

Staying ahead





Owned by two major international companies – we combine local expertise and global resources

Traditions of excellence

Gammon Skanska is Hong Kong's largest construction company with interests throughout Asia Pacific. With an annual turnover around US\$1 billion, we employ some 2,000 full-time staff, including some 450 professional engineers and builders – one of Asia's strongest technical teams. We also directly employ another 2,000 skilled workers. Backed by two major international companies, Jardine Matheson and Skanska – we combine local expertise and global resources.

With great confidence in the long-term property of Asia,
we have a promising future

Building Asia in the 21st century

We are determined to be the leader in our field, as we build Asia's 21st century infrastructure.

Our Mission To develop, build and service Asia's physical infrastructure for living, working and traveling.

Our Vision To be the leading provider of construction services in Asia.

Our Strategies To maintain a clear focus on customer needs and a commitment to long-term relationships.

To complement a range of business streams with best-in-class management, technical competence and an innovative business style.

To participate throughout the project life-cycle.

Finally, our expansion strategy embraces both organic growth and acquisition in existing and new markets.

Our Ultimate Goal To deliver high quality by upholding our commitment to be:

- **Customer-centric**
- **Resource-rich**
- **Innovative**
- **Risk managers**

These are our four core values.

A promising future

We are committed to the 'partnering' business model. By collaborating with clients during the pre-construction phase, we reduce waste and enhance efficiency. By getting closer to their needs we provide unprecedented customer value.

We have great confidence in Asia's future. China is key to our operations and we see major opportunities in Singapore, Thailand and other Southeast Asian markets. Gammon Skanska is well poised to satisfy demand for construction expertise and first-class project management skills across the region for many years to come.



Comprehensive services for a broad mix of clients

Gammon Skanska delivers customized products and services to clients in many countries and industrial sectors. We have the confidence – and the design and engineering skills – to handle a full range of construction and infrastructure projects across Asia.

We can participate in design, managing the construction process, and the construction process itself as well as subsequent maintenance and ultimate demolition and renewal.

Your ideal construction partner

Our operating businesses have established an enviable track record in both public and private sectors. Our multi-faceted experience – covering buildings, civil engineering, foundation works and industrial plant – makes Gammon Skanska the ideal choice as your construction partner in Asia.

Comprehensive services

Our core skills embrace key technical

and commercial disciplines, in Hong Kong, China and Southeast Asia:

- Geotechnical investigation and design
- Engineering design and design management including value engineering
- Risk analysis & management
- Cost and financial management including life-cycle costing
- Contract and procurement strategy
- Site and labour management
- Environmental, health and safety management
- Quality management

We work in the way that suits you. We can give specialist advice on a particular aspect of your project. We can provide a management-oriented service. Or we can offer complete turnkey design and construction, including project finance.

Landmark projects

We have delivered some of the region's best-known construction

projects. These include commercial and residential buildings, retail premises and hotels, road and rail systems including bridges and tunnels, manufacturing facilities, plants for treatment of water and waste. And we have participated in key elements of Asia's fast-growing aviation, marine and power-generating infrastructure.

Building trust and value

We differentiate ourselves through consensus-building. Our aim is to unlock value by consistently applying our specialist knowledge, and by partnering clients prior to the traditional tender stage. Our overriding drive for quality explains why so much of our business is with repeat clients.

In all our markets, we are committed to expansion in both public and private sectors, and winning commissions of all sizes.



Our people – the key to our success

Working with us means working with the best people in the industry. We are a learning organization and aim to ensure our staff are more capable of meeting clients' needs than our competitors.

Worldwide resources and our 'partnering' philosophy

We take great care in matching client expectations to the experience of our staff. To ensure we put the right people on your job, we draw on the worldwide resources of Skanska's 85,000 staff whenever necessary.

We have also implemented structured 'partnering', a process that brings stakeholders together in a shared commitment to common goals. We use a monthly survey based on agreed criteria to judge the quality of our working relationship and have clear procedures when remedial action is required. Gammon Skanska is widely recognised as a leader in this field in Hong Kong.

Investing in our people

We are committed to continuous investment in our people to maintain our leadership.

University Fellowships

Each year, we select around 15 second-year students from Hong Kong's universities and enroll them on a 15-month scheme offering site visits, training and much more. We also provide scholarships for Tsinghua University, Tongji University and South China University of Technology in China.

Chartership

When graduate engineers join Gammon Skanska in Hong Kong, they are registered for the four-year HKIE scheme leading to chartered status.

Engineering Staff Development Programme

Chartership is an integral part of our long-term partnership with

employees that prepares them for project management. The programme offers a clear and structured path to project manager level so that employees know what needs to be accomplished before promotion.

Making Your Mark

This programme provides opportunities for our top 50 people to join world-class business school programmes and visit the world's best corporations.

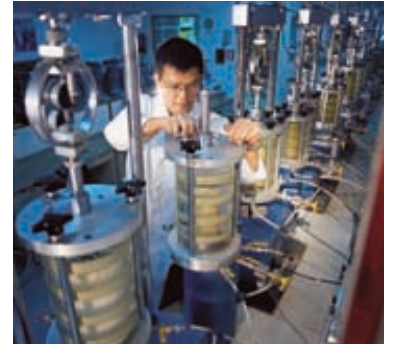
Gammon Skanska Academy

The Gammon Skanska Academy is open to our staff and our business partners. The Academy comprises three faculties – the Built Environment, Project Management, and Business Innovation & Enhancement. In 2003, the Academy is providing over 25,000 man-days of structured and assessed training.



We take great care in matching client expectations to the experience of our staff

Quality, safety and the environment



At Gammon Skanska, quality, safety and the environment are core issues. Our Balanced Scorecard – one of our key performance management tools – includes targets for each of these issues, alongside more traditional yardsticks such as financial performance. Quality, safety and the environment are closely linked, the umbrella under which we strive for excellence. Quality is the centerpiece of our brand and the basis of our slogan – Quality Puts Us Ahead.

How do we achieve quality?

We are committed to working within clearly defined procedures. We operate Quality, Safety and Environmental Management Systems in accordance with the requirements of ISO 9000, OHSAS 18001 and ISO 14001. These certifications have all been achieved in Hong Kong and we are now seeking the same recognition in our business in Singapore, China and Thailand.

Our Group Quality Policy encourages working in partnership with customers, providing consistently

high quality services and products, and enhancing the ability of staff to deliver quality results. Delivering quality is Gammon Skanska's ultimate goal.

Good safety is good business

Safety is in the best interests of every stakeholder. The health and safety of our workforce, sub-contractors, clients and their teams, and the public is our highest priority.

We implement a comprehensive range of safety initiatives. We deploy a team of registered safety personnel to prevent accidents, promote safe working practices and provide professional advice and training. Through our Health & Safety Policy, we aim to operate in a manner that ensures the health, safety and welfare of all our employees, sub-contractors, and the public.

We understand how safety needs to be addressed even before construction commences. From our frontline teams right up to our Directors, safety is always the top



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of the agenda. We take our safety message out into the community too. Gammon Skanska promotes safety in Hong Kong's construction sector through its participation in the Hong Kong Construction Association and industry task forces. Spreading a similar message in China, the Construction Safety Research Centre in Beijing is our pioneering joint venture with Tsinghua University that specializes in the study of construction safety and risk.

World-class environmental practice

Environmental responsibility carries a high priority at Gammon Skanska. Our engineers understand clearly the need to strike a balance between cost and the environment. We believe we have a public responsibility, as well as a client commitment, to deliver projects that make the most effective and sustainable use of resources. More than ever, we need to be environmentally attuned and compliant.

We take pride in putting our environmental expertise into practice.

A good example is our sponsorship of the INTEGER Hong Kong Pavilion project, which demonstrates how intelligent and green technologies such as our patented modular construction techniques can benefit Hong Kong housing.

Our Environmental Policy aims actively to involve Gammon Skanska in building a better environment for Hong Kong. Not only does it commit us to meeting our environmental protection obligations, it emphasizes the need for training, communication, and a process of continual improvement.

Our comprehensive Environmental Management System (EMS) is a cornerstone of our operations. We were the first Hong Kong construction company ever to recruit a team of in-house environmental specialists to help us develop our EMS. Thanks to their expertise, we have since received ISO 14001 certification in Hong Kong, and similar certification is planned in our other regional markets.

We promote a culture of innovation and continuous improvement

Innovation and awards

The concept of innovation goes right to the core of Gammon Skanska and is one of our four key values. We believe in the importance of being a technology-enabled, learning organization, with a visible talent for problem-solving. Our annual Innovation Competition is clear evidence of our commitment, receiving over 400 entries since it started in 1999. We are continuously investing in new techniques, facilities and systems to keep us at the leading edge of our industry.

Innovation in action

Innovation is everywhere at Gammon Skanska as the following examples show.

We have developed a modular system of construction, based on the concept of fitting out living or working units in a factory prior to delivery on site. Our research shows conclusively that modular construction can be used for residential towers of 50 storeys or more. The technique creates building faster and more safely, while cutting construction work minimizing any impact on the community.

Our ability to think innovatively when upgrading Hong Kong's Island Eastern Corridor realized important environmental benefits. As part of our widening of this road, we needed to remove two concrete piers and 18 other concrete structures. We knew that demolition using conventional methods would be environmentally damaging. So we transported the structures to help form a reef for marine conservation, and won a Grand Award in the prestigious Hong Kong 2001 Eco-Business Awards for our efforts.

We can be just as creative inside our own organization. For example, we took an innovative approach to cutting transaction costs and speeding business processes with the Gammon Skanska Corporate Purchasing Card launched through Bank of China and MasterCard.

The same philosophy towards business efficiency is evident in our IT policies. By automating and improving workflows, we are freeing up management time. Through the innovative use of IT and Enterprise Resource Planning, we are becoming even more responsive to our customers' and partners' needs.

Awards underline commitment to new ideas

Gammon Skanska's ability to apply new techniques is evident in the many awards we have won. These underline our leadership in environmental performance and our recognition that our people are ultimately the secret of our success.





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