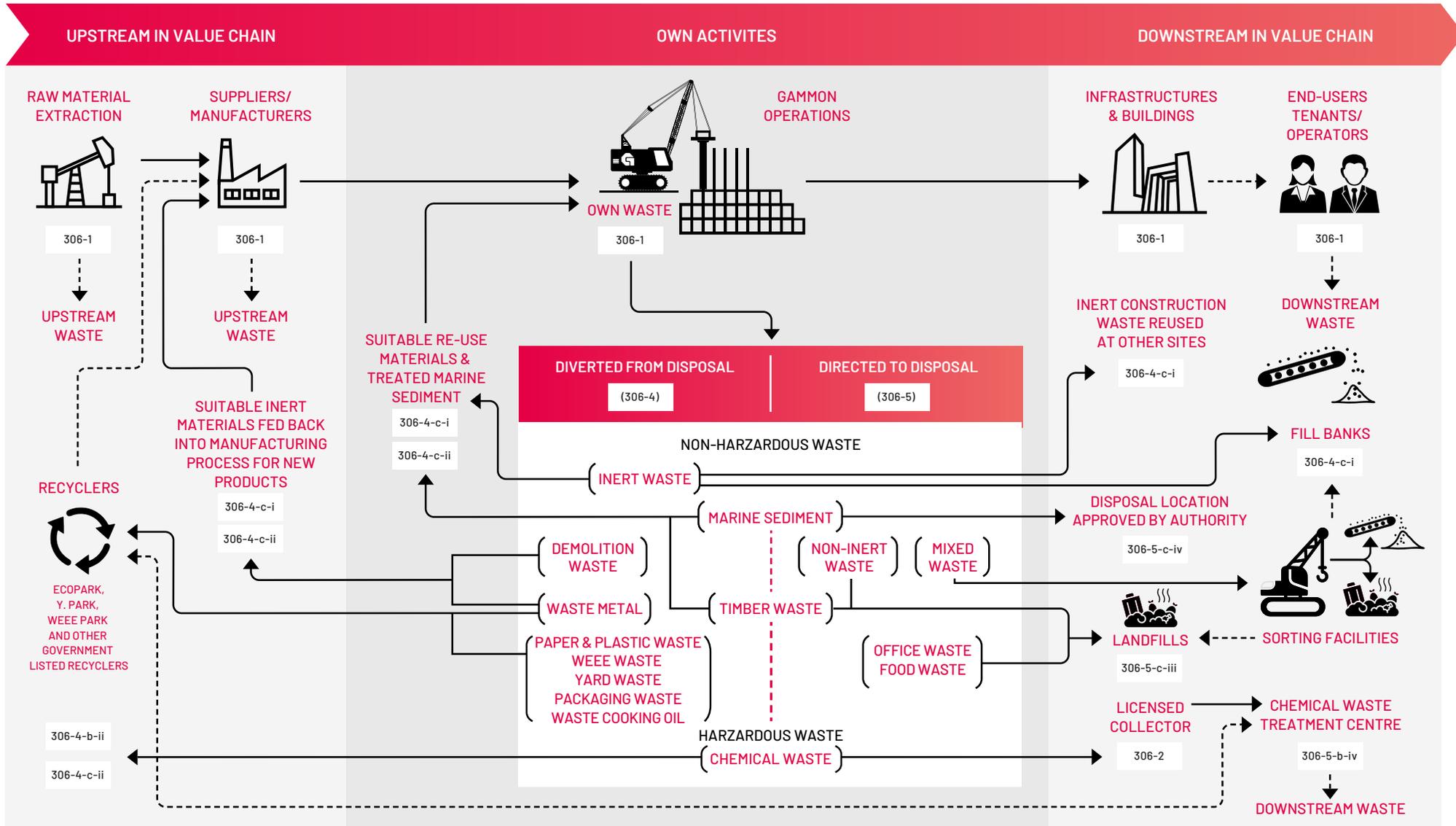
Reducing and recycling office waste

For general (non-construction) waste, we have already:

- Recycled all our office waste paper (on sites and in offices);
- Stopped providing paper cups in our head office and switched to reusable tableware;
- Stopped the use or distribution of individual-sized plastic water or other disposable plastic drink bottles of one litre or less on any Gammon site, office, facility or vehicle, or at any celebration or event and switched to reusable cups and glasses;
- Banned disposable cutlery and plastic cups at our Gammon Technology Park;
- Upgraded our IT system in meeting rooms to make it easier to hold paperless meetings; and
- Upgraded the recycling area and continued to increase the types of recyclable collections at our Gammon Technology Park.

In 2018, we rolled out our Zero Waste Office programme for permanent offices starting with the Hong Kong Head Office, Gammon Technology Park and then the Shenzhen office. We continue to promote this across the business. Several of our longer-term project sites and permanent offices also participate in the HK Green Organisation Certification Wastewi\$e programme. The distribution of refillable drinking bottles and reusable tableware is common on our sites for staff and in some cases we have also worked with local restaurants to provide reusable lunchboxes for staff lunch meetings / lunch and learn sessions which are then returned to the restaurant.

GRI 306 - Process Flow of inputs, activities, and outputs that lead or could lead to significant waste-related impacts (HK-based)



Notes:

1. The size of the icons is not-to-scale, the data is presented in Appendix A.
2. Waste management in Singapore is largely the same but less complex. Construction waste is first sent to licensed recycling centres for central separation and recycling and fully complies with local regulations.

Low carbon construction - energy

GRI 3-3

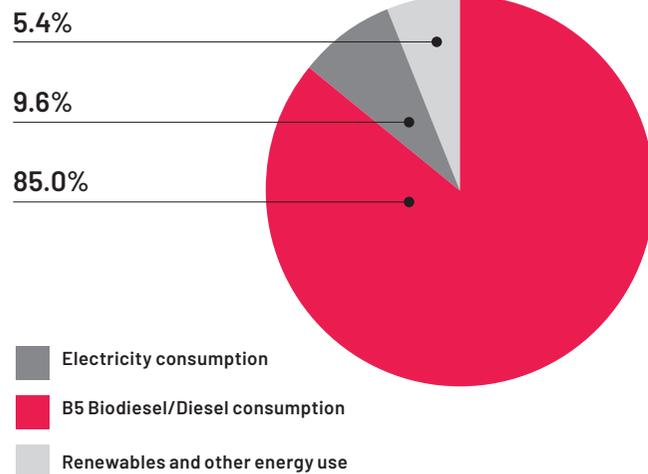
GRI 302

GRI 305

Energy mix

'Low carbon construction - energy' was identified as a material issue during our stakeholder engagement process. The majority of the energy we consume is in the form of B5 biodiesel (HK) and diesel (Singapore) in plant and equipment used during construction operations, particularly foundation projects and heavy civil engineering works. The next largest significant energy type is electricity used in both our temporary projects and permanent operations, with a lower proportion of energy used for transport (e.g. concrete mixer trucks, site vehicles, crane lorries etc.).

2023 Group energy mix



Energy and carbon reduction on site

Our preference on site is to use mains-connected electricity from local power companies rather than diesel generators wherever possible. This generally improves our energy efficiency, reduces noise and air quality impacts to both people working on the site and surrounding neighbours, and reduces costs. It also helps us to decarbonise, as the HK Government has set a commitment of carbon neutrality by 2050 in its Climate Action Plan 2050 and is targeting net zero carbon electricity supply. Singapore, too, has a commitment to be net zero by 2050 so a similar principle applies, and Mainland China also has a 2060 target to be carbon neutral.

However, in many cases the amount of electricity that can be supplied at the beginning of the project is often insufficient or cannot be connected quickly enough in the construction programme. It often takes several months or up to a year to supply sufficient power to the site, and / or get approval for and build a temporary transformer room (if a high voltage supply is needed), particularly if in a more remote or new development area. We therefore advocate for early application of sufficient electricity supply by our clients, particularly through the Power Up Coalition (as mentioned in the previous reports and in the earlier chapter on

Environment) to avoid the need to use diesel generators and to allow for the use of more electric plant and vehicles in the future. In the interim, or where there is insufficient electricity supply, we also adopt battery energy storage systems (BESS) called Enertainers, especially for applications where large intermittent power supplies are needed. These typically involve tower cranes, passenger and material hoists. Further details can be found on page 10 of the 2019 Sustainability Report and on our website¹ and YouTube channel². Additionally, we started using B5 biodiesel in 2013, and by 2015 we had already successfully converted 100% of our own site plant and equipment to its use. We prefer to use B5 sourced in Hong Kong from the re-processing of waste cooking oils if at all possible. For our concrete mixer trucks, we also used some B5 biodiesel from 2015 but we believe a hybrid mixer truck will provide more carbon and health-related benefits so we are following their development closely.

Where the use of electricity or BESS is not feasible, temporary power is carefully planned on our sites, sizing generators and other equipment accurately with regular reviews and ensuring preventative maintenance is carried out to ensure plant is running efficiently.

We believe the use of digital sensors allows us to optimise plant utilisation, save fuel and reduce CO₂ emissions by analysing data to make smarter decisions.



100% B5 Biodiesel
use in our plant and equipment (HK)

¹ https://www.gammonconstruction.com/en/sustainability-case-studies-details.php?sustainability_highlights_id=9

² <https://youtu.be/yQZMA365tDg>

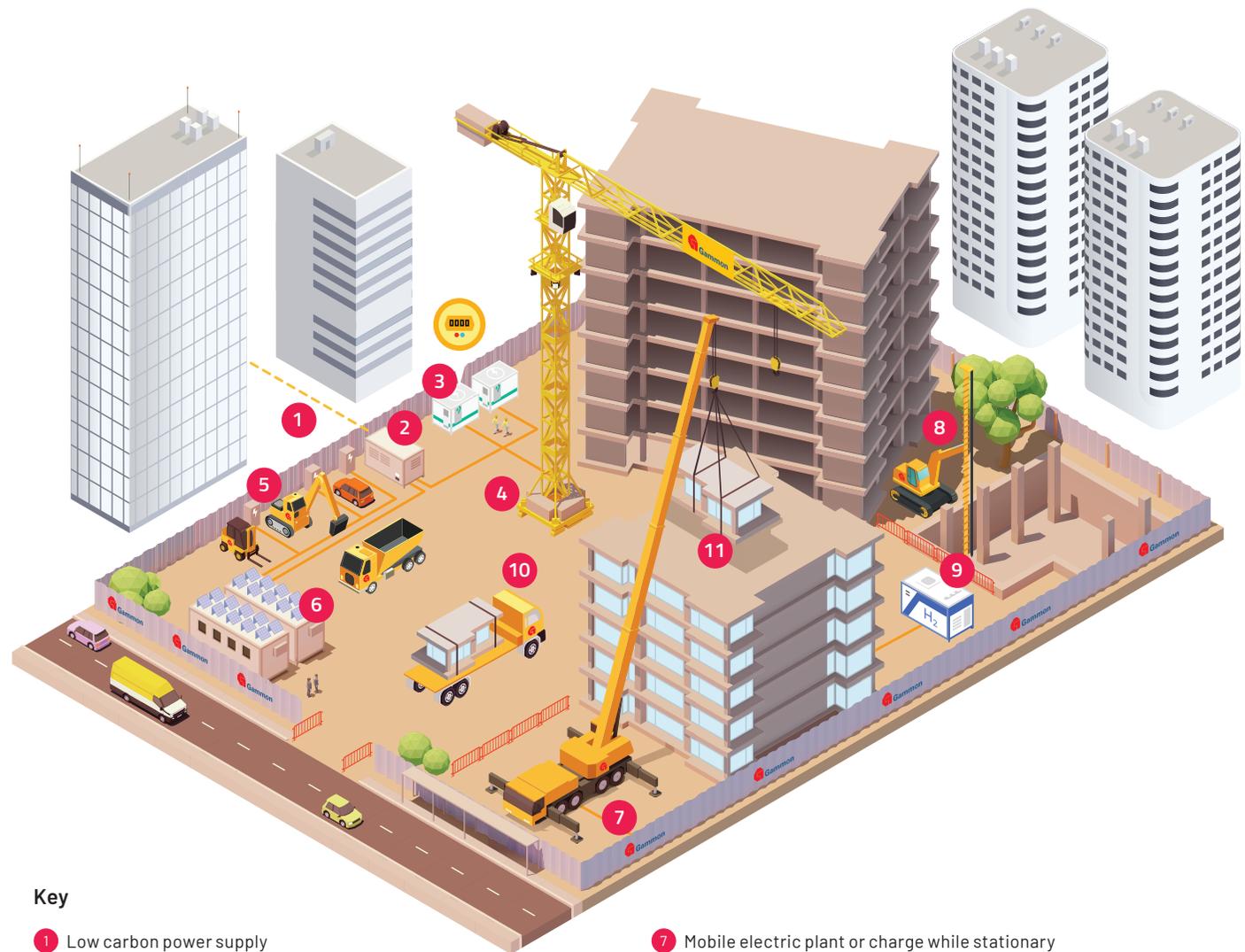


Using a battery energy storage system – the Enertainer

Operationally, we ensure equipment is being used efficiently with plant and vehicles switched off instead of idling and planning work to avoid double handling and additional lifts. We are hoping to more widely adopt high-productivity construction in order to minimise energy use on building projects.

Our aim of electrification for construction sites is still very difficult to achieve for foundation and heavy civil works where alternatives to the use of diesel power for drilling, piling, and earth works, etc, are still at the pilot stage but we expect these to become commercially viable in the next few years and have already started this journey with the electric crawler crane mentioned earlier. We are keeping a close eye on technological developments and alternative energy sources (such as hydrogen fuel) internationally with the aim of transitioning to cleaner sources of energy as soon as possible.

Our vision of an emission-free site of the future (see right) is likely to have a blend of solutions relying mainly on electricity but with the introduction of alternative, lower carbon energy sources for the hard to-abate heavy machinery. Changes in construction methods and lighter weight structures are also likely to have benefits for energy use in the future.



Key

- 1 Low carbon power supply
- 2 Grid connection, possibly with temporary transformer
- 3 Battery energy storage system
- 4 Electric powered machinery and equipment
- 5 Charging for electric vehicles and plant
- 6 Renewable energy for Feed-in-Tariff or to power site offices
- 7 Mobile electric plant or charge while stationary
- 8 Electric / non-fossil fuel foundation equipment
- 9 Hydrogen / other fuel cell technology
- 10 Non-fossil fuel heavy vehicles
- 11 Offsite construction to reduce onsite energy use

Energy efficiency

We use LED lighting widely both on site for works lighting and in offices, with timer switches, smart metering, occupancy sensor controls, and smart controls being implemented widely across projects. We also make use of renewable energy (solar photovoltaics, solar heating and some wind turbines) where possible, especially for lighting, fans and hot water for showers. New electrical appliances are purchased with Grade 1 or 2 energy efficiency labels and many new container offices are insulated or shaded to reduce solar gain and thermal transfer.

These measures are promoted and rewarded through our internal G&CSC scheme, Eco office programme (Singapore) and when projects participate in the Environmental Campaign Committee's Energywise programme. We have energy efficiency targets for both our concrete batching facilities and our steel fabrication plant, Pristine, as well as an electricity intensity target for offices as part of our G&CSC scheme.

We advocate energy efficiency improvement and policy support in Hong Kong through our membership of the Climate Change Business Forum Advisory Group.



Energy efficiency measures are promoted and rewarded through our G&CSC scheme

For public housing and other selected projects, we operate an ISO 50001 certified Energy Management System, with energy policy and associated energy purchasing standard procedures. We carefully track and monitor our energy consumption through our MyACE dashboard and S-Dash.

For the most part, we do not have the opportunity to directly control or influence the design and equipment choice on our clients' completed projects. Where possible, however, we will recommend alternative designs for permanent facilities, plant, equipment and control system specifications where we believe improvements could easily be made. Opportunities for change, however, are often limited due to programme pressure. Where we are able to be engaged earlier during the project or for design-and-build contracts, we always look for opportunities to reduce consumption in the operation of the completed project.

We advocate energy efficiency improvement and policy support in Hong Kong through our membership of the Climate Change Business Forum Advisory Group at the BEC and the British Chamber of Commerce's Environment and Energy Committee.

Staff commuting

Although not directly under our control, we can influence the energy used by our employees during their commute to work in various ways. While we have introduced digital ways of working to minimise the need to travel, commuting to construction sites is still inevitable for most employees. To improve convenience and reduce fuel use, we provide shuttle bus services to projects from various locations. We also provide fuel subsidies for some staff members (but will be looking at ways to promote the use of EVs instead, such as installing more EV chargers at our Gammon Technology Park).

To improve our understanding of the ways that staff reach their daily place of work in 2021, we undertook the first comprehensive staff commuting survey for the whole Group during Sustainability Month. The results showed that of the nearly 1,300 who responded, over 80% take some form of public or shuttle bus transport. We will be using the data collected to further study and identify opportunities to support and influence employees on their daily commute to reduce energy usage and will further refine the survey methodology to provide fully representative results that we can track on a regular basis. We expect to collect data every few years.

Renewable energy

As mentioned in our previous Sustainability Reports, we have installed several solar photovoltaic (PV) arrays that are connected to the grid and receive the feed-in tariff (FiT) in Hong Kong. The largest is on the roof of the Gammon Technology Park in Tseung Kwan O and we have smaller installations on the Sai Sha Road and Kai Tak West project sites as well as new installations in 2022 on the depots of our two Highways Department's maintenance projects.

We continue to look for opportunities for more solar PV projects where projects last several years and grid connection has already been or can be established. These installations contribute to the HK Government's ambition to increase the proportion of renewable energy in the energy mix.

The Gammon Finance and Sustainability teams work together to seek green and sustainable finance opportunities where possible.

Green & sustainable finance

According to the last stakeholder engagement exercise, green and sustainable finance was identified as one of the material topics under the aspect of Governance and Economics. Stakeholders were interested to know more about Gammon's involvement in emerging financial tools to drive sustainability.

Gammon is in the enviable position of not needing significant ongoing financing arrangements for the operation of its business. Where we might need performance bonds (guarantees) due to contract specifications, however, we have chosen to seek green and sustainable financial products where possible. This helps to keep the motivation for sustainability performance in the business, as well as to reduce the banking charges associated.

In 2023, the Gammon Finance team continued to collaborate closely with the Environment and Sustainability team and with various financial institutions to convert some existing revolving loan facilities, as well as those newly setup, into sustainability-linked loan facilities for general working capital, the total size of which is HKD400 million. They also arranged several sustainability-linked/green/social performance bonds for building and foundation projects with a total size of HKD1.06 billion. In June 2023, Gammon and DBS Hong Kong inked their first-ever HK\$32 million social performance guarantee to support the foundation works for a public housing project under the Hong Kong Housing Authority in Lam Tin. The guarantee, which has a tenor of 2.5 years, aims to support the development of affordable housing in Hong Kong. In accordance with the Sustainability-Linked Loan Principles, all these financial instruments were aligned with Gammon's ambition to set and achieve sustainability performance targets and the selected key performance indicators including carbon and energy, waste and water, as well as the use of low carbon concrete.



400 kW capacity solar installation at Gammon Technology Park in Tseung Kwan O

Value Chain - Co-Creation

Influencing the industry and committing to change

GRI 2-28

GRI 3-3

Industry participation and engagement

Influencing the industry was identified as one of our material issues during stakeholder engagement and given the continued need for modernisation within the sector and to drive improvement, we view engagement with clients, Government, industry associations, consultants, academia and other contractors as being an essential part of the development of our business. We believe we must be proactive, advocate for change, challenge industry norms and strive for greater, more sustainable progress. To this end, Gammon's staff have memberships of various external industry, professional and business organisations and government bodies. Our staff provide governance support, advisory or participation in committees or other initiatives, etc. Memberships of these organisations and committees are particularly important, not just for the promotion of Gammon's interests but also it provides an opportunity for the business to show leadership, learn and share knowledge, promote best practices, and influence the industry for good. Appendix H contains the list of memberships of external organisations, associations and relevant industry bodies that form part of our interaction with key industry players to help shape the future of the industry.



Collaborating and celebrating with other businesses in the Business Environment Council

In addition to association memberships, we also advocate for change through speaking engagements externally and our own events and webinars. We aim to inspire our teams, our subcontractors and suppliers through participation in reputable award schemes to continue to raise the bar (see Appendix F) as well as celebrate achievements. We also make sure we have the in-house expertise and capabilities to help our clients achieve their sustainability aspirations for their projects. For example, we are proud to have been involved in some of the greenest and healthiest buildings in Hong Kong and Singapore (see Appendix G for an updated list).

We also regularly provide feedback and insight for government consultation, academic research projects and consultancy studies, as well as support non-government organisations with their research and engagement. Other engagement activities where Gammon aims to influence both direct stakeholders and the broader industry include, among others:

- Safety, sustainability and innovation/digital construction conferences or briefings;
- Partnering lunches; and
- Various exhibitions, workshops and presentations.

External commitments and initiatives

Gammon has also subscribed to and endorsed a range of externally developed economic, environmental and social charters, principles and other initiatives. These are all voluntary initiatives, applied in Hong Kong, and those from the past 10 years are listed.

Date	Principles/Chartered	Organisation	
2012	WBCSD Manifesto for Energy Efficiency in Building	WBCSD / Business Environment Council	https://www.wbcd.org/Programs/Cities-and-Mobility/Resources/Manifesto-for-EEB
2014	Hong Kong Green Purchasing Charter	Hong Kong Green Council	https://www.greencouncil.org/
2017	Code of Practice against Discrimination in Employment on the Grounds of Sexual Orientation	Constitutional and Mainland Affairs Bureau	https://www.cmab.gov.hk/doc/issues/Bilingual_List_of_Organisations.pdf
2017	Pledge to Support the Development of Qualified Environmental Professionals	Hong Kong Institute of Qualified Environmental Professionals Limited	https://hkiqep.org/pledge-to-support-the-hkiqep-qualification/
2018	STEM Alliance (restructured as STEAM Alliance in 2022)	Hong Kong Institute of Construction	https://www.hkic.edu.hk/en/partners/steam-alliance
2019	BEC Low Carbon Charter	Business Environment Council	https://bec.org.hk/
2021	Power Up Coalition	Business Environment Council	https://bec.org.hk/en/node/1269
2021	Racial Diversity and Inclusion Charter for Employers	Equal Opportunities Commission	https://www.eoc.org.hk/Upload/files/EM%20Unit/files/The%20Racial%20Diversity%20and%20Inclusion%20Charter/Signatory%20List_Full_20240430.pdf
2023	BEC Net-zero Carbon Charter (Science-aligned Signatories)	Business Environment Council	https://bec.org.hk/en/bec-net-zero-carbon-charter#eid1394
Annually	Biz-Green Dress Day	Hong Kong Green Building Council & Construction Industry Council	https://www.hkgbc.org.hk/eng/engagement/public-initiatives/hkgbw/hkgbw-2023/hkgbw-2023.jsp
Annually	Earth Hour	WWF-Hong Kong	https://earthhour.wwf.org.hk/en

Our supply chain

GRI 2-6

GRI 2-25

GRI 3-3

GRI 204

Supply chain management and procurement

As one of the largest contractors in Hong Kong, Gammon has an extensive supplier base providing a variety of products and services for our business operations. We believe suppliers are valuable stakeholders within our business supply chain and we are committed to engaging with them to build a better and more responsible future together. Indeed, supply chain engagement was identified as one of our material issues in our stakeholder engagement exercise. We believe developing and maintaining good relationships with our suppliers and subcontractors is an integral part of being a sustainable business. In addition to ongoing regular dialogue, we hold workshops with our supply chain to communicate our expectations in a number of key areas, as well as provide an opportunity for the suppliers to discuss any issues they may have or propose alternative solutions or products. We also invite both material or equipment suppliers and subcontractors to our safety, sustainability and other conferences, webinars and engagement sessions.

Gammon's supply chain is predominantly made up of material suppliers, material manufacturers, subcontractors and service providers. The total number of suppliers, their region of origin and types of suppliers are provided in the KPI table in Appendix A. Below we describe the management of our supply chain and the procurement process.

Our procurement process is guided by our Sustainable Procurement Policy, and our process, practices and procedures are included within our BMS. Our subcontract procurement, management and administration procedures are also defined in our BMS. A comprehensive supply chain management mechanism has been established to monitor a wide range of aspects for the suppliers and subcontractors, from product and service quality to ethical standards. It is

our policy to act fairly in business dealings with suppliers and subcontractors and at the same time to purchase responsibly and obtain the best possible value for money in procuring materials, services, plant and equipment.

Our expectations of suppliers and subcontractors are incorporated in our tender invitations and supplier contracts. All suppliers and subcontractors should operate in accordance with local laws and regulations and our Code of Conduct. They are encouraged to conduct business with integrity and in accordance with our Health, Safety, Environmental and Quality Policy, as well as strict standards for corporate governance. Our suppliers and subcontractors are given regular training to help them meet our standards. Risks in our supply chain, similar to our other operation risks, are subject to regular assessment through the Risk and Opportunity Management Procedure. Please refer to the earlier Managing Risk section.

Local supply chain spending

Gammon is proud of delivering premium products and services to our clients. A key factor for our success is having the support from a diverse pool of suppliers and subcontractors. The proportion of spending on local suppliers (as identified under GRI 204-1) was not considered to be a material issue during our stakeholder engagement process. Whenever possible, however, our procurement approach includes local suppliers to reduce carbon emissions arising from the transportation of materials and products, as well as targeting the creation of economic value in the local community. Appendix A provides details of our total number of suppliers and subcontractors for the year. Of our total supplier spend, 92% is typically on those from Hong Kong, 3% on those based in Mainland China, and 5% on those overseas. Almost all subcontractors are based in the locality where we are operating, with the exception of only extremely specialised skills such as heritage brickwork restoration. Further information on our supply chain can be found in Appendix A.



We engaged with our supply chain to develop a bespoke skillful MiC installer course for our CityU Student Hostel project

Supply chain assessment

Gammon has a structured process and database for managing its supply chain. Our Supply Chain Management System includes assessment and approvals of subcontractors and suppliers onto our Approved Subcontractors and Suppliers List, conducting performance appraisals half yearly for active subcontractors and suppliers, monitoring trade performance Key Performance Indicators with access for our subcontractors and suppliers on the Gammon supply chain extranet, and selection and evaluation of preferred/strategic subcontractors and suppliers. We ask and expect that our supply chain abides by our Code of Conduct at all times. For major material suppliers, we undertake on-site assessments of factories' H&S, workers' training and worker facilities and amenities including staff quarters, washroom hygiene condition, canteen facilities, resting area, recreation area, drinking water, personal protection equipment, etc.

People – Caring

Introduction

Under the topic of 'People', 'staff attraction, retention and employment', 'development of our people' and 'diversity and inclusion' were identified in our stakeholder engagement exercise as being material issues for the sustainability of our business. How we responsibly manage and support our people also affects our ability to influence the industry, engage with our supply chain, and make a positive impact on industry-wide issues such as the labour shortage. Here, we outline our management approaches to these essential issues that are critical to the long-term success of the business.

Staff attraction, retention and employment

GRI 3-3

GRI 401-2

We attract employees by being a reputable business, with exciting projects, and good staff welfare and development opportunities. We offer employment conditions that meet or exceed the minimum legislative requirements and accepted conventions and do not use forced labour or restrict free movement of our employees. We do not allow discrimination or harassment and provide equal opportunities, with recruitment and career progression based on objective criteria, individual performance and merit. As mentioned in the Zero Harm section, we observe the rights of employees and subcontractors to a safe and healthy work place.

In order to attract, motivate and retain employees, we ensure our remuneration packages, pay levels and fringe benefits match or even exceed the industry market for talented employees. For new employees, competitive packages are offered that recognise their individual academic and professional qualifications, relevant years of experience, job scope and responsibilities, and the appropriate grades for which they are appointed. Depending on the specific employment terms and conditions, we offer different benefits including public holidays, annual leave, sick leave, maternity leave, paternity leave, jury service leave, study leave, marriage leave, compassionate leave, medical benefits, optional dental scheme, group life insurance, accident insurance, retirement scheme, reimbursement of professional bodies membership fee, club membership and long service awards.

From 2023, all monthly paid staff (except for Singapore, currently) have a five-day work week. The normal retirement age of all employees is 60. However, Gammon may consider offering post-retirement employment where the employee has acquired specialised knowledge and skills and is willing and capable of making a continued contribution to the company.



Long Service Awards Presentation Ceremony to show appreciation to staff for their loyalty and service

Our employment practices and procedures are governed by our BMS and are reviewed as part of our management system review process. Our policies are outlined in employee handbooks for different locations and are available for both workers and staff. Details of our employee hires and turnover by age group, gender and region are shown in Appendix A.

We do not allow discrimination or harassment and provide equal opportunities, with recruitment and career progression based on objective criteria.

Training and education

GRI 3-3

GRI 404-2

In 2023, Gammon continued its focus on building robust development programmes tailored to the diverse development needs across different career stages. We facilitated more than 100 training sessions, encompassing technical and soft skills, and various wellbeing programmes. Our ongoing Scheme Training Programme for graduate engineers is designed to empower and prepare them to navigate professional challenges, striving towards becoming professional engineers or quantity surveyors. This is accomplished through structured on-the-job training and experiences, such as site visits, induction programmes, and engagement activities aimed at extending their professional network. In keeping pace with the evolving construction industry, BIM technology remains integral. Gammon has secured accreditation for the Professional BIM Coordinator Certificate Course and Professional BIM Manager Certificate Course, enabling us to customise these courses to upskill our staff and meet the demands of our projects effectively.

Our senior managers have been equipped with social etiquette skills and public speaking abilities. In addition to the internal Project Management Programme and presentation skills training, we also organised Socialisation Etiquette training, along with the 'Gravitas - Master Your Voice: Speak With Confidence' course. In response to the end of COVID travel restrictions, we organised a team of young engineers to take part in the Tsinghua Innovation Competition. This opportunity allowed them to share knowledge and experiences with professors and university students at Tsinghua and broaden their understanding of the construction industry in China through technical visits.



Structured on-the-job training and experiences empower our young engineers

Skilling workers

GRI 3-3

GRI 404-2

Gammon has adopted a three-pronged approach to meet labour shortage challenges in Hong Kong and at Pristine: self-performing, upskilling / multiskilling, and new blood training. Having a permanent workforce ensures we have the necessary skilled manpower to take on new projects. Through multiskilling, we have a more productive and flexible workforce suited to the mix of works being performed. It reduces the risk of labour shortage in key skills, while empowering workers with a broader set of skills that can be used throughout their careers to assist with continued employability and life-long careers. We collaborate with HK Construction Industry Council to hold formal training programmes and provide training to both our own and subcontractor workers when possible.

Development and support

GRI 3-3

GRI 404-2

Gammon supports staff in the pursuit of technical and professional qualifications. Engineering and quantity surveying employees are encouraged to pursue professional memberships with the Institution of Civil Engineers, the Hong Kong Institution of Engineers and the Hong Kong Institute of Surveyors. Fresh graduates are encouraged to enrol in the approved training schemes provided by Gammon, in preparation for the professional examinations to become a professional engineer or quantity surveyor with structured on-the-job training and exposure such as site visits, induction programme and engagement activities to expand their network. Our comprehensive training programme has been identified as one of the key reasons new graduates select Gammon and construction as a career. Experienced employees can apply for professional and institutes' membership via the 'mature' routes. Fresh graduates may be required to sign an undertaking with Gammon upon enrolment to the approved training scheme. They should understand the commitment they have undertaken to satisfactorily complete the training as Gammon assists with necessary fees. The obligation to complete the institutions' requirements is linked to career progression within Gammon.

Through multiskilling, we have a more productive and flexible workforce suited to the mix of works being performed.

Other professional qualifications are also supported by the business in construction-related and support disciplines such as procurement, finance, safety, occupational health, quality, legal, people and culture and the environment. For example, environmental staff are encouraged and financially supported to qualify as members of the Chartered Institution of Water and Environmental Management, the Hong Kong Institute of Qualified Environmental Professionals, and other institutes. We have regular performance and career development reviews, normally held annually and targeting all employees and the data relating to these reviews is shown in Appendix A.

CAs and TAs join training programmes and are supported by the company financially to cover their education costs while they work for Gammon. They attend relevant courses during part-time day release or evenings. Gammon monitors their performance at work and their academic achievements, and they will be promoted within the company subject to satisfactory performance and job requirements. Upon completion of their apprenticeships, CAs are normally transferred to monthly or daily paid workers such as mechanics, electricians and levellers, and TAs would be promoted to permanent employees as construction supervisors or technicians.

But it's not all about formal training and career development! Caring for the health and wellbeing of employees is an essential part of staff development and retention. This is discussed in the earlier sections on Zero Harm. We also support social and recreational activities through the Gammon Staff Recreation Club, and we have an active Young Professionals Group which provides opportunities for additional knowledge-based and, just as important, social activities. The Diversity, Equity and Inclusion (DEI) Council (mentioned below) is also committed to supporting the development of other employee-led networks or resource groups, which started with Women in Gammon and Allies Network (WinG).



We were a major exhibitor at the CIC Global Construction Sustainability Forum and Exhibition where we demonstrated how digital tools are revolutionising the way we work

Employee rights – collective bargaining

GRI 2-30

The majority of Gammon's employees are based in Hong Kong, Macau, Mainland China and Singapore. There is no statutory recognition of collective bargaining agreements in Hong Kong or Macau. In respect of Mainland China and Singapore, there is statutory recognition of collective bargaining agreements and, if applicable to the construction industry, any collective bargaining agreements would be complied with.

To the best of our knowledge, there are no Gammon employees covered by collective bargaining agreements in Mainland China and Singapore. Employees are allowed the freedom to join any union of their choice and the company will not interfere in this regard. Due to reasons of privacy, we do not take records of who in our company are members of unions.¹

¹ In certain cases, however, the requirements of safety regulations relating to specific positions within a construction business will take precedence.

Diversity, equity and inclusion

GRI 3-3

GRI 405

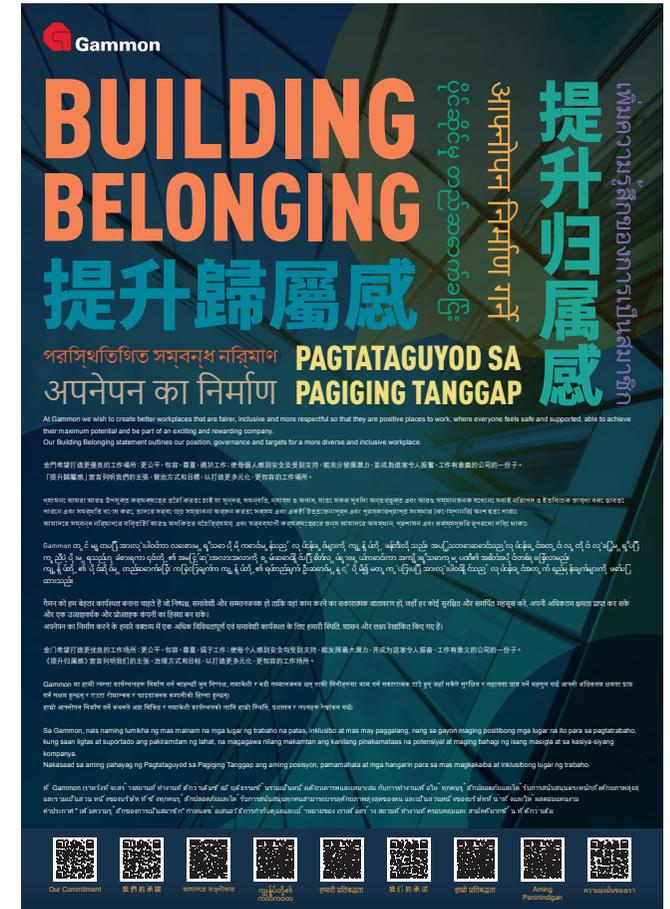
As stated in our Code of Conduct, discrimination against any job applicant or employee on the grounds of colour, race, religion, age, nationality, sex, marital or family status, ethnic affiliation, pregnancy, sexual orientation, disability or other reason is prohibited. Gammon, however, wishes to go beyond these fundamentals and be an employer that is recognised for its strong culture of fairness, inclusion and respect. We believe actively promoting diversity, equity and inclusion (DEI) and ensuring equal opportunity is important for a forward-looking business that wishes to retain, support and nurture its talent, whoever they may be. DEI has therefore been included as one of the action areas in our Responsible Growth - 25 by 25 sustainability strategy and has seen a growing level of focus in recent years. The value of diversity and the importance of equity and inclusion were also recognised in our stakeholder engagement exercise as being material issues for Gammon.

We believe that a diverse and inclusive workplace delivers better customer solutions. We value and encourage unique views, perspectives and opinions of a diverse group.

In late 2018, we started to formalise our approach to DEI with a group of Champions and in 2019, we did some research focusing initially on gender equality and also engaged an expert to provide an introductory briefing to all directors. The Champions provided recommendations to ExCom regarding the establishment of a D&I (now DEI) Council, and this was set up in 2020, along with the inception of our first employee-led network, Women in Gammon and Allies (WinG) following a focus group on gender equality. At the end of 2022, Gammon's Building Belonging statement was endorsed.

The statement provides our position, governance and targets on DEI and the targets have been integrated into our overall sustainability strategy. In early 2021, the Building Belonging statement was promoted widely within the organisation in multiple languages as a statement of intent and commitment. Also that year, in addition to the official launch of WinG, we rolled out DEI and unconscious bias training to senior managers by external professionals, and also created our own e-learning video to reach all staff. All employees are encouraged to complete this e-learning which includes an introduction to unconscious bias, and the behaviours we want to encourage in Gammon. Additionally, we rolled out our 'Cultural Awareness' eLearning programme, which aims to enhance staff understanding and awareness of the diverse ethnicities, religions and cultures from various nations employed within the business.

In 2023, we established a further employee-led network, the Multicultural Affinity Group (MAG). As mentioned earlier in this report, its focus is to build a community that brings people together to celebrate differences and create a culture of respect, understanding and empathy.



Each DEI Council member works towards their own individual target, such as celebrating a minority group's festive day, obtaining funding for DEI events, mentoring female colleagues, giving talks to high-school girls, adopting trials for flexible working and many more. Most importantly, the Council considered the move towards a five-day work week as a way to create a more inclusive work environment, particularly benefitting those who are primary carers for children or elderly family members. Having signed up to the Equal Opportunities Commission's Racial Diversity and Inclusion Charter for Employers in the previous year, the DEI Champions held a focus group in 2022 to discuss some of the issues and opportunities related to racial diversity and inclusion and in connection to the charter goals.

We developed an onboarding information pack for new joiners from overseas as well as initiated some e-learning about cultural sensitivity. WinG continues to hold one event each quarter in efforts to raise awareness of gender equality and in 2023 held their first event with external partners including MTR and Amazon Web Services in celebration of International Women in Engineering Day. Finally, a women's-fit uniform was also developed with our supplier and has started to be released on sites.



Leading professionals from diverse industries spoke at our International Women's Day event in 2023

Appendix A

Key performance indicators

The GRI Universal Standards used are the 2021 version and all Topic Standards used are the latest (that is, 2016 versions) except GRI 303 - Water and Effluents (2018 version), GRI 403 - Occupational Health and Safety (2018 version) and GRI 306 - Waste (2020 version). GRI numbers in parenthesis '(GRI XXX)' indicate that this has not been identified as a material issue in the stakeholder engagement exercise but data is available, has historically been disclosed, and is therefore provided. While this data is generally reported according to GRI Standards it may not fully comply with disclosure requirements.

Gammon-only projects follow an operational control approach to data reporting. Joint venture projects are included and follow an equity share approach. The greenhouse gas emission inventory (GRI 305) follows an equity share approach and has been verified based on ISO 14064-1:2018.

For all data, subcontractors' is excluded where it is not available. All data is the total for the year or is extracted from various systems as at December 2023.



Organisation

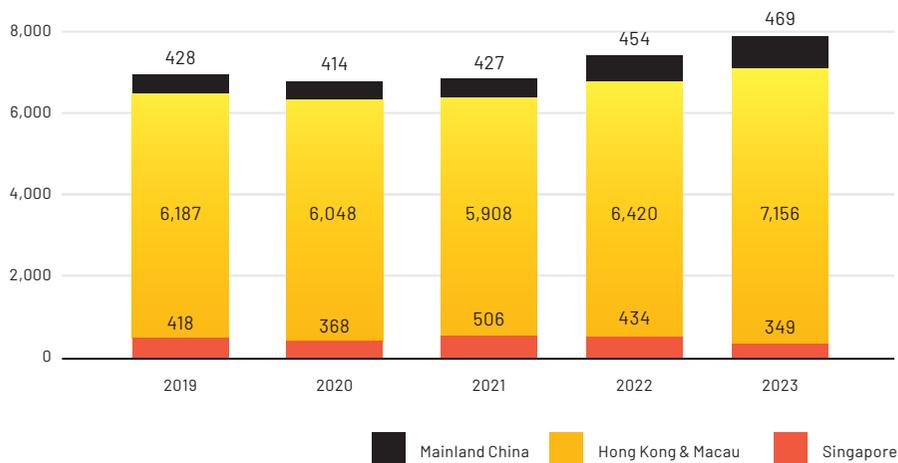
GRI 2 General Disclosures

GRI 2-6 Activities, Value chain and other business relationships

Active projects (including subcontracts and pre-construction projects)



GRI 2-7-a Total employees (by region)¹



1. Due to changes in GRI 2-7(2021 version), total employee is defined as all permanent and temporary employees starting from 2022. For 2021 and before, it is defined as all monthly paid and daily paid employees.

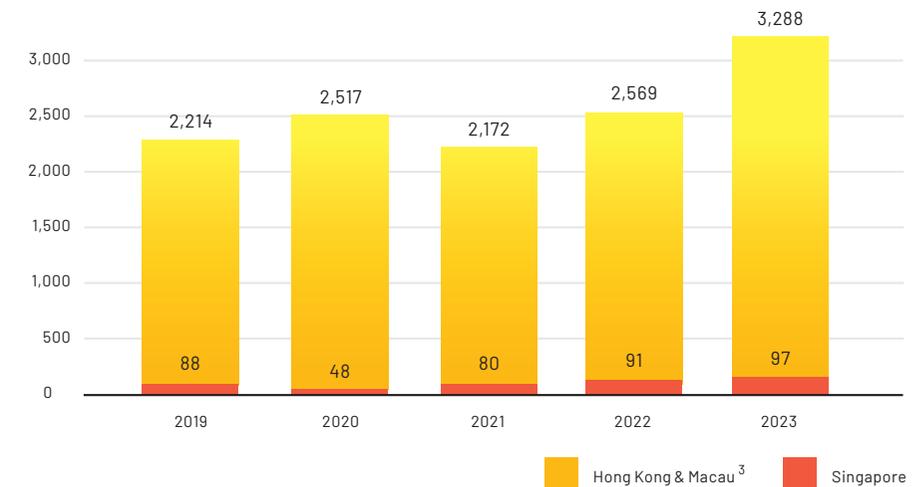
(G4-CRE8) Product and service labelling

Sustainability certification, rating and labelling schemes for new construction (HKBEAM, BEAM Plus, LEED, Green Mark, WELL, SITES etc.)²



2. Cumulative count of projects, based on number of contracts awarded and certification/ registration under the certifications.

Group turnover by region (US\$ millions)



3. Mainland China revenue included under Hong Kong and Macau

Safety - Zero Harm

GRI 403 Occupational Health and Safety

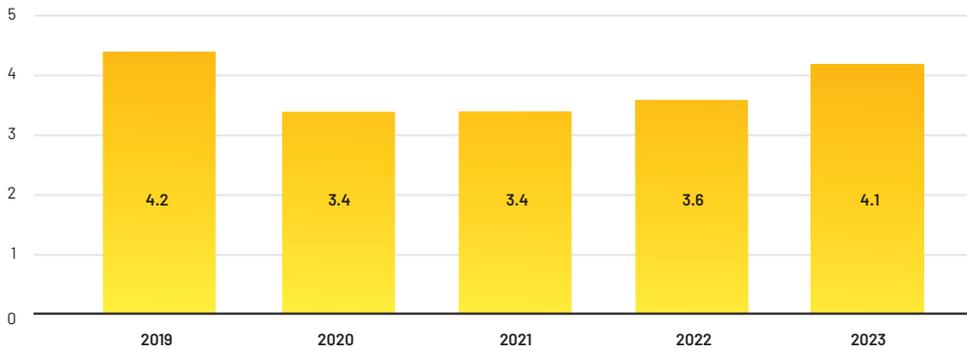
GRI	Performance Indicators	Units	2019	2020	2021	2022	2023
GRI 403-8	Workers covered by an occupational health and safety management (OH&SM) system (ISO 45001)						
GRI 403-8-a-i	Employees and workers covered by OH&SM system	number	-	20,245	16,685	16,481	21,482
		%	-	100	100	100	100
GRI 403-8-a-ii	Employees and workers covered by OH&SM system that has been internally audited	number	-	17,799	15,736	16,481	21,482
		%	-	87.9	94.3	100	100
GRI 403-8-a-iii	Employees and workers covered by OH&SM system that has been audited or certified by external party ¹	number	-	17,799	15,736	16,481	21,482
		%	95.6	87.9	94.3	100	100
GRI 403-8-b & c	All workers and employees are covered by our OH&SM system certified under ISO 45001, excluding those mentioned above. No workers have been excluded from the system.						
GRI 403-10	Occupational disease rate ²	rate	0	0	0	0	0

1. For 2019 and before, projects reported based on G4-CRE6. Since 2020, percentage is calculated based on number of workforce on sites. ISO 45001 includes all employee and workers in 2023.

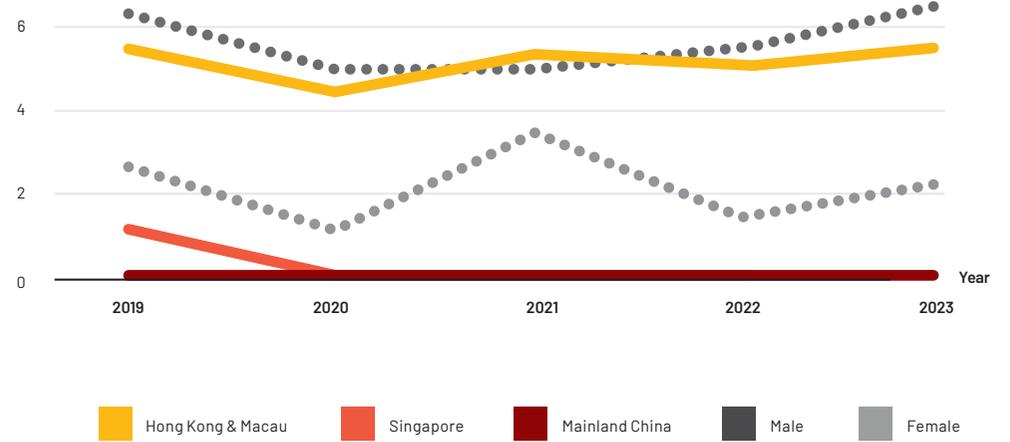
2. The definition of occupational disease is stated in the Employees' Compensation Ordinance Cap. 282. The number of reportable occupational disease cases is stated in the OSH Statistics 2020 (labour.gov.hk). No data is available for the construction industry in 2023 and no cases have been attributed to Gammon in recent years.

GRI	Performance Indicators		2021	2022	2023
GRI 403-9	Work-related injuries				
GRI 403-9-a-i & 403-9-b-i	Fatalities as a result of work-related injury				
	Employees (location)(Gender: M/F)	number	0	0	0
	Workers (location)(Gender: M/F)	number	1(HK)F	0	0
	Employees (location)(Gender: M/F)	per 200,000 hours worked	0	0	0
	Workers (location)(Gender: M/F)	per 200,000 hours worked	0.00685(HK)F	0	0
GRI 403-9-a-ii & 403-9-b-ii	Number of high-consequence work-related injuries (excluding fatalities) with recovery time > 6 months				
	Employees	number	12	7	5
	Workers	number	30	27	31
	Employees	per 200,000 hours worked	0.115	0.065	0.042
	Workers	per 200,000 hours worked	0.206	0.189	0.179
GRI 403-9-a-iii & 403-9-b-iii	Number of recordable work-related injuries (including fatalities)				
	Employees	number	177	223	252
	Workers	number	411	432	625
	Employees	per 200,000 hours worked	1.699	2.063	2.133
	Workers	per 200,000 hours worked	2.816	3.019	3.613
GRI 403-9-a-v & 403-9-b-v	Number of hours worked (assume 26 working days a month and 10 hours a day)				
	Employees	number	20,830,680	21,620,040	23,624,380
	Workers	number	29,189,420	28,618,200	34,595,860

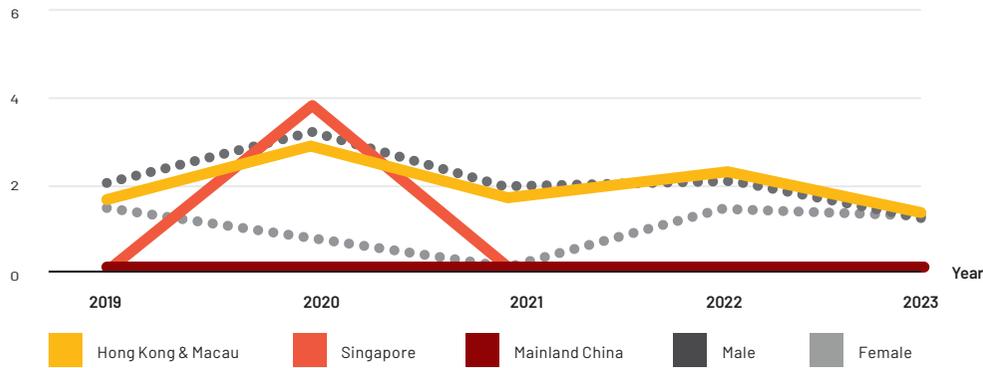
Accident Incident Rate¹ – All workforce (including employees and workers)(per 1,000 workers)



Accident Incident Rate¹ - Workers (excludes employees)(per 1,000 workers)



Accident Incident Rate¹ - Employees (per 1,000 workers)



1. AIR is total number of reportable accidents / average workforce * 1000 (excluding first aid cases). Reportable accident is defined as an incident resulting in 3 days or more of sick leave.

Environment - Zero Waste

GRI 301 Materials

GRI 301	Materials	Units	2019	2020	2021	2022	2023
GRI 301-1	Materials used (purchased) - non renewable materials ¹						
	Major materials used (rebar)	tonnes	113,156	107,326	98,410	174,619	226,346
	Major materials used (structural steel)	tonnes	-	-	60,640	30,990	17,410
	Temporary work	tonnes	-	-	-	19,773	10,480
	Permanent work	tonnes	-	-	-	10,785	6,930
	Major materials used (concrete)	m ³	550,020	687,648	501,426	642,382	1,043,361
	Major materials used (piling material)	tonnes	-	-	-	29,966	31,602
	Temporary work	tonnes	-	-	-	11,215	11,698
	Permanent work	tonnes	-	-	-	18,565	19,903
	Major materials used (bagged cement)	tonnes	-	-	-	13,673	16,049
	Materials used - renewable materials						
	Major materials purchased (timber formwork for temporary works)	m ³	1,641	969	2,373	3,611	3,482
	% of timber originated from sustainable forestry (certified by the Forest Stewardship Council (FSC) or equivalent)						
	By spend	%	100	100	100	100	100
GRI 301-2	Recycled input materials used						
	Cement replacements²	% of cement replaced	23.6	18.6	17.0	21.4	21.3
GRI 301-3	Reclaimed products and their packaging materials ³						
	Percentage of reclaimed products	%	-	-	-	1.76	1.27

1. The types and details of major materials gradually expanded. Structural steel reported since 2021. Piling material and bagged cement reported since 2022. Breakdown between materials used for temporary and permanent works for structural steel and piling material reported since 2022.

2. Included GGBS since 2023.

3. Reported since 2022, mainly including pulverised fly ash and granular material.

GRI 302 Energy

GRI 302-1-a & b Total fuel consumption (gigajoules)

Fuel consumption - non-renewable sources⁴

■ Diesel and petrol consumption used in construction plant and equipment

■ Diesel consumption (diesel component from B5)⁵

■ Other energy use (including diesel component from B5)⁶

Fuel consumption - renewable sources

■ Biodiesel component from B5 for plant, equipment & fleet



4. 1 Gigajoule = 1000 Megajoule, MJ. Conversion fuel to energy unit: Diesel oil 1 kg = 43 MJ, Petrol 1 kg = 44.3 MJ, B100 Biodiesel oil 1 kg = 27 MJ. Source: '2006 IPCC Guidelines for National Greenhouse Gas Inventories' Density of fuel: Diesel: 0.84 kg/litre, Petrol: 0.74 kg/litre. Source: 'GHG Protocol Emission Factors from Cross-Sector Tools March 2017'

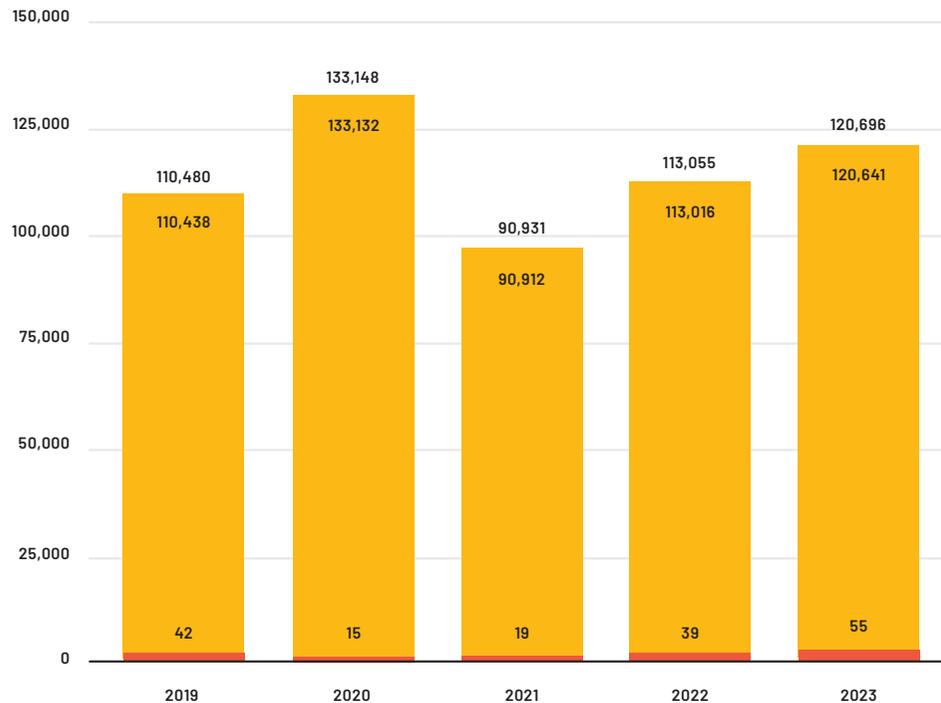
5. Used in HK only. Increased due to major airport and heavy foundation jobs.

6. Reported since 2019. Mainly includes propane, butane, acetylene, fleet fuel use and Towngas.

GRI 302-1-c Total electricity / other energy consumption (gigajoules)

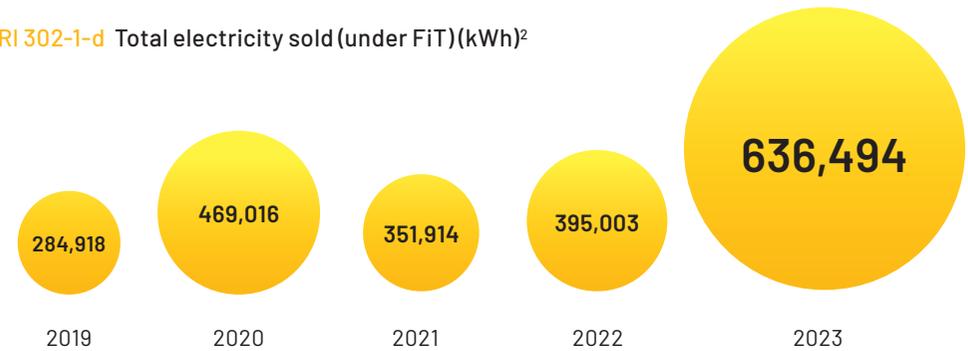
Total electricity / other energy consumption

Electricity consumption from grid Renewable energy from solar and wind¹



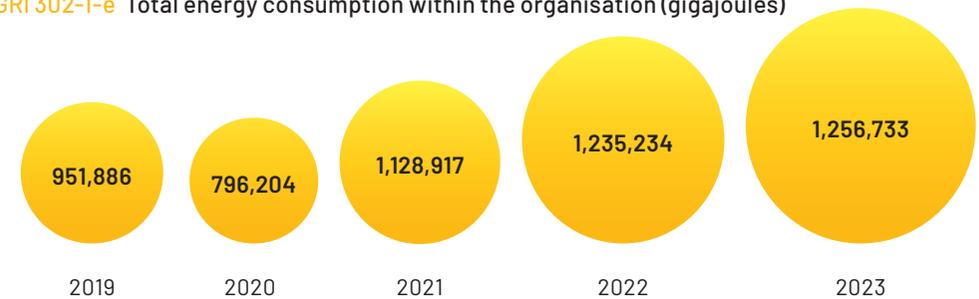
1. Excludes grid connected renewables making use of the HK Feed-in Tariff. Solar power includes PV panel and solar water heater. Estimated based on equipment specification and local conditions.

GRI 302-1-d Total electricity sold (under FIT)(kWh)²



2. Four project sites (Kai Tak West, Sai Sha Road, High Speed Road Maintenance and Road Maintenance in Tai Po and North District) + Gammon Technology Park + Hang Tau depot in 2022. FIT = Feed in Tariff offered by electricity utilities in Hong Kong.

GRI 302-1-e Total energy consumption within the organisation (gigajoules)



Energy productivity (revenue/ gigajoules)³



3. Revenue unit = HK\$100k

GRI 302-2 Energy consumption outside the organisation

Performance indicators	Units	2019	2020	2021	2022	2023
Business air travel - aircraft fuel ¹	litres	63,684	6,358	513	6,994	29,003
Staff cars - petrol consumption	litres	459,947	327,960	354,615	288,121	257,404
Staff cars - diesel consumption	litres	838	4,375	3,458	2,878	2,536
Staff cars - B5 biodiesel consumption	litres	0	0	0	0	0

1. Fuel conversion factor related to type of aircraft.

GRI 302-3 Energy intensity

Performance indicators	Units	2021	2022	2023
Energy intensity ratio within the organisation	GJ / HK\$ 1m turnover	64.2	59.5	47.6
Energy intensity ratio outside the organisation	GJ / HK\$ 1m turnover	0.7	0.5	0.4

(GRI 303) Water and Effluents

Municipal water consumption based on bills from authorities / local water suppliers. The consumption is minimised by using recycled or treated water from other sources (groundwater, surface water) for piling works, dust control, wheel washing etc.

GRI 303	Water and Effluents	Units	2019	2020	2021	2022	2023
(GRI 303-3-a) Water withdrawal							
	Municipal water consumption	m ³	938,867	918,847	1,187,651	1,757,787	1,584,009
	Municipal water intensity	m ³ /HK\$1m turnover	52	46	68	85	60
	Total volume of recycled water ¹	m ³	1,534,787	597,717	6,219,670	7,628,212	6,649,307
	% of water recycled based on total demand ^{1,2}	%	62	39	84	81	81

1. Including treated groundwater and surface water.

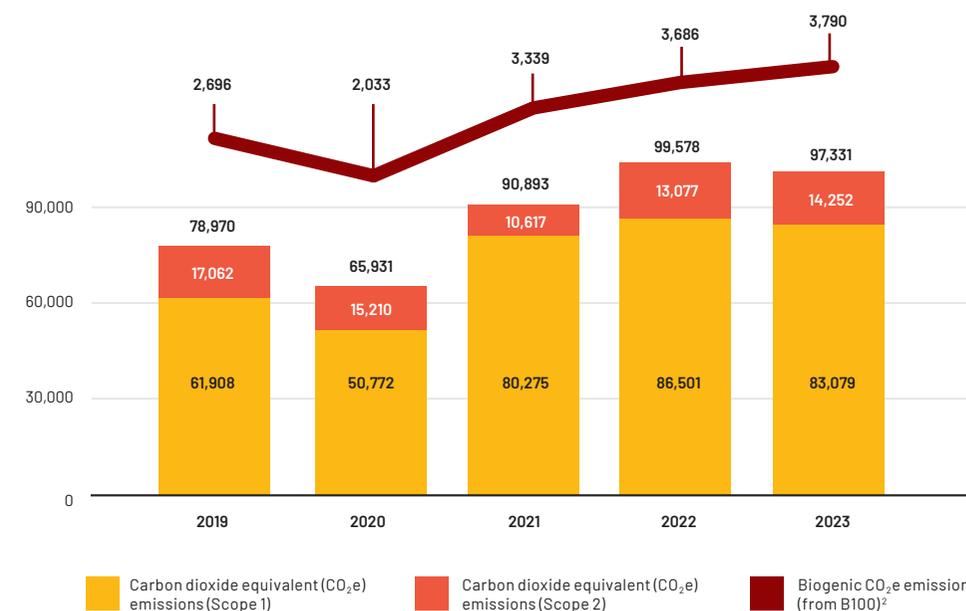
2. % of recycled water used based on total demand (municipal water consumption + recycled water used).

(GRI 305) Emissions

The 2023 greenhouse gas emission inventory (indicated with Category numbers) has been verified as meeting the requirements of ISO 14064-1:2018 by an independent verifier (SGS Hong Kong Limited) based on an equity share approach. See Appendix B for statement. Calculation methodology follows ISO 14064 standard, IPCC AR6 report for Global Warming Potential and the latest emission factors available in the industries, including greenhouse gas type (CO₂, CH₄, N₂O, HFCs). Data revised to align methodology for all years for Scope 1 and 2 emissions. Equity share approach used.

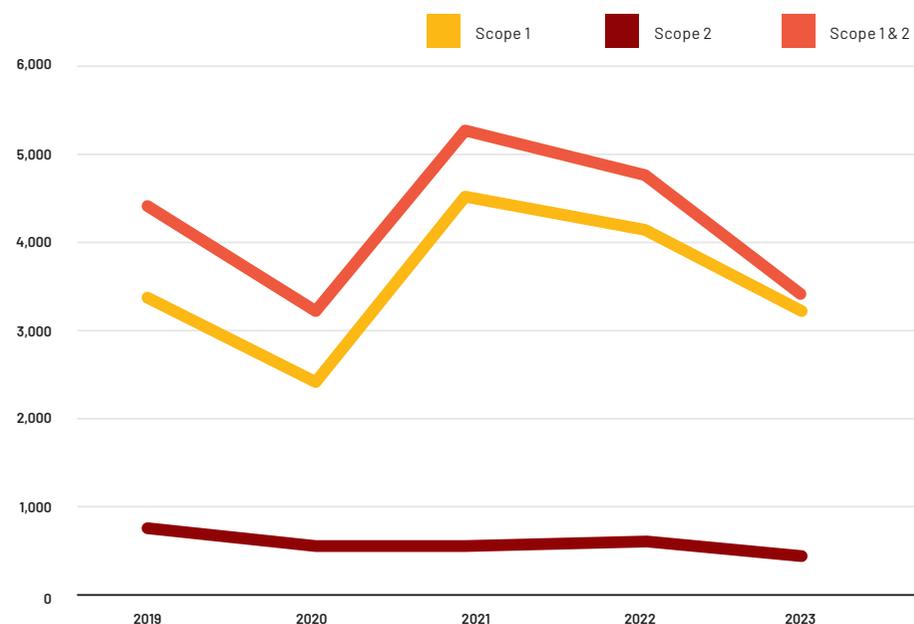
(GRI 305-1 & 305-2) Direct (Scope 1) and Indirect (Scope 2) GHG emissions

Total Scope 1 and 2 GHG emissions¹



1. Emission factors from 生态环境部环办气候函〔2023〕43号, Macau CEM Sustainability Report, Singapore Energy Market Authority, CLP and HKE Sustainability Reports based on the most recent relevant year.

2. Emissions from B100 biodiesel (contained in B5 used)

(GRI 305-4) GHG emissions intensity (kg/HK\$1m turnover)Carbon dioxide equivalent (CO₂e) emissionsOther indirect (Scope 3) GHG emissions¹

	Units	2019	2020	2021	2022	2023
(GRI 305-3) Total reported carbon dioxide equivalent (CO₂e) emissions (Scope 3)	tonnes	77,935	46,585	651,045	896,443	1,902,214
(GRI 305-4) GHG emissions intensity (Scope 3)	kg/HK\$1m turnover	4,342	2,328	37,051	43,203	72,024

1. Starting from 2023, we report full GHG inventory including all 15 categories of Scope 3 emissions.

Science-based Targets**(GRI 305) GHG emissions - Full Scope 1, 2, 3 Inventory**

We committed to reducing absolute Scope 1 and 2 GHG emissions by 55% by 2033 from a 2021 base year and reducing absolute Scope 3 GHG emissions from purchased goods and services (Category 1) by 33% within the same timeframe. Therefore, our target for 2033 is 40,902 tonnes CO₂e for Scope 1 + 2, and 857,127 tonnes CO₂e for Category 1 of Scope 3. Highlighted rows are SBT-related performance.

Absolute (tonnes CO ₂ e) (annual)			
Year	SBT Base Year 2021	2022	2023
Scope 1	80,275	86,501	83,079
Scope 2	10,617	13,077	14,252
Scope 1 + Scope 2 Total	90,892	99,578	97,331
Scope 3			
Cat 1: Purchased goods and services	1,285,691	1,329,945	1,752,433
Cat 2: Capital goods	5,085	5,778	5,604
Cat 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	22,954	26,221	26,173
Cat 4: Upstream transportation and distribution	38,733	81,227	80,206
Cat 5: Waste generated in operations	16,606	16,849	21,510
Cat 6: Business travel	2	16	74
Cat 7: Employee commuting	14,243	14,972	16,214
Category 8-15	Refer to footnotes below		
Scope 3 Total	1,383,314	1,475,008	1,902,214

Footnotes:

- Starting from 2023, we make reference to the SBTi Corporate Net-Zero Standard (Version 1.2, March 2024) Annex D: Reporting Guidance, Section D.3 GHG emissions inventory and adopt the best practice reporting and disclosure of full GHG emissions inventory on an annual basis with the reporting period from 1 January to 31 December 2023.
- 100% of base year and annual Scope 1 and Scope 2 emissions have been verified against ISO14064-1 by a third party with a level of reasonable assurance (See Appendix B).
- Following the principles and approach of GHG Protocol "The Corporate Value Chain (Scope 3) Accounting and Reporting Standard", 54% of our value chain emissions are quantified based on primary activity data provided by suppliers specific to their activities, and have been verified against ISO14064-1 by a third party with a level of reasonable assurance (See Appendix B).
- Emissions from Category 8 Upstream leased asset and Category 15 Investments are included under Scope 1 and Scope 2 emissions.
- Emission from Category 9 Downstream transportation and distribution is included under Category 4 Upstream transportation and distribution since Gammon would provide and/or hire third party transportation for our products such as ready-mix concrete, prefabricated steel or MIC/MIMEP units.
- Category 10 Processing of sold products is not considered relevant to Gammon's business operations as no products sold by Gammon requires further processing.
- Regarding Category 11 Use of sold products and Category 12 End of life treatment of sold products, there were no building-related project for which Gammon provided permanent works design nor design-and-build projects completed during 2021-2023 and thus there are no Category 11 and Category 12 emissions associated with completed projects. The products / equipment provided by Gammon in construction projects during 2021-2023 are considered part of the construction service covered under Scope 1 and Scope 2 rather than Category 11 and Category 12 emissions.
- Emissions from Category 13 Downstream leased assets and Category 14 Franchises are not considered relevant to Gammon's operations because Gammon does not own any downstream leased assets and franchises.

Environment - Zero Waste

(GRI 306) Waste & circularity

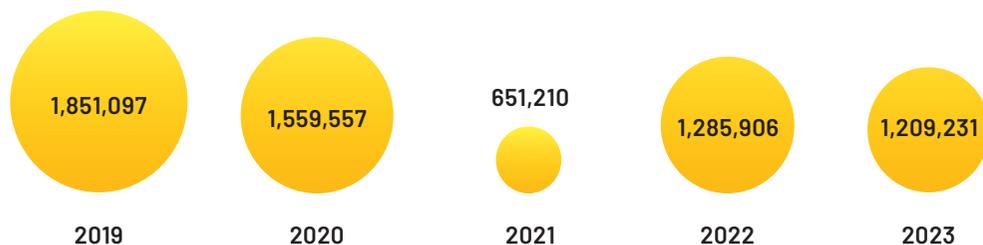
Quantities determined from EPD Construction Waste Disposal Charging Scheme, receipts from waste management service providers or recyclers. Wastes generated from sites where Gammon is a subcontractor only are excluded as these are handled by the main contractor on site. For hazardous waste, we send it to licensed collectors and we do not reuse, recycle, compost, recover, incinerate, deep-well inject or store on-site. For non-hazardous waste, we do not compost, recover, deep-well inject or store on-site. Disposal method is determined based on compliance with local government requirements.

(GRI 306-3) Waste generated

GRI	Performance Indicators	Units	2019	2020	2021	2022	2023
(GRI 306-3-a)	Total weight of waste generated	tonnes	1,922,536	1,613,624	695,576	1,512,380	1,354,371
	Total quantity of inert waste	tonnes	1,838,548	1,547,801	623,767	1,446,104	1,265,833
	Total quantity of non-inert waste	tonnes	69,837	60,188	42,331	47,649	61,128
	Total quantity of mixed waste	tonnes	25,098	23,512	29,353	18,627	27,410

(GRI 306-4) Waste diverted from disposal

(GRI 306-4-a) Total weight of waste diverted from disposal (tonnes)



Waste diversion rate (% of waste diverted from disposal)



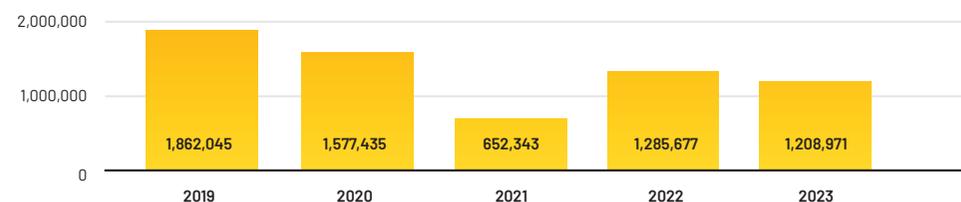
(GRI 306-4-b) Total weight of hazardous waste diverted from disposal

(GRI 306-4-b-ii) Total hazardous waste recycled (offsite) (tonnes)

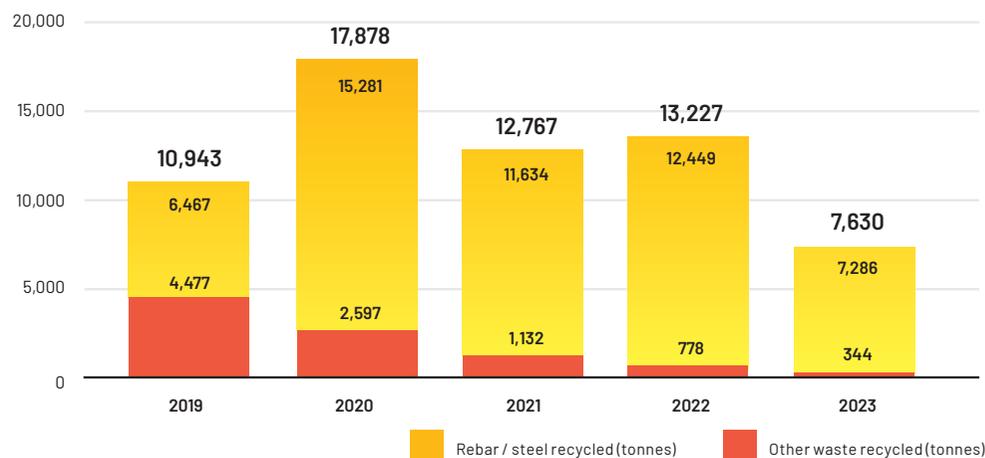
Hazardous waste including used lubricating oil, waste lead acid battery and other chemicals is reported starting from 2022. The 2022 total value has been revised because the lubricating oil has sent to Dunwell since 2022.



(GRI 306-4-c) Total weight of non-hazardous waste diverted from disposal (tonnes)



(GRI 306-4-c-ii) Total non-hazardous waste recycled including rebar/steel (offsite) (tonnes)¹



1. New waste types such as yard waste and water barrier and other plastics are counted since 2022.

Recycling rate (including rebar / steel)¹



1. Recycling rate = (Total waste recycled / (Total waste recycled + Total waste sent to landfills and sorting facilities)) x 100%. Starting from 2019, total waste to landfill includes 50% of the waste disposed of at Government sorting facilities.

(GRI 306-4+c-i) Non hazardous waste reuse (Inert wastes generated in Hong Kong and Singapore only)

Public fill banks are managed by local Government and materials are reused for backfill / land formation etc.

Performance Indicators		Units	2019	2020	2021	2022	2023
Total quantity of inert material to public fill (offsite)		tonnes	841,643	1,049,576	513,485	881,498	1,031,960
By region	Hong Kong (direct to public fill) ¹	tonnes	829,094	1,030,466	496,240	872,184	1,018,256
	Hong Kong (sorting facilities portion) ²	tonnes	12,549	11,756	14,677	9,314	13,705
	Singapore	tonnes	-	-	-	-	-
	Macau ³	tonnes	-	7,355	2,568	-	-
Total quantity of direct inert material reused on site (onsite) - HK only		tonnes	76,723	148,494	85,558	98,570	22,614
Total quantity of direct inert material reused at other sites (offsite)		tonnes	932,731	361,487	39,401	286,511	140,858
By region	Hong Kong	tonnes	932,356	361,391	39,284	286,430	140,858
	Singapore	tonnes	375	96	117	81	-
HK treated marine sediment reused for backfill (onsite) ⁴		tonnes	-	-	-	5,872	5,907
Direct inert material reused percentage ⁵		%	55	33	20	31	14

1. Public fill, is the inert material including debris, rubble, earth and concrete which is taken to a Government Public Fill Facility.

2. Assumed 50% of waste sent to sorting facilities is diverted to public fill.

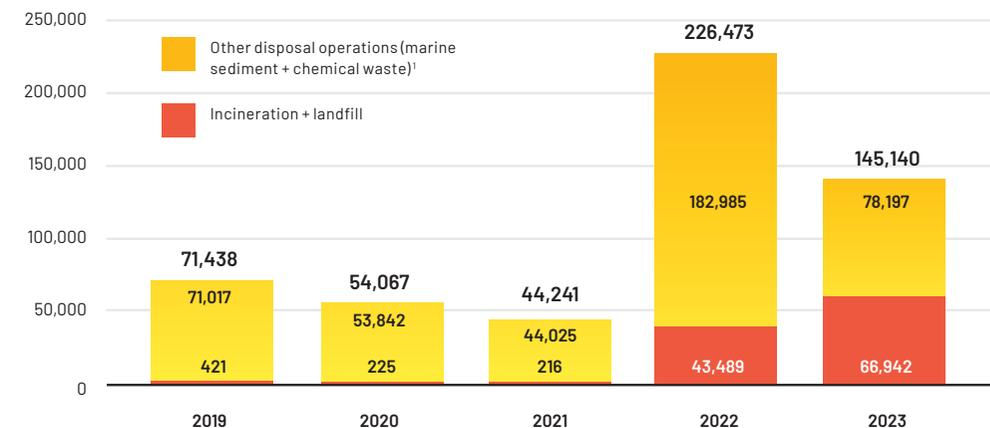
3. No project in 2019, 2022 and 2023.

4. Started reporting in 2022.

5. Direct reuse and reception site arrangement initiated by Gammon.

(GRI 306-5) Waste directed to disposal

(GRI 306-5-a) Total weight of waste directed to disposal (tonnes)¹
(incineration, landfill and other disposal)



1. Started reporting marine sediment in 2022.

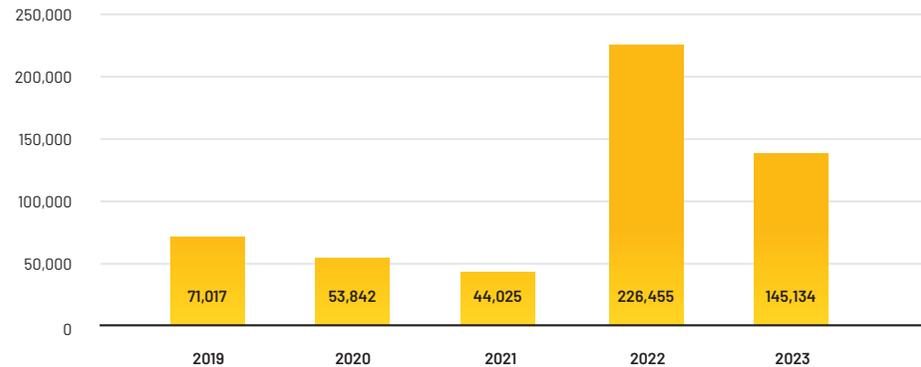
(GRI 306-5-b) Total weight of hazardous waste directed to disposal - HK only (tonnes)

Disposal by licensed contractor. Disposal method determined based on compliance with local government requirements.

Performance Indicators	Units	2019	2020	2021	2022	2023
Total weight of hazardous waste directed to disposal - HK Only	tonnes	421	225	216	18	5.8
Solid chemical waste (offsite)	tonnes	192	19	21	18	5.6
Liquid chemical waste (offsite) ¹	tonnes	230	206	196	0	0.2

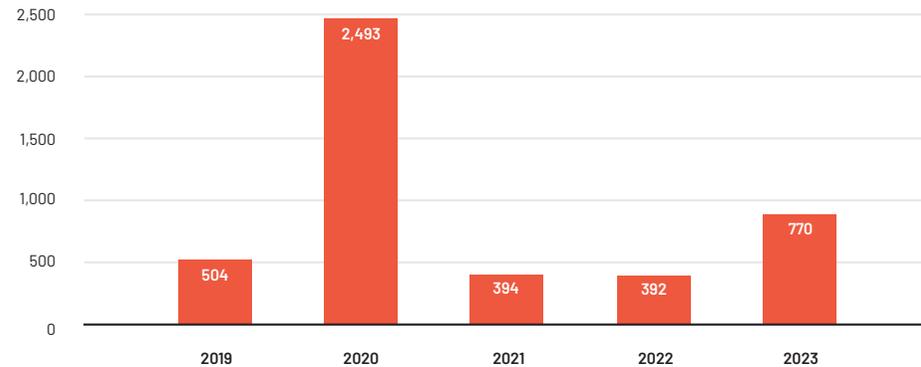
1. The majority is spent lubricant oil. In 2023, Most of the lubricating oil is sent to Dunwell for recycling, and the remaining was sent to EPD waste treatment facility in Tsing Yi.

(GRI 306-5-c) Total weight of non-hazardous waste directed to disposal (tonnes)¹



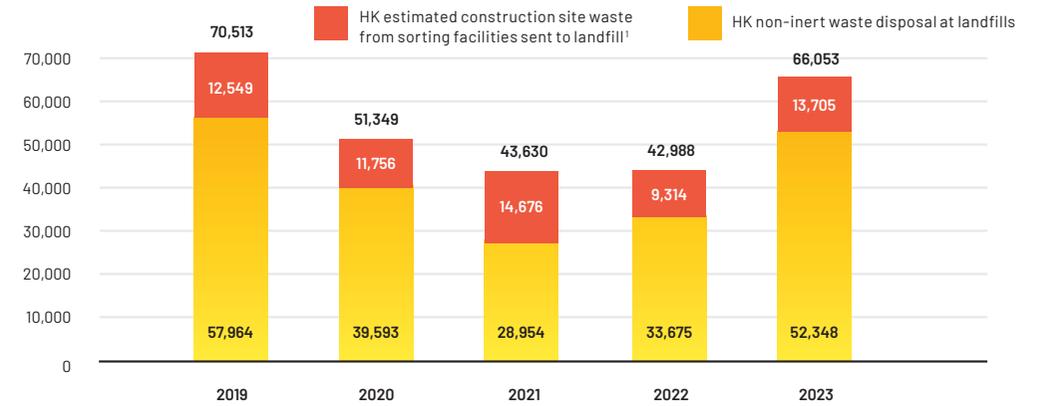
1. Including marine sediment.

(GRI 306-5-c-i) Total non-hazardous waste incinerated (with energy recovery) (offsite) (Singapore & Macau only) (tonnes)¹



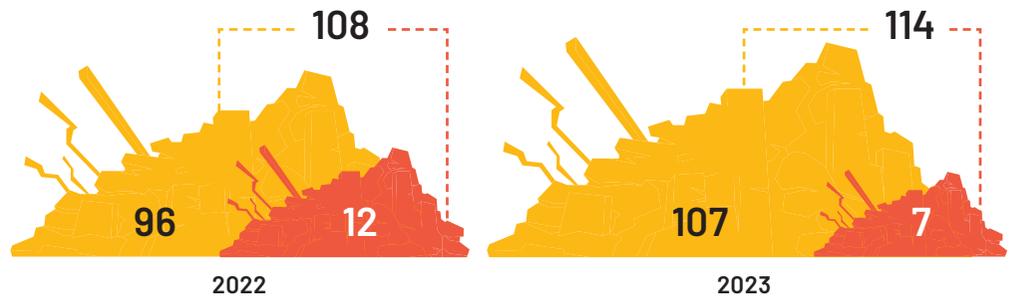
1. Construction waste incineration reported in SGP in addition to food waste incineration since 2019. Started reporting SGP head office waste in 2021. No Macau work in 2019, 2022 and 2023. In 2020, 954 tonnes were contributed from Macau, and 33 tonnes were contributed from Macau in 2021.

(GRI-306-5-c-iii) Total non-inert waste sent to landfill (offsite) (tonnes)



1. Assumed 50% of waste sent to sorting facilities is residual waste sent to landfill.

(GRI-306-5-c-iii) Total waste generated from permanent office and facility sent to landfill 2022 & 2023 (offsite)(tonnes)



1. Started reporting in 2022, including waste generated at the workshop, canteen, office at Gammon Technology Park and Quayside head office.
 2. Started reporting in 2022, including waste generated at Pristine factory and Shenzhen office.

(GRI-306-5-c-iv) HK marine sediment sent to designated disposal sites (offsite)(tonnes)¹



1. Starting from 2022, marine disposal is recorded.

Value Chain - Co-Creation

GRI 2-6 Activities, value chain and other business relationships

GRI 204 Procurement practices

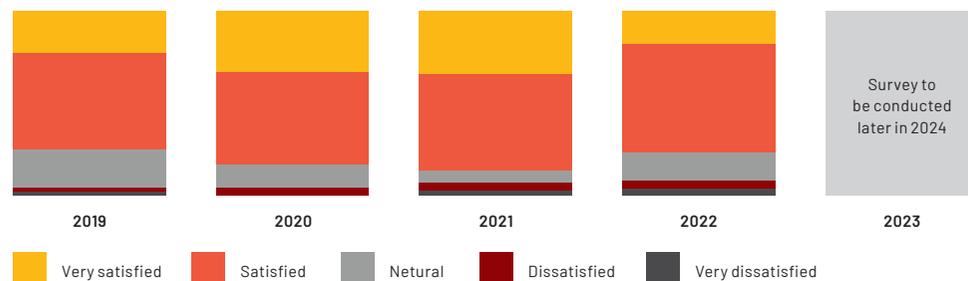
GRI 204-1 Proportion of spending on local suppliers

Subcontractors are taken to be external parties providing services and/or labour.
Suppliers are taken to be external parties supplying equipment or materials.

Performance Indicators	Units	2019	2020	2021	2022	2023
Active subcontractors and suppliers	number	1,912	1,985	2,134	1,994	1,917
Location of suppliers / subcontractors by country or region						
Hong Kong (considered as local suppliers)	% by number	96	94	98	92	93
Mainland China (considered as local suppliers) ¹	% by number	-	-	-	3	3
Overseas	% by number	4	6	2	5	5
Payment to suppliers / subcontractors by country or region						
Hong Kong (considered as local suppliers)	HK\$1M	3,262	3,252	4,109	4,480	6,358
Mainland China (considered as local suppliers) ¹	HK\$1M	-	-	-	136	78
Overseas	HK\$1M	214	218	87	91	241

1. Mainland China reported separately since 2022.

Yearly customer satisfaction survey



Supply chain category (number)

	2019	2020	2021	2022	2023
Subcontractor	990	968	1,181	947	896
Distributors/ Traders/ Stockists/ Brokers/ Wholesales/ Others	776	751	713	765	766
Manufacturers	78	146	161	161	143
Licensees	23	39	37	36	30
Professional/ Consultants	3	43	13	58	58
Contractors	3	5	7	6	5
Service companies	39	34	22	21	19

Other business partners (number)

	2019	2020	2021	2022	2023
Joint venture	-	-	-	1 ¹	1 ¹

1. Reported since 2022. Joint venture at Sai Sha Road Widening project.

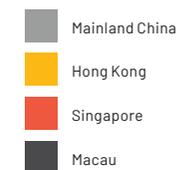
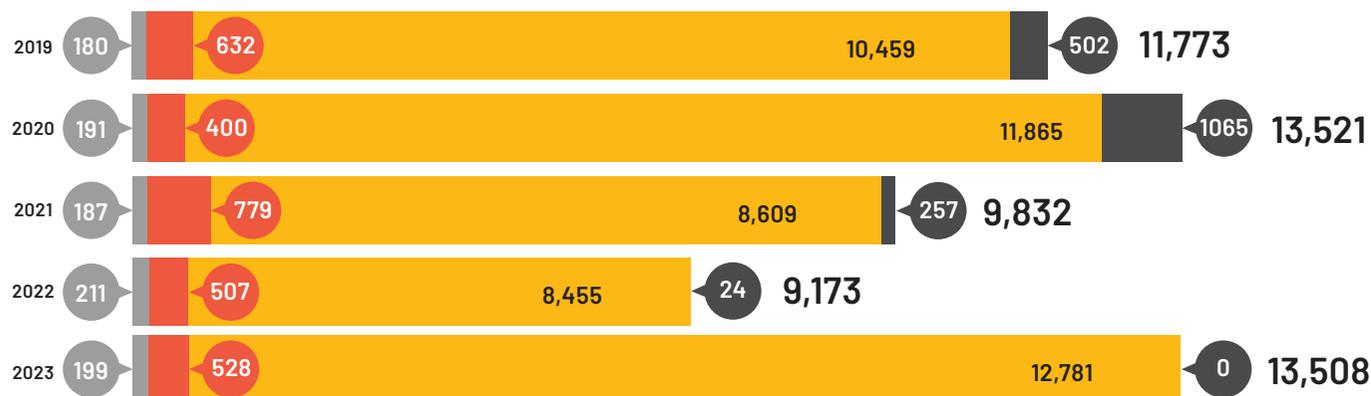
People - Caring

GRI 2-7 Employees

GRI 2	General disclosures		2022	2023
GRI 2-7-c	Data compiled using headcount at the end of the reporting period. Temporary employees are contract employees.			
	Due to changes in Disclosure 2-7 in GRI version 2021, reporting structure has been revised showing 2022 and 2023 data only. Data for 2021 or before can be found at https://www.gammonconstruction.com/en/sustainability-report.php			
			2022	2023
GRI 2-7-a	Total number of employees		7,308	7,974
	By Gender	Men	6,010	6,544
		Women	1,298	1,430
	By Region	Mainland China	454	469
		Singapore (SGP)	434	349
		Hong Kong (HK) & Macau	6,420	7,156
GRI 2-7-b-i	Total number of permanent employees		6,503	6,990
GRI 2-7-b-ii	Total number of temporary employees		805	984
GRI 2-7-b-iii	Total number of non-guaranteed hours employees¹		1	1
GRI 2-7-b-iv	Total number of full-time employees		7,297	7,963
GRI 2-7-b-v	Total number of part-time employees		11	11

1. Number included under temporary part-time women employees at HK.

GRI 2-8 Total subcontractors workers (by locations)



GRI 2-8-c Subcontractors are defined as workers providing services or labour to support construction works on site or at Pristine providing services and/or labour. Data compiled from Human Resources data management system. Employee numbers expressed as headcount.

No significant variations during the year (e.g. seasonal variations). Daily paid employees and subcontractor worker numbers vary in response to project numbers, types and project delivery cycles.

GRI 2-7 Employees

Permanent, Full-time	2022			2023		
	Women	Men	Total	Women	Men	Total
Hong Kong (HK) & Macau	993	4,630	5,623	1,122	5,055	6,177
Mainland China	168	286	454	167	302	469
Singapore (SGP)	50	373	423	48	294	342
Permanent, Part-time						
Hong Kong (HK) & Macau	1	0	1	0	0	0
Mainland China	0	0	0	0	0	0
Singapore (SGP)	2	0	2	2	0	2
Temporary, Full-time						
Hong Kong (HK) & Macau	83	705	788	88	882	970
Mainland China	0	0	0	0	0	0
Singapore (SGP)	0	9	9	0	5	5
Temporary, Part-time						
Hong Kong (HK) & Macau ²	1	7	8	3	6	9
Mainland China	0	0	0	0	0	0
Singapore (SGP)	0	0	0	0	0	0

2. Including one non-guaranteed hour part-time women employee at HK.

GRI 401 Employment

GRI 401-1 New employee hires and staff turnover

Data covers all regions, based on year end. Scope: permanent employees since 2022; monthly-paid employees for 2021 and before.

GRI 401-1-a New employee hires



	% of total employees by age group (years old)		
	Under 30	30-50	Over 50
2019	9.4	8.8	2.6
2020	7.5	6.6	2.1
2021	11.5	16.4	6.8
2022	9.5	16.1	4.8
2023	8.7	14.1	4.7

	No. by gender		% of total employees by gender		Employee rate	
	Male	Female	Male	Female	Male (% of total males)	Female (% of total females)
2019	758	200	16.5	4.4	20	23
2020	573	154	12.8	3.4	16	18
2021	1,266	275	28.5	6.2	36	31
2022	1,574	401	24.2	6.2	30	33
2023	1,510	407	21.6	5.8	27	30

	No. by region			% of total employees		
	Hong Kong & Macau	Singapore	Mainland China	Hong Kong & Macau	Singapore	Mainland China
2019	762	78	118	16.6	1.7	2.6
2020	624	49	54	13.9	1.1	1.2
2021	1,243	233	65	28.0	5.3	1.5
2022	1,765	125	85	27.1	1.9	1.3
2023	1,811	45	61	25.9	0.6	0.9

GRI 401-1-b Staff turnover



	% of total employees by age group (years old)		
	Under 30	30-50	Over 50
2019	4.9	6.6	1.2
2020	5.0	6.3	1.1
2021	7.7	11.2	1.9
2022	5.8	14.4	4.1
2023	5.6	11.6	3.7

	No. by gender		% of total employees by gender		Turnover rate	
	Male	Female	Male	Female	Male (% of total males)	Female (% of total females)
2019	449	135	9.8	2.9	12	15
2020	448	106	10.0	2.4	12	12
2021	731	193	16.5	4.4	21	22
2022	1,285	295	19.8	4.5	24	24
2023	1,173	287	16.8	4.1	21	21

	No. by region			% of total employees		
	Hong Kong & Macau	Singapore	Mainland China	Hong Kong & Macau	Singapore	Mainland China
2019	479	48	57	10.4	1.0	1.2
2020	462	49	43	10.3	1.1	1.0
2021	789	80	55	17.8	1.8	1.2
2022	1,336	194	50	20.5	3.0	0.8
2023	1,274	126	60	18.2	1.8	0.9

GRI 401-1-a Graduate and apprentice recruitment¹

Hong Kong only. Includes both degree and higher diploma holders.



1. 5.5% of the month-paid staff are in apprenticeships or training in 2023.

GRI 404 Training and education

GRI 404-1 Average training hours (monthly paid employees)

Since 2017 data excludes mainland China. From 2019 all regions are included.

GRI 404-1-a-i Training hours per employee (by gender)

	2019		2020		2021		2022		2023	
Training hours per employee	16.0		10.1		16.2		14.6		12.2	
Training by gender	Male	Female								
% of training hours ¹	86.0	14.0	84.4	15.6	85.6	14.4	83.5	16.5	82.3	17.7
Hours / employee ²	16.5	11.7	10.6	8.0	17.2	11.8	15.1	12.3	12.3	11.6

1. Percentages reflect the male:female proportion in the company

2. More training is provided to operations-based roles where there is a higher % of males, hence the number of hours is higher for males

GRI 401-3 Parental leave (Reported since 2022)

GRI		Hong Kong	Macau	China	Singapore	Total
GRI 401-3-a	A. Total number of employees that were entitled to parental leave, by gender in 2023					
	Male	5,939	4	302	299	6,544
	Female	1,211	2	167	50	1,430
	Total	7,150	6	469	349	7,974
GRI 401-3-b	B. Total number of employees that took parental leave, by gender in 2023					
	Male	84	0	6	2	92
	Female	17	0	9	3	29
	Total	101	0	15	5	121
GRI 401-3-c	C. Total number of employees that returned to work in the reporting period after parental leave ended, by gender in 2023					
	Male	70	0	6	2	78
	Female	17	0	9	3	29
	Total	87	0	15	5	107
GRI 401-3-c	D. Total number of employees that returned to work in the reporting period after parental leave ended, by gender in 2022					
	Male	84	1	12	2	99
	Female	21	0	6	0	27
	Total	105	1	18	2	126

GRI 401-3 Parental leave (Reported since 2022)

GRI		Hong Kong	Macau	China	Singapore	Total
GRI 401-3-d	E. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender (those who took leave in 2022)					
	Male	67	1	12	0	80
	Female	18	0	6	0	24
	Total	85	1	18	0	104
GRI 401-3-e	F. Return to work rates of employees that took parental leave, by gender in 2023 (C ÷ B)					
	Male	83%	-	100%	100%	85%
	Female	100%	-	100%	100%	100%
	Total	86%	-	100%	100%	88%
GRI 401-3-e	G. Retention rates of employees that took parental leave, by gender (those who took leave in 2022) (E ÷ D)					
	Male	80%	100%	100%	0%	81%
	Female	86%	-	100%	-	89%
	Total	81%	100%	100%	0%	83%

GRI 404-1-a-ii Training hours per employee (by management class)

Training hours (by management class, %)	2019		2020		2021		2022		2023	
	% distribution of training hours	Hrs / employee								
Director	0.4	16.4	1.0	21.2	0.4	13.7	0.5	20.4	0.5	17.1
Managerial	19.0	24.2	19.1	14.8	24.2	28.7	21.4	23.6	17.9	17.0
Professional	31.6	18.3	34.5	11.9	37.5	20.3	40.3	20.3	39.3	17.4
Supervisory	15.3	13.0	15.6	8.3	12.4	10.2	14.0	9.5	15.9	9.3
Technical	28.6	17.2	25.2	9.4	18.2	11.7	19.9	11.8	23.0	9.9
Others	5.1	7.4	4.1	3.7	7.3	10.9	3.8	4.8	3.5	4.2

GRI 404-3 Career & performance review (monthly paid employees excluding Pristine)

Performance review (by gender, %)	2019		2020		2021		2022		2023	
	Male	Female								
	92.0	92.0	98.2	98.2	93.3	91.1	94.5	93.6	91.2	95.6
Performance review (by management class, %)										
Director	100		100		100		100		100	
Managerial	79.0		92.8		96.8		96.7		96.6	
Professional	93.0		98.5		91.8		94.0		95.5	
Supervisory	95.0		98.1		95.4		95.6		95.1	
Technical	96.0		99.2		93.7		93.1		83.7	
Others	91.0		99.8		92.0		95.3		95.7	

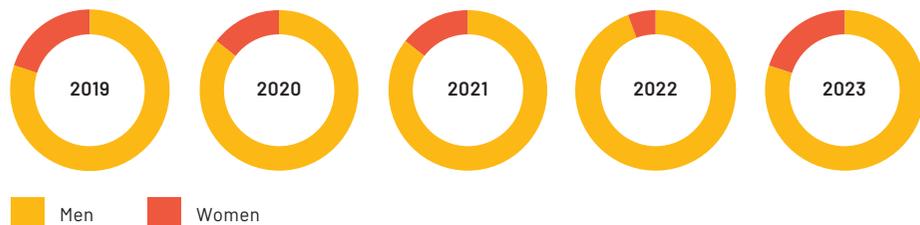
GRI 405 Diversity and Equal Opportunity

GRI 405-1 Diversity of governance bodies and employees (Permanent employees)

GRI 405-1-a Diversity of governance bodies

Including Executive Directors & CE in 2023. For 2022, Directors, Executive Directors and CE considered. For 2021 and before, only Executive Directors considered.

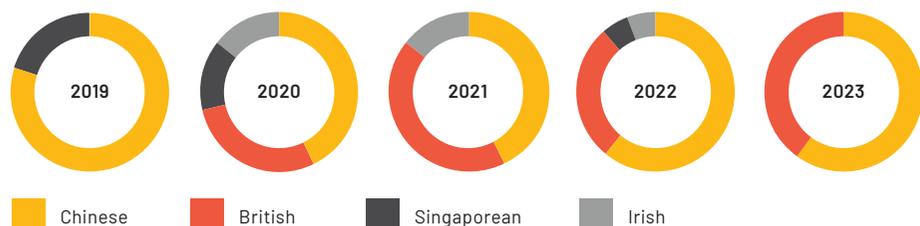
Employees in governance bodies by gender



Employees in governance bodies by age



Employees in governance bodies by nationality¹



1. Nationality refers to the issued country of the passport holding by the directors.

GRI 405-1-b Diversity of employees per employee category

Started reporting in 2022. Employee category based on staff grading

Employee Category	2022				2023			
	Gender	%	Age Group	%	Gender	%	Age Group	%
Senior Leadership	Men	83.3%	Under 30	0.0%	Men	80.0%	Under 30	0.0%
		Women	16.7%	30-50			0.0%	30-50
	Over 50			100.0%	Women	20.0%	Over 50	60.0%
Executives and Senior Executives	Men	87.1%	Under 30	0.3%	Men	85.7%	Under 30	0.3%
		Women	12.9%	30-50			67.9%	30-50
	Over 50			31.8%	Women	14.3%	Over 50	30.6%
Junior Executives	Men	79.5%	Under 30	19.0%	Men	80.6%	Under 30	19.2%
		Women	20.5%	30-50			67.5%	30-50
	Over 50			13.5%	Women	19.4%	Over 50	15.1%
General Staff	Men	81.1%	Under 30	22.3%	Men	80.1%	Under 30	22.4%
		Women	18.9%	30-50			49.7%	30-50
	Over 50			28.0%	Women	19.9%	Over 50	29.6%

Employee Category	2022		2023	
	Nationality	Percentage	Nationality	Percentage
Junior Executives and Above	Chinese (Hong Kong / Mainland China)	87.4%	Chinese (Hong Kong / Mainland China)	87.5%
	Singapore	2.7%	Philippines	2.8%
	Philippines	2.6%	Singapore	2.4%
	Malaysia	1.6%	United Kingdom	1.7%
	United Kingdom	1.6%	Malaysia	1.6%
	India	1.3%	India	1.3%
	Myanmar	0.5%	Nepal	0.4%
	Nepal	0.4%	Bangladesh	0.2%
	Bangladesh	0.2%	Nigeria	0.0%
	Others ¹	1.7%	Others ³	2.1%
General Staff	Chinese (Hong Kong / Mainland China)	82.1%	Chinese (Hong Kong / Mainland China)	82.3%
	Nepal	9.1%	Nepal	10.1%
	India	3.0%	India	2.0%
	Bangladesh	2.2%	Bangladesh	1.5%
	Philippines	1.2%	Philippines	1.0%
	Singapore	0.6%	Pakistan	0.9%
	Pakistan	0.4%	Singapore	0.4%
	Malaysia	0.3%	Malaysia	0.4%
	United Kingdom	0.1%	Nigeria	0.3%
	Myanmar	0.1%	United Kingdom	0.1%
	Others ²	0.9%	Others ⁴	0.8%

1. Including Australia, Canada, Indonesia, Ireland, Korea, etc.

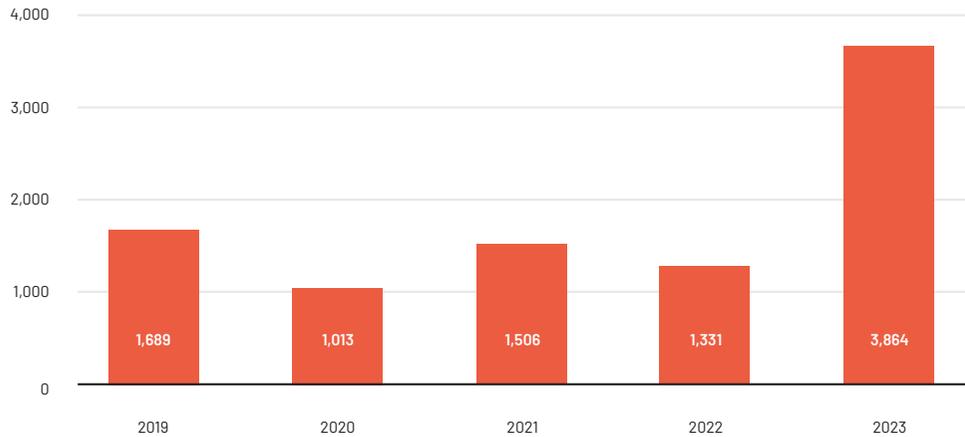
2. Including Burkina Faso, Canada, Congo, Gambia, Ghana, etc.

3. Including Australia, Canada, Ghana, Indonesia, Ireland, etc.

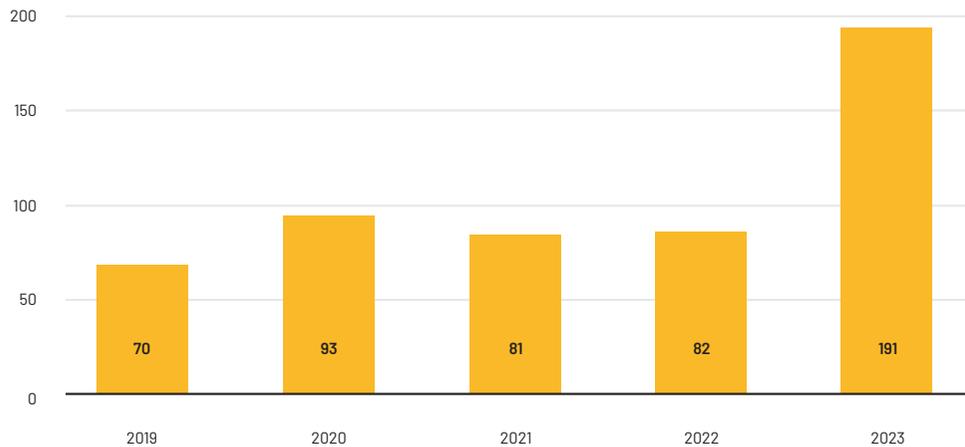
4. Including Burkina Faso, Congo, Croatia, Gambia, Ghana, etc.

Corporate social initiatives

Volunteer hours (preparation and participation time)



Number of community activities



Governance

GRI 2-27 Compliance with laws and regulations

GRI	Units	2019	2020	2021	2022	2023
GRI 2-27-a, c & d	Total number of significant instances of non-compliance with laws and regulations during the reporting period					
	i. instances for which fines were incurred (significant fines are defined as over HKD100,000)	number	0	0	0	0
	ii. instances for which non-monetary sanctions were incurred (significant instances include imprisonment, delisting, mandatory tender suspensions, etc.) ¹	number	0	0	0	0
GRI 2-27-b	Total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period					
	i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	number	0	0	0	0
	ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting period	number	0	0	0	0

1. For transparency, there were two voluntary suspensions of our licence in 2023, however, they are not considered significant as per GRI's definitions.

Governance

GRI 418 Customer Privacy

GRI	Units	2022	2023
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		
GRI 418-1-a	Total number of substantiated complaints received concerning breaches of customer privacy		
	i. complaints received from outside parties and substantiated by the organization	number	0
	ii. complaints from regulatory bodies	number	0
GRI 418-1-b	Total number of identified leaks, thefts, or losses of customer data		
	number	0	0

GRI 416 Customer health and safety

GRI	Performance Indicators	Units	2019	2020	2021	2022	2023
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services						
	Product and services non-compliance in terms of health and safety¹	number	0	0	0	0	0

1. Only reporting incidents of non-compliance where customers' health and safety could be affected.

Summary of sustainability KPIs with year-on-year targets

Progress achieved and actions planned can be found on page 37 for KPI 1, 2, 3, 4, page 25 for KPI 5, and page 47 for KPI 6.

Item	KPI Description	Units	Base Year (2016)	2021		2022		2023		2024	2025
				Annual Target	Actual Performance	Annual Target	Actual Performance	Annual Target	Actual Performance	Annual Target	Annual Target
1	25% reduction in Group carbon intensity by 2025 (carbon emissions based on Scope 1 (direct fuel use) and Scope 2 (indirect electricity) emissions)	kg CO2e / HK\$ 1 million turnover	4,378	3,770	5,173	3,648	4,799	3,526	3,685	3,405	3,283
2	25% reduction in waste intensity (landfill or incineration) for Hong Kong and Macau by 2025	tonnes / HK\$ 1 million turnover (HK & Macau only)	3.66	3.16	2.57	3.05	2.15	2.95	2.58	2.85	2.75
3	25% reduction in Group water intensity by 2025 ¹	m ³ / HK\$ 1 million turnover	54.96	47.33	67.59	45.80	84.71	44.27	59.98	42.75	41.22
4	25% reduction in Group energy intensity by 2025	MJ / HK\$ 1 million turnover	51,215	44,102	64,247	42,679	59,531	41,257	47,584	39,834	38,411
5	Improving year-on-year Group safety performance	Reduction in AIR ²	N/A	<3.8	3.4	<3.6	3.6	<3.4	4.1	<3.2	<2024 figure
6	25% of concrete quantity produced is certified or equivalent to the 'Platinum' grade of the CIC Green Product Certification Scheme - Carbon Labelling Scheme ³	Percentage (%)	N/A	25	29.5	25	57.9	25	40.4	25	25

1. Although water use is not a material issue, it has been included to reflect our precautionary approach and reduce environmental impact, drive efficiency (especially in Singapore where there is a high level of water stress), and to support our priority SDG Target 6.4.

2. AIR = (No. of reportable accident / Average workforce) * 1000. AIR targets revised and updated for 2022, 2023, and 2024, being 5% reduction to previous year's AIR target.

3. Certified concrete products are verified against CIC Green Product Certification Assessment Guide - Ready-mixed Concrete (Version: 1.4, Issued: July 2020).

Appendix B

Greenhouse gas inventory verification

Based on the approach under ISO14064, estimates of GHG emissions cannot be included in the verification process. Therefore, when Gammon is in a subcontracting role or where energy or water is provided by others, the corresponding estimated emissions have been excluded.



Electric crane at work on our Terminal 2 Expansion Works project at Hong Kong International Airport



Opinion HK24/00000096

Verification Opinion

To Gammon Construction Limited,

SGS has been contracted by Gammon Construction Limited (hereinafter referred to as "CLIENT"), 22/F, Tower 1 & 2, The Quayside, 77 Hoi Bun Road, Kwun Tong, Kowloon, Hong Kong, for the Greenhouse Gas (GHG) verification in accordance with

ISO 14064-3:2019

as provided by Gammon Construction Limited (hereinafter referred to as "RESPONSIBLE PARTY"), 22/F, Tower 1 & 2, The Quayside, 77 Hoi Bun Road, Kwun Tong, Kowloon, Hong Kong, in the GHG Statement in the form of *Greenhouse Gas (GHG) Report Year 2023* (Date: 13th May 2024, Revision no. 0) covering GHG emissions of the period 1st January 2023 to 31st December 2023.

Roles and Responsibilities

The management of Gammon Construction Limited was responsible for the organization's GHG information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG information and the reported GHG emissions. This responsibility includes designing, implementing and maintaining a data management system relevant to the preparation and fair presentation of a GHG statement in accordance with ISO 14064-1:2018.

SGS's responsibility was to express an independent GHG verification opinion on *Greenhouse Gas (GHG) Report Year 2023* (Date: 13th May 2024, Revision no. 0) as provided by Gammon Construction Limited for the period 1st January 2023 to 31st December 2023 against the principles and requirement of ISO 14064-1:2018.

SGS conducted a third party verification of the provided GHG Statement in the period 5th March 2024 to 13th May 2024 in accordance with ISO 14064-3:2019.

Verification Objectives

The purposes of this verification exercise were, by review of objective evidence, to independently review:

- Conformance with agreed verification criteria, including the principles and requirements of relevant standards or GHG programmes, if applicable, within the scope of the verification;
- Whether the GHG emissions were as declared by the organization's GHG Statement.





Verification Scope

This engagement covered verification of emissions from anthropogenic sources of GHGs included within the scope outlined below.

- The organization boundary was established following equity share approach
- Location/boundary of the activities:
 - Offices
 - Gammon Head Office: 22/F, Tower 1 & 2, The Quayside, 77 Hoi Bun Road, Kwun Tong, Kowloon, Hong Kong;
 - Zero Harm Induction Centre: Unit No 4, 10th Floor, Lee Sum Factory Building, 28 Ng Fong Street, San Po Kong, Kowloon, Hong Kong;
 - Gammon Shenzhen Office: 8/F, Tower A, Sunhope E Metro 7018 Caitian Road, Futian District Shenzhen 518035 People's Republic of China;
 - Gammon Singapore Office: 1 International Business Park #10-01, The Synergy, Singapore 609917;
 - Construction Services Division (CSD) Facilities
 - Gammon Technology Park: 21 Chun Wang Street, Tseung Kwan O, Hong Kong;
 - Tuen Mun Concrete Batching Plant (Rental Plant): Lam Tei Quarry, Tuen Mun, New Territories, Hong Kong;
 - Yau Tong Concrete Batching Plant (Rental Plant): 20 Tung Yuen Street, Yau Tong, Kowloon, Hong Kong;
 - 3RS Batching Plant (Three Runway System Project): Concrete Batching Facility B1, Short Term Tenancy No. CX2600, Hong Kong International Airport, Chek Lap Kok, Hong Kong (Airport Authority Contract 3901B);
 - Dongguan Pristine Metal Works: Fu Lu Sha Region, Sha Tian Town, Dongguan, China (Postal code 523990);
 - Warehouses
 - Hang Tau Warehouse: DD100 Lot 789, Hang Tau Village, Sheung Shui, New Territories, Hong Kong;
 - Sha Tau Kok Warehouse:

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DD38 Lot 120, Sha Tau Kok Road, Wo Hang North, New Territories, Hong Kong;

- Fung Ka Wai Warehouse: DD126 Lot 202RP, 203RP, 204PR, 205-207, 209, 217-221, 224, 226-231, 236-240, Ping Shan, Yuen Long, New Territories, Hong Kong;
 - Ping Che Warehouse: Lot 925-928, 931, 1531, Portion of Lot 929, 930, 932 RP and 1530 all in DD 77, Ping Che, New Territories, Hong Kong
 - Tak Kwu Ling Warehouse: No 10-A2 Lee Uk New Village, Ta Kwu Ling, Fanling, New Territories, Hong Kong
 - Gammon Singapore Plant Yard: 60 Tuas Crescent Open Space, Singapore 638470;
- Hong Kong and Singapore Construction Sites
- 91 sites (address details to Appendix)
- Physical infrastructure, activities, technologies and processes of the organization:
 - The carrying out of design, construction and maintenance of civil engineering works (site formation, roads and drainage, tunnels, viaducts, port works and waterworks and box culverts);
 - The carrying out of design and construction of landfill preventive and remedial works to slopes and retaining walls;
 - The carrying out of ground investigation works;
 - The carrying out of design and construction of foundations including predrilling works, pile caps, substructure works, excavation and lateral support, grout curtain, pipe piles, permeation grouting, post construction core test, diaphragm wall, bored, driven and percussive piling (barrette pile, hand dug caisson, large diameter bored piles, large diameter bored piles with bell-out, minipiles, non-percussion cast-in-situ concrete pile, percussion cast-in-situ concrete pile, precast concrete piles, precast prestressed tubular piles (PPTP), rock-socketted steel H-pile in prebored hole, percussive driven steel H piles, percussive driven steel sheet piles, nondriven steel sheet piles and steel tubular piles);
 - The carrying out of design and construction of buildings;
 - The carrying out of building activities to keep, restore and improve the facilities of buildings and surroundings;
 - The carrying out of design, supply, installation and manage contracting of façade systems, cladding and glasswall;
 - The carrying out of design, installation, maintenance and

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project management of heating, ventilation and air-conditioning, "high voltage electrical, "low voltage electrical, "extra low voltage electrical, fire services, plumbing and drainage systems." as defined in Electricity Ordinance Chapter 406";

- The carrying out of demolition of buildings and structures with demolition design;
 - The carrying out of design, fabrication and installation of structural steelwork;
 - The carrying out of mechanical plant equipment supply services for construction;
 - The carrying out of plant and equipment maintenance;
 - The carrying out of project and design management;
 - The carrying out of concrete supply services;
 - The carrying out of calibration services & testing services of construction materials;
 - The carrying out of design, supply, installation and manage contracting of interior fitting out, alternation and addition works.
- GHG sources, sinks and/or reservoirs included: GHG sources as presented in the *Greenhouse Gas (GHG) Report Year 2023* (Date: 13th May 2024, Revision no. 0) of the RESPONSIBLE PARTY, which comprises the following emission categories:
 - Direct GHG emissions
 - Indirect GHG emissions from imported energy
 - Indirect GHG emissions from transportation
 - Mobile vehicles for staff commuting with fuel card
 - Business air travel
 - Indirect GHG emissions from products used by the RESPONSIBLE PARTY
 - Temporary works material - structural steel (cradle to gate) in Hong Kong
 - Temporary works material - timber formwork (cradle to gate) in Hong Kong
 - Temporary works material - pile material (cradle to gate) in Hong Kong
 - Temporary works material - concrete supplied by Gammon for internal use (with CIC Green Product Certification Label), raw materials acquisition & delivery to plant) in Hong Kong
 - Temporary works material - concrete supplied by Gammon for internal use (by CIC Carbon Assessment

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- Tool, raw materials acquisition & delivery to plant) in Hong Kong
- Temporary works material - concrete supplied by Gammon for external use (with CIC Green Product Certification Label, raw materials acquisition & delivery to plant) in Hong Kong
- Temporary works material - concrete supplied by Gammon for external use (by CIC Carbon Assessment Tool, raw materials acquisition & delivery to plant) in Hong Kong
- Temporary works material - concrete supplied by external supplier for internal use (by CIC Carbon Assessment Tool, cradle to gate) in Hong Kong
- Permanent works material - structural steel (cradle to gate) in Hong Kong
- Permanent works material - reinforcement bar (cradle to gate) in Hong Kong
- Permanent works material - pile material (cradle to gate) in Hong Kong
- Permanent works material - concrete supplied by Gammon for internal use (with CIC Green Product Certification Label, raw materials acquisition & delivery to plant) in Hong Kong
- Permanent works material - concrete supplied by Gammon for internal use (by CIC Carbon Assessment Tool, raw materials acquisition & delivery to plant) in Hong Kong
- Permanent works material - concrete supplied by Gammon for external use (with CIC Green Product Certification Label, raw materials acquisition & delivery to plant) in Hong Kong
- Permanent works material - concrete supplied by external supplier for internal use (by CIC Carbon Assessment Tool, cradle to gate) in Hong Kong
- Permanent works material - bagged cement (cradle to gate) in Hong Kong
- Embodied carbon of diesel oil purchased
- Embodied carbon of biodiesel oil purchased
- Embodied carbon of petrol purchased
- Landfill disposal in Hong Kong

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- Electricity used for processing fresh water by Water Supplies Department in Hong Kong
- Electricity used for processing sewage by Drainage Services Department in Hong Kong
- Waste incineration - food waste (wet weight) in Singapore
- Types of GHGs included: CO₂, CH₄, N₂O, NF₃, SF₆, HFCs, PFCs and HCFCs
- GWP adopted: IPCC Sixth Assessment Report (AR6)
- GHG information for the following period was verified: 1st January 2023 to 31st December 2023
- Level of assurance: Reasonable assurance
- Materiality thresholds: without major non-conformance to the agreed criteria in GHG quantification and reporting, and less than 5% error in misclassified GHG emissions of misapplication of calculations

Criteria

Criteria against which the verification assessment undertaken were the requirements of:
ISO 14064-1:2018

References

- Guidelines to Account for and Report on Greenhouse Gas Emissions for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong, 2010 Edition

GHG Statement

The GHG emission results presented in 2023 GHG Statement in the form of *Greenhouse Gas (GHG) Report Year 2023* (Date: 13th May 2024, Revision no. 0) of the RESPONSIBLE PARTY were listed below.

- Direct GHG emissions: 83,078.56 tonnes of CO₂e
- Indirect GHG emissions from imported energy: 14,252.45 tonnes of CO₂e
- Indirect GHG emissions from transportation: 666.29 tonnes of CO₂e
- Indirect GHG emissions from products used by the RESPONSIBLE PARTY: 1,028,428.30 tonnes of CO₂e
- CO₂ Emissions from Combustion of Biomass: 3,789.75 tonnes of CO₂e

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Conclusion

The RESPONSIBLE PARTY provided the GHG Statement based on the requirements of agreed criteria. The GHG information for the period 1st January 2023 to 31st December 2023 were verified by SGS to a reasonable level of assurance, consistent with the agreed verification scope, objectives and criteria.

SGS planned and performed works to obtain the information, explanations and evidence which SGS considered necessary to provide a reasonable level of assurance that the GHG emissions for the period 1st January 2023 to 31st December 2023 were fairly stated. The verification included review of the RESPONSIBLE PARTY's GHG information, assessment of the GHG information system and its controls, assessment of GHG data and information, assessment against verification criteria, as well as evaluation of the GHG Statement of the RESPONSIBLE PARTY through site visit, interview, document review and data verification in sampling. The data and information supporting the GHG Statement were historical and hypothetical in nature.

In SGS's opinion the presented GHG Statement

- is materially correct and is a fair representation of the GHG data and information, and
- is prepared in accordance with the agreed criteria on GHG quantification and reporting.

Authorised by



Date: 14th May 2024

SGS Hong Kong Limited - Energy and Carbon Services
Units 303 & 305, 3/F, Building 22E, Phase 3, Hong Kong Science Park, New Territories, Hong Kong
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Note: The findings recorded herein are based upon a verification performed by SGS. The opinion does not relieve Client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Client.

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Appendix C

Report assurance statement



Staff listen to a project briefing on our Ho Man Tin Station Property Development contract



ASSURANCE STATEMENT

SGS HONG KONG LTD'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE GAMMON CONSTRUCTION LIMITED'S SUSTAINABILITY REPORT FOR 2023

NATURE OF THE ASSURANCE/VERIFICATION

SGS Hong Kong Limited (hereinafter referred to as SGS) was commissioned by Gammon Construction Limited (hereinafter referred to as Gammon) to conduct an independent assurance of the Sustainability Report 2023 (hereinafter referred to as the Report).

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all Gammon's Stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation are the responsibility of the directors or governing body (as applicable) and the management of Gammon. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all Gammon's stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised assurance guidance and standards.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard Options	Level of Assurance
SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)	N/A
AA1000AS v3 Type 2 (AA1000APS Evaluation plus evaluation of Specified Performance Information)	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information included the text and 2023 data in accompanying tables contained in the Report. Data and information of subsidiaries of Gammon were included in this assurance process, which covered China, Hong Kong, Macau and Singapore during the period from 1st January 2023 to 31st December 2023.

Reporting Criteria Options

Global Reporting Initiative, GRI Standards (2021) (In Accordance with)

AA1000 Accountability Principles (2018)

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews, documentation & record review and validation with external bodies.

LIMITATIONS AND MITIGATION

Financial data drawn directly from Gammon that has not been checked back to source as part of this assurance process.

Some statements and information that were not identified as material issues were excluded from the scope of the assurance within the timescale allowed.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Gammon, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with IRCA EMS Principal Auditor, auditor of ISO 37001, ISO 26000 & ISO 45001 and nominated trainer of GRI Standards.

ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the reporting criteria.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

Gammon has developed good measuring tools to record all the need data and with sufficient resources on data collection. The quality of the information disclosed in Gammon's Sustainability Report was found satisfactory. The data were accurate and reliable.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY: Stakeholder engagement has been completed and the engagement frequency is determined clearly.

MATERIALITY: Referring to the structured stakeholder engagement & materiality assessment, 16 material topics were prioritized and confirmed.

RESPONSIVENESS: Gammon took actions to address these material topics in a timely manner.

IMPACT: The impacts of Gammon caused, contributed to and mitigated were clearly explained.

Signed:

For and on behalf of SGS Hong Kong Limited



Miranda Kwan
Director
Business Assurance
21 May 2024
WW.SGS.COM



Appendix D

GRI content index



Queen's Road East
commercial tower project

Statement of use	Gammon Construction Ltd has reported in accordance with the GRI Standards for the period of the 2023 calendar year
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable The previous materiality assessment is presented in Sustainability Report 2022, Appendix E. No formal stakeholder engagement exercise for materiality assessment was conducted for the 2023 report.
General notes	1. GRI numbers in parenthesis ('GRI XXX') indicate that this has not been identified as a material issue but data is available, has historically been disclosed, and is therefore reported. While data are generally reported according to GRI principles they may not fully comply with disclosure requirements.
	2. The Universal Standards used are the 2021 version. All Topic Standards used are 2016 version, except GRI 403 - Occupational Health and Safety (2018 version), GRI 303 - Water and Effluents (2018 version) and GRI 306 - Waste (2020 version).
	3. * Indicates that the topic has been identified as a material issue in the stakeholder engagement process.
	4. A copy of the Sustainability Report 2022 referred to in the table below can be found online here: www.gammonconstruction.com/en/sustainability-report.php
	5. Individual disclosure items ('a', 'b', 'c', etc.) are not listed here.

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
General disclosures				
GRI 2: General disclosures 2021	2-1	Organizational details	8 72 Back cover	About us - Organisation and report coverage How we manage - Governance structure and composition Headquartered in Hong Kong Jointly and equally owned by Jardines and Balfour Beatty
	2-2	Entities included in the organization's sustainability reporting	72	How we manage: Coverage of the report [No mergers, acquisitions and disposal in past years and there is no minority interest for non-100% subsidiary]
	2-3	Reporting period, frequency and contact point	4 8 Back cover	Introduction - Structure and alignment of the report About us - Organisation and report coverage Publication date of the report Description under the list of office addresses [sustainability@gammonconstruction.com]
	2-4	Restatements of information	---	Any restatement of data in the report are highlighted individually with relevant explanation
	2-5	External assurance	4 136	Introduction - Structure and alignment of the report Appendix C: Report assurance statement
	2-6	Activities, value chain and other business relationships	8 9 11 72 104 110	About us - Organisational profile About us - Scale of the business and operations overview Project spotlight and business outlook How we manage: Governance - Coverage of the report How we manage: Our supply chain - Value Chain - Co-Creation Appendix A: Key performance indicators
	2-7	Employees	9 110	About us - Scale of the business and operations overview Appendix A: Key performance indicators
	2-8	Workers who are not employees	110	Appendix A: Key performance indicators [No significant variations during the year (e.g. seasonal variations). Daily paid employees and subcontractor worker numbers vary in response to project numbers, types and project delivery cycles.]
	2-9	Governance structure and composition	72	How we manage: Governance - Governance structure and composition
	2-10	Nomination and selection of the highest governance body	---	Omitted. Please see explanations at the end of this Appendix
	2-11	Chair of the highest governance body	72	How we manage: Governance - Governance structure and composition
	2-12	Role of the highest governance body in overseeing the management of impacts	72	How we manage: Governance - Governance structure and composition

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
General disclosures Continued				
GRI 2: General disclosures 2021	2-13	Delegation of responsibility for managing impacts	72	How we manage: Governance - Governance structure and composition
	2-14	Role of the highest governance body in sustainability reporting	72	How we manage: Governance - Governance structure and composition
	2-15	Conflicts of interest	72	How we manage: Governance - Governance structure and composition
	2-16	Communication of critical concerns	78	How we manage: Managing risk
	2-17	Collective knowledge of the highest governance body	74	How we manage: Governance - Sustainability governance
	2-18	Evaluation of the performance of the highest governance body	---	Omitted. Please see explanations at the end of this Appendix
	2-19	Remuneration policies	74	How we manage: Governance - Remuneration policy, principle and process
	2-20	Process to determine remuneration	74	How we manage: Governance - Remuneration policy, principle and process
	2-21	Annual total compensation ratio	---	Omitted. Please see explanations at the end of this Appendix
	2-22	Statement on sustainable development strategy	5 74	Message from the Chief Executive How we manage: Governance - Sustainability governance
	2-23	Policy commitments	77 78	How we manage: Values and norms of behaviour How we manage: Managing risk
	2-24	Embedding policy commitments	77	How we manage: Values and norms of behaviour
	2-25	Processes to remediate negative impacts	77 104	How we manage: Values and norms of behaviour How we manage: Our supply chain
	2-26	Mechanisms for seeking advice and raising concerns	77	How we manage: Values and norms of behaviour
	2-27	Compliance with laws and regulations	110	Appendix A: Key performance indicators
	2-28	Membership associations	102 182	How we manage: Value Chain -Co-creation - Influencing the industry and committing to change Appendix H: Membership of associations and industry bodies
	2-29	Approach to stakeholder engagement	150	Appendix E: Stakeholder engagement and materiality assessment
2-30	Collective bargaining agreements	107	How we manage: People - Caring - Employee rights - collective bargaining	

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
Materials topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	150	Appendix E: Stakeholder engagement and materiality assessment
	3-2	List of material topics	150	Appendix E: Stakeholder engagement and materiality assessment
Governance & economics				
Data privacy & security*				
Gammon's policies and practices to protect data privacy and information security, including any breaches or complaints received, and their responses				
GRI 3: Material Topics 2021	3-3	Management of material topics	79	How we manage: Managing Risk - Data privacy and security
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	79 110	How we manage: Data privacy and security Appendix A: Key performance indicators
(Climate change adaptation & resilience)				
Gammon's adaptation & resilience plans in response to climate change risks beyond reducing the emissions of its own operations				
(GRI 3: Material Topics 2021)	3-3	Management of material topics	80	How we manage: Climate change-related risk management
(GRI 201: Economic Performance 2016)	(201-2)	Financial implications and other risks and opportunities due to climate change	80	How we manage: Climate change-related risk management
(Anti-corruption)				
Gammon's policies & practices to ensure integrity among its own staff & other stakeholders such as sub-contractors & suppliers				
(GRI 3: Material Topics 2021)	3-3	Management of material topics	79	How we manage: Anti-corruption
(GRI 205: Anti-corruption 2016)	(205-1)	Operations assessed for risks related to corruption	79	How we manage: Anti-corruption - Corruption risk assessment
Value chain				
Influencing the industry*				
Gammon's efforts to share best practices (e.g., safety and environment) and work with regulators to promote improved performance of the industry				
GRI 3: Material Topics 2021	3-3	Management of material topics	102	How we manage: Value Chain - Co-creation - Influencing the industry and committing to change

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
Supply chain engagement*				
Gammon's actions to build strong relationships and provide open channels of communication with suppliers and sub-contractors				
GRI 3: Material Topics 2021	3-3	Management of material topics	104	How we manage: Our supply chain
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	110	Appendix A: Key performance indicators
Improving client satisfaction*				
Gammon's approach to understanding client expectations and enhancing client satisfaction				
GRI 3: Material Topics 2021	3-3	Management of material topics	102	How we manage: Value Chain - Co-creation - Influencing the industry and committing to change
	---	Yearly customer satisfaction survey	110	Appendix A: Key performance indicators
Environment				
Low carbon construction – materials*				
Gammon's approach to reduce the embodied carbon on projects, e.g., use of low carbon materials, design optimisation, off-site construction, high recycled content materials, etc.				
GRI 3: Material Topics 2021	3-3	Management of material topics	91	How we manage: Sustainable resource use and low carbon materials
GRI 301: Materials 2016	301-1	Materials used by weight or volume	110	Appendix A: Key performance indicators [The quantities of major materials purchased by Gammon are presented in Appendix A] Incomplete as we only disclose major materials used. Please see explanations at the end of this Appendix
	301-2	Recycled input materials used	110	Appendix A: Key performance indicators
	301-3	Reclaimed products and their packaging materials	110	Appendix A: Key performance indicators
(GRI 305: Emissions 2016)	(305-3)	Other indirect (Scope 3) GHG emissions	110	Appendix A: Key performance indicators

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
Low carbon construction – energy*				
Gammon's approach and initiatives to reduce greenhouse gas emissions from energy used in its operations (e.g., switch from diesel to electricity, improve energy efficiency, and use energy efficient equipment, etc.)				
GRI 3: Material Topics 2021	3-3	Management of material topics	98	How we manage: Low carbon construction - energy
GRI 302: Energy 2016	302-1	Energy consumption within the organization	110	Appendix A: Key performance indicators
	302-2	Energy consumption outside of the organization	110	Appendix A: Key performance indicators
	302-3	Energy intensity	110	Appendix A: Key performance indicators
	302-4	Reduction of energy consumption	---	Data incomplete. Please see explanations at the end of this Appendix
	302-5	Reductions in energy requirements of products and services	---	Omitted. Please see explanations at the end of this Appendix
(GRI 305: Emissions 2016)	(305-1)	Direct (Scope 1) GHG emissions	110	Appendix A: Key performance indicators
	(305-2)	Energy indirect (Scope 2) GHG emissions	110	Appendix A: Key performance indicators
	(305-4)	GHG emissions intensity	110	Appendix A: Key performance indicators
Sustainable resource use*				
Gammon's approach to efficiently use construction materials & selection of more sustainable materials (e.g., timber with sustainability certifications, rapidly renewable materials, etc.)				
GRI 3: Material Topics 2021	3-3	Management of material topics	91	How we manage: Sustainable resource use and low carbon materials
GRI 301: Materials 2016	301-1	Materials used by weight or volume	110	Appendix A: Key performance indicators
				[The quantities of major materials purchased by Gammon are presented in Appendix A]
	Data incomplete as we only disclose major materials used. Please see explanations at the end of this Appendix			
301-2	Recycled input materials used	110	Appendix A: Key performance indicators	
301-3	Reclaimed products and their packaging materials	110	Appendix A: Key performance indicators	

GRI Standard number	Disc. No.	Disclosure title	Pg No.	Content reference and remark
(Water use) Gammon's approach & initiatives to monitor & reduce the potable water consumption of Gammon's offices & construction sites, & efforts to recycle water				
(GRI 303: Water and Effluents 2018)	(303-1)	Water withdrawal	110	Appendix A: Key performance indicators
(Waste & circularity) Gammon's approach & initiatives to manage & reduce solid waste generation & promote circularity at Gammon's offices & construction sites				
GRI 3: Material Topics 2021	3-3	Management of material topics	94	How we manage: Waste and circularity
(GRI 306: Waste 2020)	(306-1)	Waste generation and significant waste-related impacts	94	How we manage: Waste and circularity
	(306-2)	Management of significant waste-related impacts	90 94	How we manage: Environmental management How we manage: Waste and circularity
	(306-3)	Waste generated	110	Appendix A: Key performance indicators
	(306-4)	Waste Diverted from Disposal	110	Appendix A: Key performance indicators
	(306-5)	Waste Directed to Disposal	110	Appendix A: Key performance indicators
Safety & wellbeing				
Safety management* Managing all aspects of safety on construction sites to reduce the risk of accidents and meet Gammon's Zero Harm objective				
GRI 3: Material Topics 2021	3-3	Management of material topics	84	How we manage: Safety - Zero Harm
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	84	How we manage: Safety - Zero Harm - Occupational health and management approach system
	403-2	Hazard identification, risk assessment, and incident investigation	85	How we manage: Safety - Zero Harm - Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services	86	How we manage: Safety - Zero Harm - Occupational health services and worker health promotion
	403-4	Worker participation, consultation, and communication on occupational health and safety	87	How we manage: Safety - Zero Harm - Worker participation, consultation and communication on occupational H&S
	403-5	Worker training on occupational health and safety	86	How we manage: Safety - Zero Harm - Worker training on occupational health and safety
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	87	How we manage: Safety - Zero Harm - Prevention and mitigation of occupational H&S impacts directly linked by business relationships
	403-8	Workers covered by an occupational health and safety management system	110	Appendix A: Key performance indicators
	403-9	Work-related injuries	110	Appendix A: Key performance indicators

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
Working environment*				
Providing a healthy and caring work environment to promote the wellbeing of Gammon's employees and construction workers				
GRI 3: Material Topics 2021	3-3	Management of material topics	84	How we manage: Zero Harm
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	84	How we manage: Safety - Zero Harm - Occupational health and management approach system
	403-2	Hazard identification, risk assessment, and incident investigation	85	How we manage: Safety - Zero Harm - Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services	86	How we manage: Safety - Zero Harm - Occupational health services and worker health promotion
	403-4	Worker participation, consultation, and communication on occupational health and safety	87	How we manage: Safety - Zero Harm - Worker participation, consultation and communication on occupational H&S
	403-5	Worker training on occupational health and safety	86	How we manage: Safety - Zero Harm - Worker training on occupational health and safety
	403-6	Promotion of worker health	86	How we manage: Safety - Zero Harm - Occupational health services and worker health promotion
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	87	How we manage: Safety - Zero Harm - Prevention and mitigation of occupational H&S impacts directly linked by business relationships
	403-10	Work-related ill health	110	Appendix A: Key performance indicators
Compliance/ quality of products & services*				
Gammon's statement of compliance and its approach to ensure compliance with laws and regulations applicable to its own operations				
GRI 3: Material Topics 2021	3-3	Management of material topics	88	How we manage: Safety - Zero Harm - Customer H&S and compliance of products and services
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	--	Omitted. Please see explanations at the end of this Appendix
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	110	Appendix A: Key performance indicators

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Content reference and remark
People & society				
Staff attraction, retention & employment*				
Gammon's approach and initiatives to attract talent and reduce staff turnover				
GRI 3: Material Topics 2021	3-3	Management of material topics	105	How we manage: People - Caring - Staff attraction, retention and employment
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	110	Appendix A: Key performance indicators
	401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	105	How we manage: People - Caring - Staff attraction, retention and employment
	401-3	Parental leave	110	Appendix A: Key performance indicators
Development of our people*				
Gammon's approach and initiatives to develop the competencies, skills and careers of its people				
GRI 3: Material Topics 2021	3-3	Management of material topics	106 106 106	How we manage: People - Caring - Skilling workers How we manage: People - Caring - Development and support How we manage: People - Caring - Training and education
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	110	Appendix A: Key performance indicators
	404-2	Programs for upgrading employee skills and transition assistance programs	106 106 106	How we manage: People - Caring - Skilling workers How we manage: People - Caring - Development and support How we manage: People - Caring - Training and education
	404-3	Percentage of employees receiving regular performance and career development reviews	110	Appendix A: Key performance indicators
Diversity & inclusion*				
Gammon's policies, initiatives and performance in promoting workplace diversity, equity and inclusion				
GRI 3: Material Topics 2021	3-3	Management of material topics	53 108	People - Caring: Diversity and inclusion How we manage: People - Caring - Diversity, equity and inclusion
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	110	Appendix A: Key performance indicators
	405-2	Ratio of basic salary and remuneration of women to men	--	Omitted. Please see explanations at the end of this Appendix
Labour shortage*				
Gammon's ability to impact the skilled labour shortage in Hong Kong's construction industry				
GRI 3: Material Topics 2021	3-3	Management of material topics	52 106	People - Caring - Training and development How we manage: People - Caring - Skilling workers

Explanation for omissions

GRI Standard number	Disclosure number	Disclosure title	Page number(s)	Requirement(s) omitted	Reason	Explanation
General disclosures						
GRI 2: General disclosures 2021	2-10	Nomination and selection of the highest governance body	-	2-10-a & b	Confidentiality constraints	As a private company, details about the board of directors, their selection process and the board's composition are considered confidential and are not disclosed publicly.
	2-18	Evaluation of the performance of the highest governance body	-	2-18-a, b & c	Confidentiality constraints	The board of directors are assessed based on a number of factors including sustainability considerations. As a private company, however, exact details about board members' performance evaluation, are considered confidential and are not disclosed publicly.
	2-21	Annual total compensation ratio	-	2-21	Confidentiality constraints	As a private company, Gammon views all salary information as confidential and therefore does not publicly disclose any salary-related information.
Environment						
GRI 301: Materials 2016	301-1	Materials used by weight or volume	110	301-1	Data incomplete	We only disclose quantities of major materials which are directly procured by Gammon (see Appendix A: Key performance indicators). Data for materials procured by subcontractors is unavailable. Gammon has limited influence on the choice or quantities of materials used as they are predominantly specified by clients and the engineering requirements of the design to meet local regulations.
GRI 302: Energy 2016	302-4	Reduction of energy consumption	-	302-4	Data incomplete	The number and nature of projects vary every year and each site is very dynamic with construction and energy consumption activities changing through the construction programme. Measurement for energy reduction solely as a direct result of conservation or efficiency initiative is therefore currently not possible to calculate.
	302-5	Reductions in energy requirements of products and services	-	302-5	Not applicable	Gammon is generally not directly responsible for the energy requirements of the projects delivered. Projects are built to the customers' specifications and the architect / engineers' designs to meet local regulations. We do not have responsibility for reducing the energy requirements of projects but will propose improvements where any are identified.
Safety & wellbeing						
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	-	416-1	Not applicable	Gammon strives to ensure the health and safety of the projects we construct but the products used are generally defined by the customers' contract specifications. As the selection of materials is not the direct responsibility of Gammon, we do not specifically assess products used for the improvement of their health and safety. However we do screen out any potentially hazardous materials, as mentioned in page 95.
People & society						
GRI 405: Diversity and Equal Opportunity 2016	405-2	Ratio of basic salary and remuneration of women to men	-	405-2	Confidentiality constraints	As a private company, Gammon views all salary information as confidential and therefore will not publicly disclose any salary-related information at this stage.

Appendix E

Stakeholder engagement & materiality assessment



Gammon staff at the CIC Global Sustainability Forum and Exhibition

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

GRI 2-29

GRI 3-1

GRI 3-2

While we have been engaging with our key stakeholders through different channels (as shown in table 2), no formal stakeholder engagement exercise for materiality assessment was conducted for the 2023 report, as the material issues change very little from year to year. The previous assessment is presented in Sustainability Report 2022, Appendix E, and the materiality assessment result is presented in table 1 below.

Table 1: 16 Sustainability Priority Material Topics Identified for 2022 Report

Aspects	Material topics
Safety & wellbeing	<ol style="list-style-type: none"> 1. Safety management 2. Working environment 3. Compliance/ quality of products and services
Governance & economics	<ol style="list-style-type: none"> 4. Innovation 5. Green and sustainable financing 6. Data privacy and security
Value chain	<ol style="list-style-type: none"> 7. Influencing the industry 8. Supply chain engagement 9. Improving client satisfaction
People & society	<ol style="list-style-type: none"> 10. Staff attraction, retention and employment 11. Development of our people 12. Diversity and inclusion 13. Labour shortage
Environment	<ol style="list-style-type: none"> 14. Low carbon construction – materials 15. Sustainable resource use 16. Low carbon construction – energy

Table 2: List of Stakeholder Groups, Engagement Frequencies and Engagement Methods

Stakeholder Group	Engagement Frequency	Engagement Method
Internal Stakeholders		
Gammon employees	< 6 months	Meetings, workshops, training, surveys, eDM and videos, briefings
	Annually/ad hoc	Conferences / webinars, focus groups
External Stakeholders		
Academic institutions	< 6 months	Meetings, industry events, job fairs
	Annually/ad hoc	Forums, training, conferences
Industry associations, NGOs	< 6 months	Meetings, industry events, focus groups, webinars
	Annually/ad hoc	Conferences, events, webinars, surveys
Clients	< 6 months	Workshops, meetings, site inspections
	Annually/ad hoc	Surveys, webinars, focus groups
Suppliers, service providers, subcontractors	< 6 months	Meetings, site inspections, workshops, visits
	Annually/ad hoc	Training, webinars, focus groups, surveys
Shareholders, Governments/ regulators, financial institutions	< 6 months	Meetings
	Annually	Conferences, webinars, surveys

As part of our sustainability strategy refresh, we have designed a stakeholder engagement process for identifying and assessing priority material sustainability topics in 2024. By engaging our key stakeholders, we aim to gain valuable insights into their perspectives, expectations and concerns regarding our sustainability strategy and practices. Through this inclusive approach, we hope to enhance transparency, build trust and ensure our sustainability strategy aligns with the evolving needs and values of our stakeholders.

Appendix F

Other initiatives – awards



Our two Central Kowloon Route (CKR) projects (Kai Tak West and Buildings, Electrical and Mechanical Works) received six safety awards at the CKR Construction Safety Campaign Award Presentation

Date	Name of award	Issued by	Name of Project / Division / Individual
06-Feb-23	Best OSH Video Performance Award, 21st Hong Kong Occupational Safety & Health Award - Silver Award	Occupational Safety & Health Council	LOHAS Park Package 12
06-Feb-23	Work Safe Behaviour Award, 21st Hong Kong Occupational Safety & Health Award - Bronze Award	Occupational Safety & Health Council	LOHAS Park Package 12
06-Feb-23	Point and Calling Best Practices Award, 21st Hong Kong Occupational Safety & Health Award - Bronze Award	Occupational Safety & Health Council	LOHAS Park Package 12
06-Feb-23	Construction Industry - Rookie Safety Performance Award, 21st Hong Kong Occupational Safety & Health Award - Outstanding Award	Occupational Safety & Health Council	LOHAS Park Package 12
06-Feb-23	Best Program for Work Safety & Health in Hot Weather, 21st Hong Kong Occupational Safety & Health Award - Certificate of Attainment	Occupational Safety & Health Council	LOHAS Park Package 12
06-Feb-23	Safety Performance Award - Construction Industry, 21st Hong Kong Occupational Safety & Health Award - Outstanding Award	Occupational Safety & Health Council	St George's Mansions
06-Feb-23	Work Safe Behaviour Award, 21st Hong Kong Occupational Safety & Health Award - Certificate of Attainment	Occupational Safety & Health Council	LOHAS Park Package 13A
06-Feb-23	Best Program for Work Safety & Health, Hot Weather in 21st Hong Kong Occupational Safety & Health Award - Certificate of Attainment	Occupational Safety & Health Council	LOHAS Park Package 13A
10-Feb-23	1st Quarterly Best Frontline Team, CKR Construction Safety Campaign 2022 - Gold Award	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Buildings, Electrical and Mechanical Works
10-Feb-23	2nd Quarterly Best Frontline Team, CKR Construction Safety Campaign 2022 - Silver Award	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Buildings, Electrical and Mechanical Works
10-Feb-23	3rd Quarterly Best Frontline Team, CKR Construction Safety Campaign 2022 - Bronze Award	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Buildings, Electrical and Mechanical Works
10-Feb-23	4th Quarterly Best Frontline Team, CKR Construction Safety Campaign 2022 - Silver Award	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Buildings, Electrical and Mechanical Works
10-Feb-23	2022 Yearly Routewide Best Frontline Team, CKR Construction Safety Campaign 2022 - Gold Award	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Buildings, Electrical and Mechanical Works
10-Feb-23	2021 Yearly Routewide Best Frontline Team, CKR Construction Safety Campaign 2021 - Silver Award [presentation delayed due to COVID]	Highways Department and Arup-Mott MacDonald Joint Venture	Central Kowloon Route - Kai Tak West

Date	Name of award	Issued by	Name of Project / Division / Individual
20-Feb-23	Manufacturing and Industrial Services - Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Certificate of Merit	Environmental Campaign Committee	Concrete Technology Department
20-Feb-23	Construction Industry - Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Silver Award	Environmental Campaign Committee	Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
20-Feb-23	Construction Industry - Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Bronze Award	Environmental Campaign Committee	Central Kowloon Route - Kai Tak West
20-Feb-23	Construction Industry - Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Merit Award	Environmental Campaign Committee	Office Development at Queen's Road East
26-Mar-23	Building Sites (Public Sector) category, Construction Industry Safety Award Scheme 2022/2023 - Bronze Award	Labour Department	Design and Construction of Kwun Tong Composite Development
26-Mar-23	Building Sites (Private Sector) category, Construction Industry Safety Award Scheme 2022/2023 - Silver Award	Labour Department	Lyric Theatre Complex and Extended Basement
26-Mar-23	Building Sites (Private Sector) category, Construction Industry Safety Award Scheme 2022/2023 - Meritorious Award	Labour Department	Yau Tong Ventilation Building Property Development Superstructure
26-Mar-23	Building Sites - Sub-contractors category, Construction Industry Safety Award Scheme 2022/2023 - Silver Award	Labour Department	Gammon E&M Limited
26-Mar-23	Building Sites - Sub-contractor category, Construction Industry Safety Award Scheme 2022/2023 - Certificate of Good Performance	Labour Department	Design and Construction of Kwun Tong Composite Development
26-Mar-23	Safety Team - Certificate of Good Performance	Labour Department	Lyric Theatre Complex and Extended Basement
26-Mar-23	Safe Workers	Labour Department	CHIU Chun Hing
26-Mar-23	Safe Workers	Labour Department	WONG King On
26-Mar-23	Safe Workers	Labour Department	CHI Dayong

Date	Name of award	Issued by	Name of Project / Division / Individual
26-Mar-23	Safe Workers	Labour Department	Magar Bishnn Bahadur
26-Mar-23	Safe Workers	Labour Department	WU Yam Ting
26-Mar-23	Outstanding Frontline Foreman	Labour Department	Lai Muk Tak
26-Mar-23	Outstanding Frontline Foreman	Labour Department	Terrence Kong Yiu LEUNG
26-Mar-23	Outstanding Frontline Foreman	Labour Department	Chun Kwong LEUNG
31-Mar-23	Outstanding Apprentice Award 2022/2023	Vocational Training Council	Martin Lau
27-Apr-23	Structural Excellence Award 2023 - Grand Award	The Hong Kong Institution of Engineers - Structural Division	Artist Square Bridge
25-Apr-23	Hong Kong Construction Environmental Awards 2022 - Environmental Merit Award	Hong Kong Construction Association	Gammon Construction Limited
02-May-23	Outstanding OSH Employee Award (Management), 15th Outstanding OSH Employee Award - Bronze Award	Occupational Safety Health Council	Alex Fung
02-May-23	Outstanding OSH Employee Award (Front-line worker), 15th Outstanding OSH Employee Award - Bronze Award	Occupational Safety Health Council	Poon Tat Shing
05-May-23	Prevention of Pneumoconiosis Best Practices Award, 18th Occupational Health Award 2022-2023 - Excellence Award	Occupational Safety Health Council	Ho Man Tin Station Package Two Property Development
05-May-23	Joyful @ Healthy Workplace Best Practices Award (Enterprise / Organisation Category), 18th Occupational Health Award 2022-2023 - Merit Award	Occupational Safety Health Council	Ho Man Tin Station Package Two Property Development
05-May-23	Hearing Conservation Best Practice Award, 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Ho Man Tin Station Package Two Property Development
05-May-23	Mental Health Friendly Supreme Organisation (Enterprise/Organisation), 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Ho Man Tin Station Package Two Property Development
05-May-23	Joyful @ Healthy Workplace Best Practices Award (Enterprise / Organisation Category), 18th Occupational Health Award 2022-2023 - Excellence Award	Occupational Safety Health Council	LOHAS Park Package 11
05-May-23	Mental Health Friendly Supreme Organisation (Enterprise/Organisation), 18th Occupational Health Award 2022-2023 - Bronze Award	Occupational Safety Health Council	LOHAS Park Package 11

Date	Name of award	Issued by	Name of Project / Division / Individual
05-May-23	Joyful @ Healthy Workplace Best Practices Award (Enterprise / Organisation Category), 18th Occupational Health Award 2022-2023 - Outstanding Award	Occupational Safety Health Council	LOHAS Park Package 12
05-May-23	Mental Health Friendly Supreme Organisation (Branch/ SME), 18th Occupational Health Award 2022-2023 - Silver Award	Occupational Safety Health Council	LOHAS Park Package 12
05-May-23	Joyful @ Healthy Workplace Best Practices Award (Enterprise / Organisation Category), 18th Occupational Health Award 2022-2023 - Merit Award	Occupational Safety Health Council	Advance Works for District Open Space and Evacuation Route A above LOHAS Park Station, Package 13
05-May-23	Joyful @ Healthy Workplace Best Practices Award, 18th Occupational Health Award 2022-2023 - Outstanding Award	Occupational Safety Health Council	Queensway Footbridge Two
05-May-23	Prevention of Pneumoconiosis Best Practices Award, 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Queensway Footbridge Two
05-May-23	Hearing Conservation Best Practices Award, 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Queensway Footbridge Two
05-May-23	Prevention of Pneumoconiosis Best Practices Award, 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Office Development at Queen's Road East
05-May-23	Mental Health Friendly Supreme Organisation (Branch/SME), 18th Occupational Health Award 2022-2023 - Certificate of Attainment	Occupational Safety Health Council	Office Development at Queen's Road East
05-May-23	Joyful@Healthy Workplace Best Practices Award, 18th Occupational Health Award 2022-2023 - Merit Award	Occupational Safety Health Council	Entasis Limited
19-May-23	Site Safety Practitioner Award, 26th Contractors Safety Awards 2023 - Silver Award	The Lighthouse Club Hong Kong	Tsang Tsz Yan
19-May-23	Site Safety Practitioner Award, 26th Contractors Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Cheung Ka Ching
19-May-23	Site Safety Practitioner Award, 26th Contractors Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Chow Hiu Lam



Our Queen's Road East project won several health awards during the year

Date	Name of award	Issued by	Name of Project / Division / Individual
19-May-23	Project Leader Award, 26th Contractors Safety Awards 2023 - Champion Award	The Lighthouse Club Hong Kong	Mo Yuk Lun, Alan
19-May-23	Project Leader Award, 26th Contractors Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Fung Tak Kim

Date	Name of award	Issued by	Name of Project / Division / Individual
19-May-23	Project Leader Award, 26th Contractors Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Yuen Man, Dick
19-May-23	Safe Foreman Award, 26th Contractors Safety Awards 2023 - Champion Award	The Lighthouse Club Hong Kong	Tam Ka Hing, Gary
19-May-23	Safe Foreman Award, 26th Contractors Safety Awards 2023 - Runner Up Award	The Lighthouse Club Hong Kong	Yip Kam Lam
19-May-23	Safe Large Subcontractor Award, 26th Contracts Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Entasis Limited
19-May-23	Safe Large Subcontractor Award, 26th Contracts Safety Awards 2023 - Highly Commended	The Lighthouse Club Hong Kong	Lyric Theatre Complex and Extended Basement
19-May-23	Safe Project Team Award, 26th Contracts Safety Awards 2023 - Gold Award	The Lighthouse Club Hong Kong	Lyric Theatre Complex and Extended Basement
19-May-23	Safe Project Team Award, 26th Contracts Safety Awards 2023 - Bronze Award	The Lighthouse Club Hong Kong	LOHAS Park Package 11
30-Jun-23	BCI Asia Top 10 Contractor Awards 2023 - Hong Kong	BCI Central	Gammon Construction Limited
07-Jul-23	Excellent Building Award 2023 - Year of Excellent Building Award (New Building)	The Hong Kong Institution of Engineers -Building Service Division	Advanced Manufacturing Centre
07-Jul-23	Excellent Building Award 2023 - BIM Achievement	The Hong Kong Institution of Engineers -Building Service Division	Advanced Manufacturing Centre
07-Jul-23	Excellent Building Award 2023 - Adopting Multi-Trade Integrated MEP Award	The Hong Kong Institution of Engineers -Building Service Division	Advanced Manufacturing Centre
07-Jul-23	Excellent Building Award 2023 - Excellent Leadership Award	The Hong Kong Institution of Engineers -Building Service Division	Advanced Manufacturing Centre
13-Jul-23	2023 Special Achievement in GIS (SAG) Award	Esri China (Hong Kong) Ltd	GTwin (Smart Site Management System)
16-Jul-23	Excellence in Construction Industry Volunteering Collaboration - Tung Wah Wong Cho Tong District Elderly Community Centre - Merit Award	Construction Industry Council	Gammon Construction Limited
16-Jul-23	Excellence in Construction Industry Volunteering in the Construction Industry Volunteering Award Presentation - Merit Award	Construction Industry Council	Dragon Wong

Date	Name of award	Issued by	Name of Project / Division / Individual
16-Jul-23	Excellence in Construction Industry volunteering Project CIC volunteering projects - Merit Award	Construction Industry Council	Gammon Construction Limited
30-Jul-23	Young Lo Pan Award	Kwong Yuet Tong	Conroy Tsang
11-Aug-23	WSH Awards 2023 - Workplace Safety and Health Supervisor Award	Workplace Safety and Health Council	Ramalingam Saravanan
11-Aug-23	Workplace Safety and Health Performance Awards in WSH Awards 2023 - Silver Award	Workplace Safety and Health Council	Gammon Construction and Engineering Pte. Limited
11-Aug-23	Workplace Safety and Health Performance Awards in WSH Awards 2023 -Silver Award	Workplace Safety and Health Council	Gammon Pte. Limited
11-Aug-23	Safety and Heath Award Recognition for Projects (SHARP) in WSH Awards 2023	Workplace Safety and Health Council	Ang Mo Kio Interchange Station and Tunnels
11-Aug-23	Safety and Heath Award Recognition for Projects (SHARP) in WSH Awards 2023	Workplace Safety and Health Council	Redevelopment of North-South Link Precinct, Sentosa
18-Aug-23	Best Construction Site Housekeeping and Hygiene Award	Property Project Department, MTR Corporation	Yau Tong Ventilation Building
18-Aug-23	Safety Contractor Awards 2022	Property Project Department, MTR Corporation	Ho Man Tin Station Package 2 Property Development
18-Aug-23	Safety Hero Award	Property Project Department, MTR Corporation	Ho Man Tin Station Package 2 Property Development
12-Sep-23	Heart Caring Organization Award - Grand Award	Occupational Safety Health Council	Villa Garda, LOHAS Park Package 11
12-Sep-23	Heart Caring Organization Award - Outstanding Organization	Occupational Safety Health Council	Office Development at Queen's Road East
12-Sep-23	Heart Caring Organization Award - Outstanding Organization	Occupational Safety Health Council	Queensway Footbridge Two
12-Sep-23	Heart Caring Organization Award - Outstanding Organization	Occupational Safety Health Council	Ho Man Tin Station Package 2 Property Development
12-Sep-23	Heart Caring Organization Award - Outstanding Organization	Occupational Safety Health Council	Yau Tong Ventilation Building Property Development Superstructure
12-Sep-23	Heart Caring Organization Award - Certificate of Attainment	Occupational Safety Health Council	LOHAS Park Package 12
12-Sep-23	Heart Caring Organization Award - Certificate of Attainment	Occupational Safety Health Council	Lohaus Park Package 13A

Date	Name of award	Issued by	Name of Project / Division / Individual
12-Sep-23	Best Safety Enhancement Program for Lifting Operation, 24th Construction Safety Award - Silver Award	Occupational Safety Health Council	LOHAS Park Package 11
12-Sep-23	Competition on Safety Culture - Best Safety Culture Site, 24th Construction Safety Award - Gold Award	Occupational Safety Health Council	LOHAS Park Package 12
12-Sep-23	Competition on Safety Culture - 5S Good Housekeeping Best Practices Award, 24th Construction Safety Award - Gold Award	Occupational Safety Health Council	LOHAS Park Package 12
12-Sep-23	Competition on Safety Culture - Best SAwardafety Project Manager / Site Agent, 24th Construction Safety Award - Gold	Occupational Safety Health Council	Andrew Lo
12-Sep-23	Competition on Safety Culture - Best Safety Activity Team, 24th Construction Safety Award - Gold Award	Occupational Safety Health Council	LOHAS Park Package 12
12-Sep-23	Outstanding Metal Scaffolder in Occupational Safety and Health, 24th Construction Safety Award - Bronze Award	Occupational Safety Health Council	Law Ka Kin
12-Sep-23	Outstanding Lifting Operation Team, Occupational Safety and Health, 24th Construction Safety Award - Gold Award	Occupational Safety Health Council	Yu Kwok Kwong, Ng Wai Lun, Cheong Chi Weng, Kwok Ho Man
12-Sep-23	Safety Culture Competition, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Yau Tong Ventilation Building Property Development Superstructure
12-Sep-23	Safety Culture Competition, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Office Development at Queen's Road East
12-Sep-23	Safety Culture Competition, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Queensway Footbridge Two
12-Sep-23	Best Method Statement, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Queensway Footbridge Two
12-Sep-23	Best Method Statement, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Kai Tak Area 2B1 Residential Development
12-Sep-23	Best Safety Enhancement Program for Lifting Operation, 24th Construction Safety Award, Certificate of Attainment	Occupational Safety Health Council	Ho Man Tin Station Package 1
12-Sep-23	Best Safety Enhancement Program for Lifting Operation, 24th Construction Safety Award, Certificate of Attainment	Occupational Safety Health Council	Kwun Tong Composite Development
12-Sep-23	Best Safety Enhancement Program for Lifting Operation, 24th Construction Safety Award - Certificate of Attainment	Occupational Safety Health Council	Kai Tak Area 2B1 Residential Development

Date	Name of award	Issued by	Name of Project / Division / Individual
04-Oct-23	Considerate Contracts Site Awards (CCSA) under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Silver Award	Development Bureau and the Construction Industry Council	Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
04-Oct-23	Outstanding Environmental Management & Performance Award under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Gold Award	Development Bureau and the Construction Industry Council	Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
04-Oct-23	Innovation Awards for Safety and Environmental Excellence under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Silver Award	Development Bureau and the Construction Industry Council	Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
04-Oct-23	Model Subcontractor Award, 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Time Concept Construction Limited at Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	So Lau Chai
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Sharma Bijay
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Ho Kwok Chee, Brian
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor	Development Bureau and the Construction Industry Council	Mok Mun Hung
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Lyric Theatre Complex and Extended Basement
04-Oct-23	Outstanding Environmental Management & Performance Award under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Bronze Award	Development Bureau and the Construction Industry Council	Lyric Theatre Complex and Extended Basement
04-Oct-23	Innovation Awards for Safety and Environmental Excellence under Non-public Works - New Works (Group A), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Lyric Theatre Complex and Extended Basement
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Lam Tse Wing

Date	Name of award	Issued by	Name of Project / Division / Individual
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Leung Wing Fat
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Fung Kai Ming
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor	Development Bureau and the Construction Industry Council	Chau Chi Hong
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Tonkin Street Residential Development
04-Oct-23	Model Subcontractor Award, 29th Considerate Contractor Site Award Scheme - Bronze Award	Development Bureau and the Construction Industry Council	Gammon E&M Limited
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Po Man Yuen
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Ng Yam To
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Lam Wo Oi
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor	Development Bureau and the Construction Industry Council	Wong Chi Wah
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Proposed Residential Development at NKIL 6579, Lung Cheung Road, Kowloon
04-Oct-23	Outstanding Environmental Management & Performance Award under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Proposed Residential Development at NKIL 6579, Lung Cheung Road, Kowloon
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Gold Award	Development Bureau and the Construction Industry Council	Office Development at Queen's Road East
04-Oct-23	Outstanding Environmental Management & Performance Award under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Silver Award	Development Bureau and the Construction Industry Council	Office Development at Queen's Road East

Date	Name of award	Issued by	Name of Project / Division / Individual
04-Oct-23	Safety and Environmental Excellence under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Innovation Award	Development Bureau and the Construction Industry Council	Office Development at Queen's Road East
04-Oct-23	Model Subcontractor Award, 29th Considerate Contractor Site Award Scheme - Gold Award	Development Bureau and the Construction Industry Council	Office Development at Queen's Road East
04-Oct-23	Model Subcontractor Award, 29th Considerate Contractor Site Award Scheme - Gold Award	Development Bureau and the Construction Industry Council	Schindler Lifts (Hong Kong) Limited at Office Development at Queen's Road East
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Fung Tak Kim, Alex
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Siu Wai Man, Joyce
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Leung Kam Hung
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor	Development Bureau and the Construction Industry Council	Lam Man Fai
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Foundation, Excavation and Lateral Support and Pile Cap Works for Cyberport Expansion Project
04-Oct-23	Outstanding Environmental Management & Performance Award under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Foundation, Excavation and Lateral Support and Pile Cap Works for Cyberport Expansion Project
04-Oct-23	Innovation Awards for Safety and Environmental Excellence under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Foundation, Excavation and Lateral Support and Pile Cap Works for Cyberport Expansion Project
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Yeung Kwan Shing
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Lam Chun Wan
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Chan King Hei

Date	Name of award	Issued by	Name of Project / Division / Individual
04-Oct-23	Considerate Contracts Site Awards under Non-public Works - New Works (Group B), 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	ELS Works for Project Blue Proposed Development at 281 Gloucester Road
04-Oct-23	Considerate Contracts Site Awards under Public Works - RMAA Works, 29th Considerate Contractor Site Award Scheme - Bronze Award	Development Bureau and the Construction Industry Council	GE/2021/06 Ground Investigation Urban and Surrounding Island
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Au Chi San
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Tse Man Pan
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Wong Chun Ho
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor Award	Development Bureau and the Construction Industry Council	Lui Kei
04-Oct-23	Considerate Contracts Site Awards under Public Works - New Works, 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Central Kowloon Route - Buildings, Electrical and Mechanical Works
04-Oct-23	Outstanding Environmental Management & Performance Award under Public Works - New Works, 29th Considerate Contractor Site Award Scheme - Bronze Award	Development Bureau and the Construction Industry Council	Central Kowloon Route - Buildings, Electrical and Mechanical Works
04-Oct-23	Innovation Awards for Safety and Environmental Excellence under Public Works - New Works, 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Central Kowloon Route - Buildings, Electrical and Mechanical Works
04-Oct-23	Model Subcontractor Award, 29th Considerate Contractor Site Award Scheme - Merit Award	Development Bureau and the Construction Industry Council	Long Glory Construction Engineering Limited at Central Kowloon Route - Buildings, Electrical and Mechanical Works
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Project Leader	Development Bureau and the Construction Industry Council	Mak Hui Sing, Felix
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Worker	Development Bureau and the Construction Industry Council	Choy Chung Yan
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Frontline Supervisor	Development Bureau and the Construction Industry Council	Wong Tak Wai

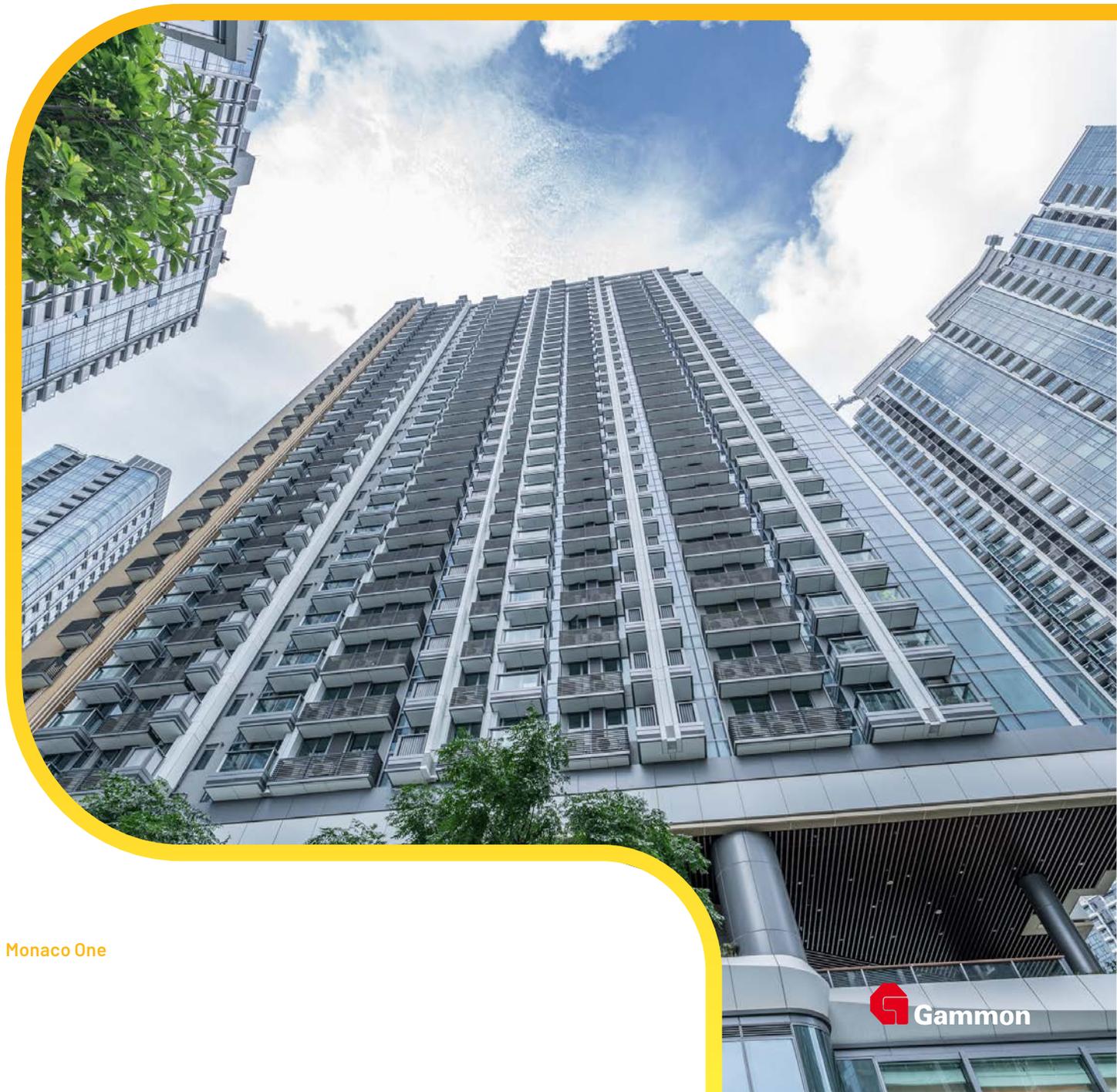
Date	Name of award	Issued by	Name of Project / Division / Individual
04-Oct-23	29th Considerate Contractor Site Award Scheme - Model Subcontractor Frontline Supervisor	Development Bureau and the Construction Industry Council	Yip Kei Chun
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Work Safe Behaviour Award	Occupational Safety & Health Council	Villa Garda, LOHAS Park Package 11
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Best Program for Work Safety and Health in Hot Weather Award (Construction Industries)	Occupational Safety & Health Council	Villa Garda, LOHAS Park Package 11
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance Award	Occupational Safety & Health Council	Villa Garda, LOHAS Park Package 11
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Best Program for Work Safety and Health in Hot Weather Award (Construction Industries)	Occupational Safety & Health Council	LOHAS Park Package 12
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance	Occupational Safety & Health Council	LOHAS Park Package 12
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance	Occupational Safety & Health Council	LOHAS Park Package 13A
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Safety Culture Award	Occupational Safety & Health Council	Ho Man Tin Station Package 2 Property Development
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance Award	Occupational Safety & Health Council	Ho Man Tin Station Package 2 Property Development
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Certificate of Commendation of Safety Management System	Occupational Safety & Health Council	Ho Man Tin Station Package 2 Property Development
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance Award	Occupational Safety & Health Council	Lyric Theatre Complex and Extended Basement
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Certificate of Commendation of Work Safe Behaviour	Occupational Safety & Health Council	Lyric Theatre Complex and Extended Basement
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Certificate of Commendation of Best Program for Work Safety & Health in Hot Weather	Occupational Safety & Health Council	Lyric Theatre Complex and Extended Basement
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Certificate of Commendation of Best Program for Work Safety & Health in Hot Weather	Occupational Safety & Health Council	Kwun Tong Composite Development

Date	Name of award	Issued by	Name of Project / Division / Individual
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Smart Sustainability Award	Construction Industry Council	Design and Construction of Kwun Tong Composite Development
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Silver Award	Construction Industry Council	Design and Construction of Kwun Tong Composite Development
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Bronze Award	Construction Industry Council	CityU Student Hostel at Whitehead
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Bronze Award	Construction Industry Council	Intermodal Transfer Terminal - Bonded Vehicular Bridge and Associated Roads
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Merit Award	Construction Industry Council	Lyric Theatre Complex and Extended Basement
20-Nov-23	Contractor in New Works, CIC Sustainable Construction Award 2023 - Merit Award	Construction Industry Council	Proposed residential development at NKIL 6579, Lung Cheung Road
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Excellent Construction Manager Award	Construction Industry Council	Ho Kwok Chee, Brian
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Outstanding Construction Manager Award	Construction Industry Council	Lam Chin Hang
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Excellent General Practitioner Award	Construction Industry Council	Chan King Wai, Kingsley
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Excellent General Practitioner Award	Construction Industry Council	Chan Siu Hei
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Excellent Young Practitioner Award	Construction Industry Council	Leung Yuet Lam, Cori
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Outstanding Young Practitioner Award	Construction Industry Council	Chan Hiu Fung
20-Nov-23	Industry Practitioners Category, CIC Sustainable Construction Award 2023 - Outstanding Young Practitioner Award	Construction Industry Council	Hung Tak Yin, Cody

Date	Name of award	Issued by	Name of Project / Division / Individual
21-Nov-23	Project Category, Hong Kong Construction Common Data Environment Award 2023 - Gold Award	Construction Industry Council	Cyberport Expansion Project
21-Nov-23	Organisation Category, Hong Kong Construction Common Data Environment Award 2023 - Gold Award	Construction Industry Council	Gammon Construction Limited
27-Nov-23	Best Corporate Wellbeing Programme Award, CTgoodjobs Best HR Awards 2023 - Grand Award	CTgoodjobs	Gammon Construction Limited
27-Nov-23	Best Employee Engagement Strategy Award, CTgoodjobs Best HR Awards 2023 - Grand Award	CTgoodjobs	Gammon Construction Limited
27-Nov-23	Best in HR Digitalisation Award, CTgoodjobs Best HR Awards 2023 - Grand Award	CTgoodjobs	Gammon Construction Limited
15-Nov-23	22nd Hong Kong Occupational Safety & Health Award - Rookie Safety Performance Award	Occupational Safety & Health Council	Proposed Government Accommodation at LOHAS Park Package 12
15-Dec-23	Construction Industry, Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Bronze Award	Environmental Campaign Committee	Proposed Residential Development at NKIL 6579, Lung Cheung Road
15-Dec-23	Construction Industry, Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - Certificate of Merit	Environmental Campaign Committee	Terminal 2 Expansion Works
15-Dec-23	Long Participation Award, Hong Kong Awards for Environmental Excellence and Hong Kong Green Organisation Certification - 15th Anniversary Special Award	Environmental Campaign Committee	Gammon Construction Limited
15-Dec-23	Hong Kong Green Organisation	Environmental Campaign Committee	Gammon Technology Park

Appendix G

Green and healthy building projects



Monaco One

Gammon's Green and Healthy Building Projects

Gammon has completed many certified green and healthy building projects under BEAM Plus, LEED, WELL, China Green Building Label (CGBL) and SITES in Hong Kong and Singapore. The table below provides a partial listing of the projects we have been involved with:



Project	Rating	Client
BEAM Plus NB V2.0 Projects – Hong Kong		
Project Kingston (Foundation Work for Proposed Logistics Development at KCTL No 531, New Territories)	BEAM Plus NB V2.0 Ongoing	Sunrise Victory Ltd
Proposed Residential Development at No. 15 Ventris Road (Foundation Work)	BEAM Plus NB V2.0 Ongoing	Century Supreme International Ltd
Proposed Data Centre Development at TCTL 45 Tung Chung (Foundation Work)	BEAM Plus NB V2.0 Ongoing	Wealfort Investment Limited
Proposed Office and Retail Development at TCTL 45 Tung Chung (Foundation Work)	BEAM Plus NB V2.0 Ongoing	Wealfort Investment Ltd



Daniel & Mayce Yu Administration Wing, Pok Fu Lam

Project	Rating	Client
BEAM Plus NB V2.0 Projects – Hong Kong (Continued)		
Proposed Residential Development in Lot No. 1677 in DD No. 115 (Junction of Lau Yip Street and Chung Yip Road, Yuen Long) (Foundation Work)	BEAM Plus NB V2.0 Ongoing	Crown Gain Investments Ltd
Public Housing Development at Wu Shan Road, Tuen Mun (Foundation Work)	BEAM Plus NB V2.0 Provisional Gold (2023)	Hong Kong Housing Authority
Daniel & Mayce Yu Administration Wing, Pok Fu Lam	BEAM Plus NB V2.0 Final Platinum (2023)	The University of Hong Kong
Proposed Composite Development at New Kowloon Inland Lot No. 6627, Tonkin Street & Fuk Wing Street	BEAM Plus NB V2.0 Provisional Platinum (2022)	Urban Renewal Authority / Wider Loyal Ltd
ELS, Foundation, Pile Caps, Road Improvement and Utilities Diversion Works for Project KC-008(A) at Chun Tin Street / Sung Chi Street, Kowloon	BEAM Plus NB V2.0 Provisional Platinum (2022)	Urban Renewal Authority
6 Pacific Place, Wan Chai	BEAM Plus NB V2.0 Provisional Platinum (2020)	Swire Properties Ltd
SS L501 Design and Construction of Kwun Tong Composite Development	BEAM Plus NB V2.0 Ongoing	Architectural Services Department, HKSAR
Caroline Hill Road, Causeway Bay (Foundation Works)	BEAM Plus NB V2.0 Ongoing	Best Epoch Holdings Limited
Contract No. HY/2019/13, Central Kowloon Route – Buildings, Electrical and Mechanical Works (Central Kowloon Route Administration Building)	BEAM Plus NB V2.0 Provisional Platinum (2023)	Highways Department, HKSAR
HKU Pokfield Road Advanced Works	BEAM Plus NB V2.0 Ongoing	The University of Hong Kong
LOHAS Park Package 13 Property Development	BEAM Plus NB V2.0 Ongoing	Dynamic Wish Ltd
Proposed Residential Redevelopment at No. 125 Repulse Bay Road, Repulse Bay	BEAM Plus NB V2.0 Ongoing	The Development Studio Ltd
BEAM Plus NB V1.2 Projects – Hong Kong		
Proposed Public Housing Development at Pik Wan Road Site A (Foundation Work)	BEAM Plus NB V1.2 Ongoing	Hong Kong Housing Authority

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
Proposed Public Housing Development at Pik Wan Road Site B (Foundation Work)	BEAM Plus NB V1.2 Ongoing	Hong Kong Housing Authority
eResidence, Ma Tau Wai	BEAM Plus NB V1.2 Final Platinum (2020)	Urban Renewal Authority
Central Plaza Annex, Wan Chai	BEAM Plus NB V1.2 Final Platinum (2020)	Cheer City Properties Limited & Protasan Ltd
One Taikoo Place, Quarry Bay	BEAM Plus NB V1.2 Final Platinum (2020)	Swire Properties Ltd
The Quayside, Kwun Tong	BEAM Plus NB V1.2 Final Platinum (2020)	Link Properties Ltd / Nan Fung Development Ltd
Lee Garden Three, Causeway Bay	BEAM Plus NB V1.2 Final Platinum (2019)	Alpha Ace Ltd (subsidiary of Hysan Development Co Ltd)
The Fullerton Ocean Park Hotel	BEAM Plus NB V1.2 Final Gold (2023)	Parkland (HK) Limited
Citygate Outlet New Extension (Foundation Works for Proposed Commercial Development at Tung Chung Town Lot No.11, Tung Chung)	BEAM Plus NB V1.2 Final Gold (2022)	Newfoundworld Project Management Ltd
M+ Museum for Visual Culture	BEAM Plus NB V1.2 Final Gold (2022)	West Kowloon Cultural District Authority
WKCDA Tower	BEAM Plus NB V1.2 Final Gold (2022)	West Kowloon Cultural District Authority
Hoi Tak Court (Foundation for Public Housing Development at North West Kowloon Reclamation Site 6 Phases 1,2 and 3 and Fat Tseung Street, West)	BEAM Plus NB V1.2 Final Gold (2022)	Hong Kong Housing Authority
Global Switch Hong Kong Data Centre	BEAM Plus NB V1.2 Final Gold (2022)	Global Switch Hong Kong Ltd
LOHAS Park Package 9	BEAM Plus NB V1.2 Final Gold (2022)	Wheelock Properties Ltd
Yan Tin Estate, Tuen Mun	BEAM Plus NB V1.2 Final Gold (2021)	Hong Kong Housing Authority

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
LOHAS Park 6 (Construction of Pile Cap for Proposed Residential Development at Site N of TKO TL 60PR)	BEAM Plus NB V1.2 Final Gold (2021)	MTR Corporation Ltd / Great Team Development Ltd
ONTOLO, Pak Shek Kok	BEAM Plus NB V1.2 Final Gold (2021)	Great Eagle Holdings Ltd
Monterey, Tseung Kwan O	BEAM Plus NB V1.2 Final Gold (2020)	Precise Treasure Ltd (subsidiary of Wheelock Properties Ltd)
The Papillons, Tseung Kwan O	BEAM Plus NB V1.2 Final Silver (2019)	Chinachem Group
The Murray Hong Kong, Central	BEAM Plus NB V1.2 Final Unclassified (2020)	Smart Event Investments Ltd. (subsidiary of The Murray Ltd)
Solaria, Pak Shek Kok	BEAM Plus NB V1.2 Final Unclassified (2020)	K. Wah International Holdings Ltd
KAI BO 22, 22 Wing Kin Road, Kwan Chung	BEAM Plus NB V1.2 Final Unclassified (2020)	Keen Really Development Ltd
Le Cap, Kau To	BEAM Plus NB V1.2 Final Unclassified (2019)	Bravo Partner Ltd
Design and Construction of Immigration Headquarters in Area 67, Tseung Kwan O, Subcontract for Bored Pile Works	BEAM Plus NB V1.2 Provisional Platinum (2022)	Immigration Department/Architectural Services Department, HKSAR
AIA Building (Foundation Works for AIA Urban Campus Redevelopment at No. 1 Stubbs Road)	BEAM Plus NB V1.2 Provisional Platinum (2022)	AIA Company Ltd
New Acute Hospital at Kai Tak Development Area (Foundation, Excavation and Lateral Support and Basement Excavation Works for (Site A), Subcontract for Construction of Bored Pile Works at Staff Education Building)	BEAM Plus NB V1.2 Provisional Platinum (2022)	Hospital Authority, HKSAR Government
Proposed Residential Development at Ho Man Tin Station Package Two Property Development at KIL 11264	BEAM Plus NB V1.2 Provisional Platinum (2021)	Grace Castle Corporation Ltd
The Three-Runway System of Hong Kong International Airport – Terminal 2 Expansion	BEAM Plus NB V1.2 Provisional Platinum (2020)	Airport Authority Hong Kong
Foundation works for Grade A Office & retail Development at NKIL 6556, Kai Tak Area 1F Site 2	BEAM Plus NB V1.2 Provisional Platinum (2020)	Rich Union Development Ltd

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
Foundation works for Proposed Office Development at 2 Murray Road	BEAM Plus NB V1.2 Provisional Platinum (2020)	Century Base Development Ltd
Demolition and Associated A&A Works for Taikoo Place 2B Development (Two Taikoo Place)	BEAM Plus NB V1.2 Provisional Platinum (2019)	Taikoo Place Holdings Ltd
Lyric Theatre Complex	BEAM Plus NB V1.2 Provisional Gold (2023)	West Kowloon Cultural District Authority
LOHAS Park Package 12	BEAM Plus NB V1.2 Provisional Gold (2022)	Wheelock Properties Ltd
LOHAS Park Package 11	BEAM Plus NB V1.2 Provisional Gold (2022)	Sino Group
NKIL 6602, MTR Yau Tong Ventilation Building Property Development Superstructure Main Contract	BEAM Plus NB V1.2 Provisional Gold (2022)	TOP OASIS Ltd (Sino – CSI JV)
Cyberport Expansion Project (Foundation, Excavation and Lateral Support and Pile Cap Works)	BEAM Plus NB V1.2 Provisional Gold (2022)	Hong Kong Cyberport Management Co Ltd
Demolition and Foundation Works at Prince of Wales Hospital for Redevelopment of Prince of Wales Hospital, Phase 2 (Stage 1)	BEAM Plus NB V1.2 Provisional Gold (2022)	Hospital Authority
Advanced Manufacturing Centre, Tseung Kwan O Industrial Estate	BEAM Plus NB V1.2 Provisional Gold (2022)	Hong Kong Science & Technology Parks Corporation
Proposed Residential Development at Ho Man Tin Station Package One Property Development at KIL 11264	BEAM Plus NB V1.2 Provisional Gold (2022)	Great Eagle Holdings Ltd
CityU Student Hostel at Whitehead, Ma On Shan	BEAM Plus NB V1.2 Provisional Gold (2022)	City University of Hong Kong
Proposed Residential Development at West Rail Kam Sheung Road Station Phase 1 Development, Yuen Long, NT Lot No1040 in Demarcation District No 103	BEAM Plus NB V1.2 Provisional Gold (2021)	Kam Sheung Property Development Ltd
Nina Park	BEAM Plus NB V1.2 Provisional Gold (2021)	Ying Ho Company Ltd (subsidiary of Chinachem Group)
Proposed Residential Development at New Kowloon Inland Lot No. 6579, Lung Cheung Road	BEAM Plus NB V1.2 Provisional Gold (2020)	Wheelock Properties Ltd

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
Proposed Residential Development at NKIL 6564, Kai Tak Area 1L, Site 1, Kai Tak	BEAM Plus NB V1.2 Provisional Gold (2019)	Top Genius Holdings Ltd
Proposed Residential Development at NKIL 6563, Kai Tak Area 1L, Site 2, Kai Tak	BEAM Plus NB V1.2 Provisional Gold (2018)	Wheelock Properties Ltd
Foundations Works for Proposed Residential & Commercial Development at 33-47 Catchick Street, Kennedy Town	BEAM Plus NB V1.2 Provisional Gold (2018)	Shanghai Commercial Bank Ltd
Foundation, Pipe Pile and Sheet Piling Works for West Rail Yuen Long Station Property Development	BEAM Plus NB V1.2 Provisional Gold (2017)	Success Keep Ltd
Tai Wai Station Property Development (Residential)	BEAM Plus NB V1.2 Provisional Gold (2017)	Lucrative Venture Ltd
Foundation for Public Housing Development at North West Kowloon Reclamation Site 6 Phases 1,2 and 3 and Fat Tseung Street, West	BEAM Plus NB V1.2 Provisional Gold (2016)	Hong Kong Housing Authority
Main Contract for Proposed Redevelopment at RBL 279, Shek O Residence, Big Wave Bay Road, Shek O	BEAM Plus NB V1.2 Provisional Silver (2023)	Jardine Matheson & Co Ltd
Foundation Works for Commercial Development at KIL 240, 98 How Ming Street, Kwun Tong	BEAM Plus NB V1.2 Provisional Silver (2021)	Turbo Result Ltd, KT Real Estate Ltd
Foundation and Earth Retaining Structure Works for Proposed Hotel Development at TCTL, 38, Tung Chung, Lantau Island	BEAM Plus NB V1.2 Provisional Silver (2017)	Brand Rise Ltd
Foundation Works for Proposed Commercial Development at Tung Chung Town Lot No.11, Tung Chung	BEAM Plus NB V1.2 Provisional Silver (2015)	Newfoundworld Project Management Ltd
Foundation and ELS (Stage 1) Works for Proposed Residential Development at Lot No. 560RP Strawberry Hill, 36 Plantation Road, The Peak	BEAM Plus NB V1.2 Provision Bronze (2020)	Jardine Matheson & Co Ltd
Proposed Alteration and Addition Works for Swimming Pool and Filtration Plant Room of Strawberry Hill, 32 Plantation Road	BEAM Plus NB V1.2 Provision Bronze (2020)	Jardine Matheson & Co Ltd
Foundation Works for Residential Development at LRT Tin Wing Stop at TSWTL No. 23, Area 33, Tin Shui Wai	BEAM Plus NB V1.2 Provision Bronze (2019)	Best Vision Development Ltd

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
Property Development at No. 1 Plantation Road	BEAM Plus NB V1.2 Provisional Bronze (2014)	Wharf Peak Properties Ltd
Foundation, Piling and ELS Piling Work for Proposed Residential Development at To Shek Street, Shatin	BEAM Plus NB V1.2 Provisional Unclassified (2019)	Mainco Ltd
Foundation Contract for Proposed Commercial Development at No 1-9 Sha Tsui Road, Tsuen Wan, New Territories	BEAM Plus NB V1.2 Provisional Unclassified (2019)	Sunny Global Development Ltd
Proposed Residential Development at KIL No.11257 Sheung Shing Street, Ho Man Tin	BEAM Plus NB V1.2 Provisional Unclassified (2018)	Goldin Financial Holdings Ltd
Main Contract for Cyberport Expansion Project at Cyberport	BEAM Plus NB V1.2 Ongoing	Hong Kong Cyberport Management Co Ltd
Foundation works for Subsidised Sales Flats Project at Kai Tak Area 2B1	BEAM Plus NB V1.2 Ongoing	Hong Kong Housing Society
Advance Works Contract for One Causeway Bay	BEAM Plus NB V1.2 Ongoing	Excelsior Hotel (BVI) Ltd
Foundation and Site Formation for Public Housing Development at Lei Yue Mun Phase 4 at Yan Wing Street, Yau Tong	BEAM Plus NB V1.2 Ongoing	Hong Kong Housing Authority
Foundation Works for Proposed Mixed Use Development on NKIL 6568, Kai Tak Area 1F, Site 1	BEAM Plus NB V1.2 Ongoing	Super Great Ltd
Foundation works for IE 2.0 Project A, Tseung Kwan O	BEAM Plus NB V1.2 Ongoing	Hong Kong Science & Technology Parks Corporation
Foundation for Public Housing Development at Hang Tai Road, Ma On Shan Area 86B Phase 2	BEAM Plus NB V1.2 Ongoing	Hong Kong Housing Authority
Design and Construction of Piling Foundation, Excavation and Lateral Support (ELS) and Pile Cap Works, TWTL 160 at 13-23 Wang Wo Tsai Street, Tsuen Wan, N.T.	BEAM Plus NB V1.2 Ongoing	Sun Hung Kai
Provision of Fire Services Facilities to Support The Three-Runway System at The Hong Kong International Airport	BEAM Plus NB V1.2 Ongoing	Airport Authority Hong Kong

Project	Rating	Client
BEAM Plus NB V1.2 Projects – Hong Kong (Continued)		
Provision of Police Facilities to Support The Three-Runway System at Hong Kong International Airport	BEAM Plus NB V1.2 Ongoing	Airport Authority Hong Kong
BEAM Plus NB V1.1 Projects – Hong Kong		
No. 17 Cheung Shun Street, Cheung Sha Wan (Maxim's Centre)	BEAM Plus NB V1.1 Final Platinum (2019)	Luk Yeung Restaurant Ltd
ALTAMIRA, 18 Po Shan Road, Mid-Levels	BEAM Plus NB V1.1 Final Platinum (2018)	Majestic Elite Property Development Ltd
Whitesands, 160 South Lautau Road, Cheung Sha, Lautau Island	BEAM Plus NB V1.1 Final Platinum (2016)	Bao Wei Enterprise Ltd (Subsidiary of Swire)
Arezzo, 33 Seymour Road, Mid-Levels	BEAM Plus NB V1.1 Final Platinum (2016)	Excel Free Ltd (Swire Properties Limited)
CIC Zero Carbon Building, Kowloon Bay	BEAM Plus NB V1.1 Final Platinum (2015)	Construction Industry Council
Science Park Phase 3, Building 12W, 15W and 16W, Shatin	BEAM Plus NB V1.1 Final Platinum (2015)	Hong Kong Science & Technology Parks Corporation
Hysan Place, Causeway Bay	BEAM Plus NB V1.1 Final Platinum (2013)	Hysan Development Co Ltd
Parc City / Nina Mall 2, Tsuen Wan	BEAM Plus NB V1.1 Final Gold (2019)	Denny Investment Ltd (Chinachem Group)
Parc City / Nina Mall 2, Tsuen Wan	BEAM Plus NB V1.1 Final Gold (2019)	Denny Investment Ltd (Chinachem Group)
Proposed Residential & Commercial Development No. 33 Tong Yin Street	BEAM Plus NB V1.1 Final Gold (2019)	Amblegreen Company Ltd (Subsidiary of Wheelock Properties)
The Parkside, Tseung Kwan O	BEAM Plus NB V1.1 Final Gold (2018)	Fortune Precision Ltd (Wheelock)
The Morgan (foundation works)	BEAM Plus NB V1.1 Final Gold (2017)	Majestic Elite Property Development Ltd
Midfield Concourse	BEAM Plus NB V1.1 Final Gold (2017)	Airport Authority Hong Kong
Mount Nicholson, The Peak	BEAM Plus NB V1.1 Final Silver (2020)	Market Prospect Ltd
Castle One, Mid-Levels	BEAM Plus NB V1.1 Final Bronze (2014)	Best-Rights Company Ltd
One South Lane, Sai Ying Pun	BEAM Plus NB V1.1 Final Bronze (2017)	Both Talent Ltd. (Chinese Estates Holdings Limited)
Shanghai Commercial Bank Tower	BEAM Plus NB V1.1 Provisional Gold (2015)	Shanghai Commercial Bank Ltd
The Forum, 8 Connaught Place, Central	BEAM Plus NB V1.1 Provisional Unclassified (2013)	Hong Kong Land Ltd

Project	Rating	Client
HK BEAM Projects – Hong Kong		
Chater House, Central	HK-BEAM 5/04 Platinum	Hongkong Land Ltd
Jardine House, Central	HK-BEAM 5/04 Platinum	Hongkong Land Ltd
One Exchange Square, Central	HK-BEAM 5/04 Platinum	Hongkong Land Ltd
Lincoln House, Quarry Bay	HK-BEAM 5/04 Platinum	Swire Properties Ltd
Dorset House, Quarry Bay	HK-BEAM 5/04 Excellent	Swire Properties Ltd
LHT Tower, Central	HK-BEAM 4/04 Platinum	The Luk Hoi Tung Co Ltd
Mount Davis 33, Kennedy Town	HK-BEAM 4/04 Platinum	Urban Renewal Authority / Kowloon Development Co Ltd.
Opus Hong Kong, Mid-Levels	HK-BEAM 4/04 Platinum	Swire Properties Ltd
Fire Station with Ambulance Depot and Police Post at Penny's Bay, Lantau	HK-BEAM 4/04 Platinum	Architectural Services Department



The Forum at Exchange Square

Project	Rating	Client
HK BEAM Projects – Hong Kong (Continued)		
Centennial Campus, The University of Hong Kong	HK-BEAM 4/04 Platinum	The University of Hong Kong
One Island East, Taikoo Place	HK-BEAM 4/04 Platinum	Swire Properties Ltd
Redevelopment of Kwun Tong Swimming Pool Complex and Kwun Tong Recreation Ground	HK-BEAM 4/04 Platinum	Architectural Services Department
Serenade, Causeway Bay	HK-BEAM 4/04 Platinum	Hongkong Land Ltd
Tamar Development Project, Admiralty	HK-BEAM 4/04 Platinum	Architectural Services Department
York House, Central	HK-BEAM 4/04 Platinum	Hongkong Land Ltd
Redevelopment Of Victoria Park Swimming Pool Complex, Causeway Bay	HK-BEAM 4/04 Gold	Architectural Services Department
Ko Shan Theatre New Wing, Hung Hom	HK-BEAM 4/04 Gold	Architectural Services Department
Man Yee Building, Central	HK-BEAM 2/99 Excellent	Man Hing Hong Kong Land Investment Co Ltd
Cyberport 4 (Phase CIIIA), Pok Fu Lam	Cyberport 4 (Phase CIIIA), Pok Fu Lam	Cyber-Port Management Ltd
One Peking Commercial Development, Tsim Sha Tsui, Kowloon	HK-BEAM 1/99 Excellent	Glorious Sun Holdings Ltd
Three Pacific Place Commercial Development, Quarry Bay	HK-BEAM 1/99 Excellent	Swire Properties Ltd
Devon House, Quarry Bay	HK-BEAM 2/96 Excellent	Swire Properties Ltd
1063 King's Road Commercial Development, Quarry Bay	HK-BEAM 1/96 Excellent	Swire Properties Ltd
Oxford House, Quarry Bay	HK-BEAM 1/96 Excellent	Swire Properties Ltd
LEED Projects – Hong Kong		
Central Plaza Annex, Wan Chai	LEED BD+C Core & Shell v4 Final Platinum (2021)	Cheer City Properties Limited & Protasan Ltd
Project Delta - 54 Queen's Road East, 2-12 Anton Street, 1-11 Landale Street	LEED BD+C Core & Shell v4 Ongoing	Swire Properties Ltd
Foundations works for Commercial Development at KIL 240, 98 How Ming Street, Kwun Tong	LEED BD+C Core & Shell v4 Ongoing	Sun Hung Kai Properties Ltd
Foundation works for Grade A Office & retail Development at NKIL 6556, Kai Tak Area 1F Site 2	LEED BD+C Core & Shell v4 Ongoing	Nan Fung Group

Project	Rating	Client
LEED Projects – Hong Kong (Continued)		
One Taikoo Place	LEED BD+C Core & Shell v2009 Final Platinum (2020)	Swire Properties Ltd
The Quayside, Kwun Tong	LEED BD+C: Core & Shell v2009 Final Platinum (2020)	Link Properties Limited / Nan Fung Development Ltd
Global Switch Hong Kong Data Centre	LEED BD+C: Core & Shell v2009 Final Platinum (2018)	Global Switch Hong Kong Ltd
Lee Garden Three, Causeway Bay	LEED BD+C: Core & Shell v2009 Final Gold (2018)	Hysan Development Co Ltd
Foundation Works for Sha Tin Communication and Technology Centre (SCTC)	LEED BD+C: Core & Shell v2009 Final Gold (2016)	The Hong Kong Jockey Club
China Mobile Global Network Centre, MEP1	LEED BD+C: Core & Shell v2009 Final Gold (2016)	China Mobile International Ltd
Proposed Redevelopment – The Forum, Exchange Square	LEED BD+C: Core & Shell v2009 Final Platinum (2015)	Hong Kong Land Ltd
Science Park Phase 3, Building 12W	LEED BD+C: Core & Shell v2009 Final Platinum (2014)	Hong Kong Science & Technology Parks Corporation
HKU Centennial Campus	LEED BD+C: Core & Shell v2009 Final Platinum (2013)	The University of Hong Kong
Hysan Place, Causeway Bay	LEED BD+C: Core & Shell v2.0 Final Platinum (2012)	Hysan Development Co Ltd
Proposed Residential Development at 38-44 Caine Road, Central	LEED BD+C: New Construction v2.2 Certified (2013)	Fine Mean Ltd
HSBC Shek Mun Data Centre Project Symmetry – BS Works	LEED ID+C v2009 Certified	The Hong Kong and Shanghai Banking Corporation Ltd
HSBC Project Bridge	LEED CI v2.0 Gold	The Hong Kong and Shanghai Banking Corporation Ltd
One Causeway Bay	LEED BD+C: Core & Shell v4.1 Ongoing	Excelsior Hotel (BVI) Ltd (subsidiary of Hong Kong Land)
WELL Version 2 Building Standard Projects – Hong Kong		
The Fullerton Ocean Park Hotel	WELL V2 Pilot (Hospitality) Certified Gold (2023)	Parkland (HK) Ltd
Proposed Composite Development at New Kowloon Inland Lot No. 6627, Tonkin Street & Fuk Wing Street	WELL V2 Pilot (Multifamily Residential) Pre-certified (Q1 2021)	Urban Renewal Authority / Wider Loyal Ltd
Proposed Residential Development at Ho Man Tin Station Package Two Property Development at KIL 11264	WELL V2 Pilot Dwelling Units Pre-certified (2021)	Grace Castle Corporation Ltd
St. George's Mansions (Clubhouse and residential towers)	WELL V2 Pilot (Dwelling Units) Pre-certified (2020)	Sino Land Co Ltd

Project	Rating	Client
WELL Version 2 Building Standard Projects – Hong Kong (Continued)		
Project Delta - 54 Queen's Road East, 2-12 Anton Street, 1-11 Landale Street	WELL V2 (Core & Shell) Ongoing	Swire Properties Ltd
HKU Pokfield Road Advanced Works	WELL V2 (Core & Shell) Ongoing	The University of Hong Kong
One Causeway Bay	WELL V2 (Core & Shell) Ongoing	Excelsior Hotel (BVI) Ltd (subsidiary of Hong Kong Land)
WELL Version 1 Building Standard Projects – Hong Kong		
One Taikoo Place, Causeway Bay	WELL V1 (Core & Shell) Certified Platinum (2019)	Swire Properties Ltd
Gammon Construction Limited Hong Kong Headquarters at The Quayside	WELL V1 (New & Existing Interiors) Certified Gold (2023)	Gammon Construction Ltd
The Quayside, Kwun Tong	WELL V1 (Core & Shell) Certified Gold (2021)	Link Properties Ltd/ Nan Fung Development Ltd
China Green Building Label Projects – Hong Kong		
Lee Garden Three, Causeway Bay	CGBL (GB/T 50378 – 2014) 2-stars	Hysan Development Co Ltd
SITES Rating System – Hong Kong		
Nina Park	SITES V1 Ongoing	Ying Ho Company Ltd (subsidiary of Chinachem Group)
LEED Projects – Singapore		
Diaphragm Wall and Piling Works to Singapore Innovation Centre	LEED New Construction v2009 – Gold	CH2M Hill Singapore Pte Ltd
P&G Singapore Innovation Centre	LEED Commercial Interior v2.0 – Gold	P&G
Design and Construction of 6-Storey Data Centre at Woodlands, Singapore	LEED – Gold	Global Switch

Project	Rating	Client
Green Mark Projects – Singapore		
Arkema Symphony Project - Design & Build Building Package 01	Green Mark Ongoing	WOODS
Proposed Erection of New ITE College West PPP Project	Green Mark Platinum	Gammon Capital (West) Pte Ltd
Design and Construction of 6-Storey Data Centre at Woodlands	Green Mark Platinum	Global Switch
Nanyang Polytechnic Extension	Green Mark Platinum	Nanyang Polytechnic
WDL2 Woodlands Sleepers Installation works	Green Mark Platinum	SMRT Trains Ltd
Design and Construction of Mayflower Station	Green Mark Gold	Land Transport Authority
LTA Contract T221 - Construction of Havelock Station for Thomson Line	Green Mark Gold	Land Transport Authority
Mandai Depot	Green Mark Gold	Land Transport Authority
P&G Singapore Innovation Centre (SgIC)	Green Mark Gold	CH2M Hill Singapore Pte Ltd
Design and Construction of Chevron Building	Green Mark Certified	Chevron Oronite Pte Ltd
Construction of 3 Intra-Island Cableway Stations, 8 Cableway Tower Foundations and a Fort Siloso Pedestrian Bridge with Lift Tower at Sentosa	Green Mark Certified	Sentosa Development Corporation
Grace Assembly of God Church	Green Mark Certified	Grace Assembly of God Church

Appendix H

Membership of associations and industry bodies



Gammon staff have memberships of various external industry, professional and business organisations and government bodies

1. Hong Kong Government

Association/ Body	Group/ Committee	Appointment
A. Statutory Bodies		
Construction Industry Council	<ul style="list-style-type: none"> - Construction Innovation and Technology Application Centre Management Board - Construction Industry Sports and Volunteering Programme Committee - Construction Workers Registration Board - Committee on Registered Specialist Trade Contractors Scheme - Steering Group of STEM Alliance under Hong Kong Institute of Construction - Sub-committee on Construction Industry Council Approved Technical Talents Training Programmes and Collaborative Training Schemes - Task Force on Construction Expenditure Forecast under the committee on Construction Procurement 	<ul style="list-style-type: none"> - Board Member - Committee Member - Member - Member - Member - Member - Member
Development Bureau	<ul style="list-style-type: none"> - Builders' Lifts and Tower Working Platforms (Safety) Ordinance; Disciplinary Tribunal Panel - Appeal Board Panel under the Construction Workers Registration Ordinance 	<ul style="list-style-type: none"> - Panel Member - Panel Member
Buildings Department	<ul style="list-style-type: none"> - Registered Contractors' Disciplinary Board Panel - Minor Works Contractors Registration Committee Panel - Authorized Persons, Registered Structural Engineers and Registered Geotechnical Engineers Committee - Authorized Persons, Registered Structural Engineers and Registered Geotechnical Engineers' Disciplinary Board Panel 	<ul style="list-style-type: none"> - Panel Member - Panel Member - Non-official member - Panel Member
Registration and Electoral Office	<ul style="list-style-type: none"> - Election Committee - Real Estate and Construction 	<ul style="list-style-type: none"> - Committee Member
B. Permanent Non-Statutory Bodies		
The Hong Kong Construction Association (HKCA)	<ul style="list-style-type: none"> - Council - Building Committee - Civil Engineering Committee - Piling Contractors Committee - Site Investigation Committee - Environmental Committee - Health & Safety Committee - Young Members Society 	<ul style="list-style-type: none"> - Council Members - Vice-Chairman (HA) - Chairman - Vice Chairman - Chairman - Vice Chairman - Member - Chairman

C. Tertiary Institution		
Hong Kong Metropolitan University	- Programmes in Occupational Safety and Health	- Professional Advisor
The Hong Kong Polytechnic University	- Department of Civil & Environmental Engineering Advisory Committee	- Member
The University of Hong Kong	- Department of Real Estate and Construction Advisory Board	- Member
	- HKU SPACE Diploma in Occupational Safety and Health - Academic Committee	- External Member
Vocational Training Council	- Apprenticeship Training Board - Applied Learning Course Board - Building, Civil Engineering and Built Environment Training Board - Electrical and Mechanical Engineering Programme Board - Languages Discipline Advisory Board	- Member - Member - Member - Member - Member
Technological and Higher Education Institute of Hong Kong	Faculty of Science and Technology - Faculty Advisory Committee	Committee Member
2. Non-Government Organisation		
Association/ Body	Group/ Committee	Appointment
British Chamber of Commerce in Hong Kong	- General Committee - Construction Industry Group - Construction Industry Group - Environment and Energy Committee - Future Leaders Committee - Innovation and Technology Committee - Social Sustainability Committee	- Sub-Committee Chair - Chair - Member - Vice-Chair - Co Chair - Member - Member
Business Environment Council	- Executive Committee - Climate Change Business Forum Advisory Group - Circular Economy Advisory Group - Sustainable Living Environment Advisory Group	- Chair - Ordinary Member - Steering Committee Member - Steering Committee Member
Chartered Institution of Highways and Transportation (CIHT), HK Branch	- CIHT Hong Kong	- Vice Chair
China Real Estate Chamber of Commerce Hong Kong	—	- Corporate member
Hong Kong Computer Society	- The Council - CIO Board - Professional & Career Development - IT Leadership Accelerator Platform (iLEAP) - Construction Industry Group	- Member - Executive Committee Member - Director - Executive Committee Member - Executive Committee Member

Association/ Body	Group/ Committee	Appointment
Hong Kong Concrete Institute	- Executive Board	- Vice President
Hong Kong General Chamber of Commerce	- Environment & Sustainability Committee - Real Estate & Infrastructure Committee	- Member - Member
Hong Kong Green Building Council	- Industry Standards and Practices Committee - Infrastructure Rating System Committee - Sustainable Development Committee	- Co-Opted Member - Co-Opted Member - Co-Opted Member
Hong Kong Institute of Construction Managers	- Dispute Resolution Committee	- Chairman
Hong Kong Institute of Environmental Impact Assessment	- Executive Committee	- Committee Member
Hong Kong Institute of Human Resources Management	- Executive Council - HR Excellence Awards Organising Committee - Advocacy and Policy Research Committee - HR Digitalisation Committee - Management Committee	- Vice President - Chairperson - Committee Member - Co-Chairperson - Committee Member
Hong Kong Institute of Surveyors	- Young Surveyors Group Committee	- Committee Member
Hong Kong Institution of Engineers	- Council - Building Division - Building Division - Building Division - Building Division - Building Division - Building Discipline Advisory Panel - Civil, Structural and Building Discipline - Civil Division - Electrical Division - Electrical Division - Electrical Division - Electrical Discipline Advisory Panel - Geotechnical Division - Geotechnical Division - Public Services Committee - Geotechnical Discipline Advisory Panel - Learned Society Board - Geotechnical Division and CEDD Geotechnical Engineering Office Soil Test Video Task Force - Geotechnical Division Young Geotechnical Club - Mechanical, Marine, Naval Architecture & Chemical Division	- Council Member (Division) - Hon Secretary - Deputy Chairman - Affiliate - Helper - Ex-officio Council Member - Panel Member - Professor Review Assessor - Committee Member - Deputy Chairman - Hon Secretary - Ex-Officio Member (SSC Representative) - Member - Deputy Chairman - Chairman - Committee member - Panel Member - Board Member - Chairman - Core Member - Ex-Officio Member (SSC Representative)

Association/ Body	Group/ Committee	Appointment
	<ul style="list-style-type: none"> - Structural Division - Structural Division - Safety Specialist Committee - Safety Specialist Committee - Young Members Committee - AP / RSE / RGE Committee 	<ul style="list-style-type: none"> - Ordinary Member - Ex-Officio Member (YMC Representative) - Deputy Chairman - Committee Member - Committee Member - Committee Member
International Powered Access Federation	- Hong Kong Regional Council	- Chairperson
Institution of Civil Engineers Hong Kong	<ul style="list-style-type: none"> - Corporate Member Professional Review Panel - Chartered Professional Review - Professional Review Panel 	<ul style="list-style-type: none"> - Reviewer - Reviewer - Panel Member
Institution of Occupational Safety and Health Hong Kong	<ul style="list-style-type: none"> - Hong Kong Committee - Hong Kong Committee 	<ul style="list-style-type: none"> - Honorary Advisor - Committee Member
Leo District 303 Hong Kong & Macao, China	- District Committee	- District Secretary
Lighthouse Club Hong Kong	<ul style="list-style-type: none"> - Hong Kong Branch Committee - Safety Subcommittee 	<ul style="list-style-type: none"> - Elected Member - Chair
Registered Specialist Trade Contractors Federation	- Council	- Honorary Founding President
Ronald McDonald House Charities of Hong Kong	- Board	- Director
Society of Registered Safety Officers	- Executive Council Members	- Vice President
Temporary Works Forum	- Executive Committee	- Chairman
The Hong Kong Management Association	- People Management Committee	- Member



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We value and encourage dialogue on our sustainability initiatives. Feedback provides insight that helps us to better communicate what is important and of interest to our stakeholders. We encourage questions or comments by contacting: sustainability@gammonconstruction.com
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