

創新建築世代

Transforming Construction Operations



繩墨是行業的 「靈魂之窗」

Setting Out is a Crucial Step in Process

結構繩墨是優質工程不可或缺的工序，繩墨師傅需要積累多年的工作經驗，才可按施工圖則，將各項結構的形狀、尺寸、位置及水平線，清晰地用繩墨工具繪畫在準確位置，並井井有條地在工地上呈現相關工序資訊，給工作人員作為施工的依據。「就我觀察所得，協興是行內最重視繩墨這方面的建築工程公司。」這句話出自美時有限公司董事總經理柯穗明先生之口，意義和份量格外不同。

美時是較少數的多元化分判商

在行內閱歷超過十年的建築工程人員，對柯先生的事業發展大多不會陌生，知道他是「紅褲仔」出身，入行時由「墨斗」學徒做起。柯先生便以親身經歷指出，在建築工程裏，繩墨工為了有始有終地確保工程位置的準確度，往往要最早來到工地，也要最後離開工地，所以工期可說是最長。當時年輕的他剛入行已愛拼肯捱，不論在酷熱陽光下「拉早線」，為趕及工期而「拉晚線」，抑或風大雨大時進行拉線「打水戰」，他都一一經歷過，從沒有半點怨言或放棄。

經過數十年努力和奮鬥，美時現在是行內較少數的多元化分判商，對結構繩墨、泥水、鋁板、幕牆、裝修等無一不精，多年來參與過的大型建築項目包括尖沙嘴K11、東九龍的啟德體育園、觀塘Koko Hills等，其間與協興等承建商亦彼此建立了一份默契。談及美時現時業務多元化，柯先生卻自言最令其津津樂道，以及最有滿足感的工種，還是他的老本行-----繩墨工程。



柯穗明先生 | 美時有限公司董事總經理
Mr. Or Shui Ming | Managing Director of Strong Best Ltd.

Levelling or Setting Out is a crucial step in the construction process. After the groundworks of a project is completed, a setting out specialist will translate the construction plan, with the details of each structure and its procedural instructions, into on-site job lines and markings so that workers can proceed with the works at each stage. "Based on my observation, Hip Hing values the work of setting out the most in the industry." Such a statement is all the more significant as it comes from Mr. Or Shui Ming, Managing Director of Strong Best Ltd.

Strong Best excels in a range of expertise

It is not a surprise that experienced construction practitioners have heard of the work of setting out. Mr. Or started his career as a setting out apprentice. As a previous frontline worker, he mentions that, in a construction project, to ensure the precision of each procedure from start to finish, the setting out workers have to arrive at the site first and leave last. They always have the longest work schedule for the project. When he was young, Mr. Or, with grit and determination, used to set up the job lines under the scorching sun, resist sleepiness to complete urgent tasks at midnight, and endure hardship in rainstorms.

After decades of unwavering efforts, Strong Best is now one of the few subcontractors that excels in a range of expertise, from plastering, to curtain walling, to aluminum paneling and decoration. Over the years, Strong Best has taken part in numerous construction projects, including K11, Kai Tak Sports Park, and Koko Hills. Meanwhile, it has forged strong partnerships with main contractors like Hip Hing. Among the diversified works, Mr. Or still takes setting out works, his old profession, as the one which gives him the most satisfaction with precious memories.

去年聯同協興獲業界大獎

柯先生分享繩墨工序時有聲有畫，彷彿置身於工地現場。他說：「做墨斗就是在工地現場，將圖則指示一比一實地重現，其他行家都要等我們完成畫線工作，才可以開始紮鐵、釘板和灌水泥，而且由於施工時須按實際需要調整原定計劃，繩墨工人也要隨時候命，留守到工程完成為止。」因此柯先生認為繩墨是建築行業的「靈魂之窗」。

2022年，香港專業驗樓學會將「最佳繩墨師團隊獎」頒予KoKo Hills項目，讚許協興和柯先生對繩墨品質的追求和堅持。對於協興這個老拍檔，合作了二、三十年之久是難能可貴的，柯先生便說雙方一直以來都有商有量，遇到問題就盡力而為去解決，而協興一向十分重視分判商，給予必要的體諒和協助：「這在行內是比較突出的，有效維持團隊凝聚力。」

Quality work recognized by the industry

According to Mr. Or, levellers are responsible for translating the construction plan into lines and markings on the ground. Only after the levellers finish their part, can steel fixers, carpenters, plasterers, etc. proceed to on-site construction work. Moreover, since circumstances always call for timely adjustments, levellers must be prepared throughout the whole project until its completion. Thus Mr. Or points out, "levelling is 'the window to the soul' in a construction project. Our work schedule is the longest as we arrive at the site first, and leave last."

In 2022, the Koko Hills project received the prestigious "Setting Out Team of the Year" award from the Hong Kong Professional Building Inspection Academy. This recognition highlights the commitment of both Hip Hing and Strong Best to delivering high-quality levelling work. Being an old partner with Hip Hing for decades, Mr. Or thinks that effective communication and a mutual goal to overcome problems are the secrets of successful cooperation. He also mentions that Hip Hing always puts subcontractors into consideration, offering understanding and necessary assistance, "it's remarkable in the industry and helps maintain team cohesion."



柯先生（前左）多年來出任泥水商協會主席
Mr. Or (left, at the front) was the Chairman of the APSC for years.



柯先生（正中）熱衷於培育後輩。
Mr. Or (centre) is a keen teacher to nurture the young generation in training programmes.

希望給年輕人家庭多一個選擇

無論科技如何進步，有些工作始終需要人手工序。作為公司老闆，柯先生的信念是只要員工願意學，他就願意給予機會，例如最近為了響應建築信息模擬（BIM）應用，不但資助同事報讀相關課程，還斥資購買所需的電腦設備。

至於行業發展，旗下業務多元的柯先生積極參與，擔任多項公職，包括於2015年至2022年出任泥水商協會主席。他現時亦與建造業議會密切聯繫，推動在泥水、裝修和繩墨等方面落實「專工專責」，從而提高工友的待遇，鞏固專業地位，吸引新一代入行。

柯先生相信即使時代轉變，成功秘訣也離不開用心和誠信，亦即「態度決定勝負」，所以樂於創造條件以提攜後輩，讓認真學習的年輕人能夠發揮所長：「我不只希望幫助年輕人，也希望提供多一個選擇給他們的家庭，這大概就是社會責任吧。」

Open the door for young families

Since technological advancements can hardly replace the contribution of human talents, Mr. Or is enthusiastic to give a hand to those employees who are willing to make progress. For example, in response to the application of Building Information Modeling (BIM), he subsidized some of them to study relevant courses and purchased the requisite computer equipment.

As his businesses span across different fields, Mr. Or is actively participating in the betterment of the construction industry. Among various public offices, he served as the Chairman of The Association of Plastering Sub-Contractors from 2015 to 2022. Nowadays, he is in close cooperation with the Construction Industry Council, advocating for the specialization and accreditation of plasterers, decorators, and levellers. The aim is to improve the remuneration and professional standing of workers which in turn can attract more people to join the industry.

Mr. Or believes that dedication and integrity remain to be the keys to success even as time changes. Following his motto, "attitude determines the outcome", he is eager to create a work environment that rewards young talents for their diligence and performance, "indeed, not only for individual growth, I intend to open the door for their families to explore new opportunities. You may call it my notion of social responsibility."

最緊要有膊頭

Shoulder Our Responsibilities

高級工地總管黃紹平（平哥）服務協興超過40年，素來以做事認真仔細著稱，深受公司上下信賴。訪問當天早上，平哥便拿着事先準備好的4頁資料，包括兩頁親手寫下的問答草稿，百忙之中抽空，分享他多年累積的工作心得。

建築行業流行說「九成老總都係做墨斗出身」，平哥也不例外，他在協興由繩墨工做起，每日看圖則了解工地布置，再拉線畫出指示，熟悉各建築工序的運作，而憑藉這份經驗，加上肯搏肯捱的工作態度，他在協興一步步晉升至現時職位，其間參與超過20個項目，包括港澳碼頭、圓方和竹篙灣檢疫中心等。

Senior Site Agent Wong Shiu Ping has served Hip Hing for more than 40 years. He is known for his professionalism and attention to detail, which have earned him the trust of colleagues. On the morning of the interview, Mr. Wong brought 4 pages of materials along with him, including 2 pages of handwritten Q&A drafts. Despite his busy schedule, with meticulous preparation, he took time out to share his work experience accumulated over the years.

As the saying goes in the construction industry, "90% of site agents come up from the rank of levellers." Mr. Wong is no exception. Joining Hip Hing as a leveller, he studied the construction plan and, based on his interpretation of the layout, set up on-site job lines. In the process, he became familiar with various aspects of the industry and garnered valuable insights. Appreciated for his all-around knowledge and can-do spirit, Mr. Wong was finally promoted to his current position at Hip Hing. During his long service, he has participated in over 20 projects, including the Hong Kong-Macau Ferry Terminal, Elements, and Penny's Bay Quarantine Center.



平哥（第二排右一）在迪士尼樂園項目與同事們合照留念。
Mr. Wong (rightmost, in the second row) and his colleagues during the Disneyland project.



黃紹平先生 | 協興高級工地總管
Mr. Wong Shiu Ping | Hip Hing Senior Site Agent



平哥（前排左二）和同事們放工後一起打邊爐聊天。
Mr. Wong (second left, at the front) enjoys hotpots and a nice chat with his colleagues after work.

3個月內建成竹篙灣檢疫中心

在協興工作了數十年，平哥對於公司已建立了一份深厚情誼：「協興是一間有人情味的公司，很多方面都關照員工，同事相處融洽，項目亦未曾中斷過，過往令我一直有學習和磨練的機會。」在這段工作歲月裏，平哥同樣持之以恆地奮發向上，以實力和態度證明自己值得信賴，公司可以委以重任。

2020年新冠疫情襲港，政府委托協興承建竹篙灣檢疫中心工程，由於事關社會防疫大事，需於3個月內完工並投入服務。平哥憶述當時工地面積有60萬平方呎之廣，又遭遇連續下雨，四處是泥濘，但協興團隊並沒有氣餒，日以繼夜地安排物料和人手，終於如期完工，隔離設施、醫護宿舍、消防設備等一應俱全。他對此亦十分自豪：「老闆常說我最能夠迎難而上，我說其實做事最緊要有膊頭。」



協興團隊在3個月內完成竹篙灣檢疫中心項目。
Hip Hing's team built the Penny's Bay Quarantine Centre in 3 months.

The unforgettable 3 months at Penny's Bay

Having worked at Hip Hing for decades, Mr. Wong treasures the achievements and the relationships forged here, "Hip Hing is a nice company that, in many ways, values its employees. We work in an amiable environment and, as in my case, learn and hone our skills in a constant flow of projects." Accordingly, in the meantime, he keeps doing his best and proves to the company that he is trustworthy and able to undertake critical tasks.

When COVID-19 was raging in Hong Kong, Hip Hing was entrusted by the government to build the Penny's Bay Quarantine Center. As it was crucial to the fight against the pandemic, the project had to be completed within a tight timeframe of 3 months. Mr. Wong recalls the serious challenges posed by a construction site of 600,000 square feet, which was muddy everywhere under constant rain. Nevertheless, Mr. Wong and his colleagues worked around the clock to coordinate materials and manpower. They finished the project as scheduled with quarantine facilities, dormitories for medical teams, firefighting equipment, etc. The project became the best illustration of Mr. Wong's work ethic, "my boss often says that I have a fighting spirit. I just say that we have to shoulder our responsibilities."

與時並進也薪火相傳

作為工地總管，平哥見證着協興以至香港建造業的精益求精，工地安全、環保標準和工作效率都有長足進步。他亦不落後於時代步伐，微觀如工地管道的英文簡稱，宏觀如近年廣泛應用的組裝合成建築法 (MiC)，就像剛入行那時，遇到不懂的東西就勤力學習。平哥又提到老一輩工地總管較缺乏機電知識，他便不時向出身機電專業的兒子請教。

平哥已屆退休之齡，展望未來會和老婆嘆世界，而在退下火線之前，適逢協興鼓勵薪火相傳，設置工地總管發展計劃 (SADP)，他自然成為傳授技術和經驗的師傅。除了自我增值，平哥寄語新一代人才，做事要有承擔也要有前瞻，在工地要細心留意潛在問題，在事業亦要目光放得長遠：「公司一向願意投放資源，新人在這裏不愁沒有發揮機會。」

A message to younger colleagues

As a seasoned site agent, Mr. Wong has witnessed how Hip Hing as well as the construction industry are making progress in site safety, environmental protection, and work efficiency. To keep up with the times, he is always eager to obtain new knowledge, whether it is the English abbreviations of piping systems, or the widely applied modular integrated construction method (MiC). In addition, Mr. Wong shares that, from a generation whose electrical and mechanical know-how is wanting, he would ask his son, who is a practitioner in this field, for advice.

As Mr. Wong has reached retirement age, he looks forward to enjoying life with his wife. Before that, through Hip Hing's Site Agent Development Programme (SADP), he was invited to pass on his skills and experiences. To his students, Mr. Wong reminds them that, apart from professional development, a sense of responsibility and having an overall view are keys to success. Just like a site agent should envision how a project proceeds in advance, they will benefit from adopting a long-term perspective on their career path, "the company always devotes its resources to nurture talents, so there are lots of opportunities for younger colleagues."



平哥（前排右一）與學生們合照。
Mr. Wong (right, at the front) and his students.



平哥（站立者）在課堂上指導年輕同事。
Mr. Wong (standing) is giving a lecture to younger colleagues.

工作環境 標準化

Standardization
of Workplace



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“做，才會擁有” Earn What You Deserve”

- 威哥



關威先生 | **協興前高級總經理(工程合約)**
Mr. William Kwan | **Former Senior General Manager of Hip Hing (Contracts)**

榮休，是人生中一件大事，既象徵著數十年辛勤工作的一個總結，又是迎接新旅程的開端。人稱「威哥」的協興前高級總經理（工程合約）關威（William）以性情溫婉沉實而著稱，今年五月光榮退休，計劃和親友們周遊列國。對於曾與他共事、身經百戰的工作團隊，雖然難免有所依依不捨，但心中也為威哥榮休之喜、享受人生而高興。



威哥很開心，他的師父吳權（圖中），也有出席他的榮休派對。
Brother Wai is happy that his mentor Mr. Ng Kuen (middle) attended his farewell party.

Retirement is a crucial milestone in life. It represents a delightful conclusion of a decades-long career, as well as the starting point of a new journey. Dearly referred to by colleagues as “Brother Wai”, Mr. Kwan Wai William, former Senior General Manager (Contracts), was known for his gentle and pragmatic approach. Since retiring in April, William is planning a globetrotting tour with his family and friends. With the memories of shared achievements, while missing their old days of collaboration, colleagues sincerely wish William to have a fruitful future.

雖說是退休一身輕，威哥至今還時刻不忘職責，掛心公司此前跟進的項目，尤其是來到夏季風雨交加的日子，更不期然想到工地的情況，腦海中估計需要清理和維修的部分。不過威哥亦指出，一個人是做不完所有工作的，這麼多年來全靠協興同事上下一心，群策群力，才可以成就共同事業。

紅褲子出身的威哥在19歲時入行，自1971年由繩墨學徒做起，及後升任工頭，涉足多個大型基建項目，主理土木工程，移山填海，超過半個世紀貢獻香港的建築行業。威哥在協興也工作了約20年，其間曾參與灣仔會展中庭擴建、九龍站環球貿易廣場、火炭御龍山等大型項目，回憶過去點滴，威哥笑說自己已把工作融入了日常生活中：「像是刷牙洗面一樣，每天下班後仍在想地盤的事情，檢討項目進度，計劃好明天的重點任務等。」

Even in retirement, William is still concerned about the projects he worked on. Especially in summer, when heavy rain falls, he can't help but worry about which part of the construction site would need clearing and repairs afterward. Nonetheless, William knew very well that a construction project was never a one-man show. Success depends on teamwork and belongs to everyone at Hip Hing.

At 19 years of age, William entered the construction industry as a levelling apprentice in 1971 and has contributed to Hong Kong's construction industry for more than half a century. Starting from his promotion to foreman, he took part in a range of major infrastructure projects and accumulated enormous experience in civil engineering. During his twenty years of service at Hip Hing, he participated in multiple large-scale projects, including the expansion of the Hong Kong Convention and Exhibition Centre, the ICC, and the Palazzo. Looking back at his long career, he stated that work had become part of his life, “just like brushing teeth and washing your face.” After a busy day, he usually still thought about the day's progress and the remaining tasks.

會展項目展現團隊精神

Teamwork is the key to success

威哥認為，建築是「人」的行業。作為總承建商項目「打理人」，除了要確保項目品質、工程進度以及人手調配等，更需要懂得與人和睦溝通。他說，要避免別人「落閘」，必須緊記有時也得易地而處，了解別人崗位、所屬專業以及所面對的難題，為工程項目做好做妥。

他提起昔日往事，例如在香港會議展覽中心中庭擴建項目，協興團隊要在不影響原有場地運作的情況下，完成一連串高難度架空工程，還必須在緊湊時限內交付，以便貿發局舉辦國際珠寶展。威哥和同事們為此日以繼夜地加班工作，與分判商們一同奮鬥，最終不單如期完成項目，再一次印證協興的專業能力，並且為香港作為盛事之都的美譽，出了一分力。

實則每個工程項目都不乏艱鉅挑戰，而分工合作正是成功的關鍵，因此威哥強調無論對着協興同事，抑或各分判商，尊重和耐性是必不可少的：「管理地盤就是管理人際關係。講一兩次不行就講多幾次，終會打動別人的心。」



威哥與嘉里酒店項目的工作團隊合照。

Group photo of Kerry Hotel project team with Brother Wai.

William pointed out that the construction industry was all about human resources. As the “project chief” of the principal contractor, besides quality control, progress assessment, and resource allocation, effective communication is an important skill. To avoid unnecessary confrontation and to enable smooth operation, empathy is an indispensable quality for understanding others’ positions, professions, and problems.

The expansion of the Hong Kong Convention and Exhibition Centre was a case in point. William’s team was required to complete a list of technically challenging tasks, without interrupting the activities of the adjacent facilities. Moreover, they ran on a tight schedule, as the International Jewelry Show would soon take place at the new venue. By sheer diligence and brilliant cooperation with multiple contractors, the team accomplished this daunting mission on time, which demonstrated Hip Hing’s professionalism and commitment to Hong Kong’s reputation as an international commercial hub.

As problems always arise on a project, the best solution lies in the efficient division of labour. So, William highlighted the importance of treating colleagues and contractors with respect and patience, “project management is essentially the management of interpersonal relationships. Even if communication fails at first, I keep trying and then, sooner or later, people will listen to my message.”





感激共事團隊及管理層

Thanks to colleagues and the management

作為管理者，威哥更習慣到工地，直接和前線人員溝通，面對面逐一了解各人所要應付的問題，協調好所需時間和資源：「誰找我都好，我都會先聆聽，先付出，讓對方知道我掌握問題所在，可以合情合理地談下去。」

談及如何在百忙中舒緩身心，威哥開玩笑說，在職時最大的消遣就是和同事们吃飯聊天，以至到了要回家用膳，反而要提早通知，可見威哥在協興建立了許多珍貴友誼。



在訪問中，威哥便多番感激曾與他共事過的團隊及管理層，包括協興董事總經理朱達慈先生的信任及支持等，名單不能一一盡錄。而他亦頗欣賞多位表現出色的同事如協興總經理（工程合約）劉啟明先生和合約經理許志光先生等。

對於在協興大家庭的各位朋友，他寄語同事，不論年輕的或年長的：「苦才是人生，累才是工作，容就是智慧，忍就是磨練，做才會擁有。」希望各位同事前程似錦。



As the project chief, William liked doing site visits and obtaining first-hand information from front-line workers. After learning about the challenges faced by different stakeholders, he would try his best to allocate the required resources, "I listen and pay attention first. People then know that I grasp the gist of the problem and a rational discussion is possible."

Regarding how to relax and refresh himself, William recalled that, before retirement, his main hobby was chatting with colleagues at mealtimes. If he broke the routine and wanted a family dinner, he had to call home in advance for preparation. Indeed, over the years, William has built precious friendships at Hip Hing.

During the interview, on various occasions, William expressed his gratitude for the trust and support of his colleagues and the management team led by Mr. TC Chu,

Managing Director. He also generously praised the exceptional performance of many colleagues, including Mr. Eric Lau, General Manager (Contracts), and Mr. Simon Heo, Contracts Manager.

Apart from wishing them all the best, William would like to dedicate the following message to all the colleagues and friends at Hip Hing, "Life is full of challenges, and work sometimes exhausts you. By perseverance and patience, you will earn what you deserve."

“ 最重要 是毅力

Perseverance
Comes First ”

建築業是香港的支柱產業之一，科技發展亦日新月異，若要在激烈競爭之中突圍而出，必須在創新方面有充分投資。德寶石屎泵機公司董事總經理黃志華在行內耕耘了逾四十年，與協興亦保持了廿多年的緊密合作關係，他分享了德寶的經營之道：「我最願意投資買入新機械，亦經常向承建商介紹新技術的好處，從而適應市場變化。」

The construction industry is one of the pillars of Hong Kong's economy. The industry is known for its fast-paced technological progress and intense competition. Companies are required to make substantial R&D investments to keep ahead of the field. Double Concrete Pump Company (DCP)'s Managing Director, Mr. Wong Che Wah Sunny, when sharing his 40-year experience in the industry and DCP's over two decades of corroboration with Hip Hing, pointed out, "I am enthusiastic about buying new machinery and introduce their advantages to principal contractors. It is the way to adapt to market changes."



黃志華先生
Mr. Sunny Wong

德寶石屎泵機公司 董事總經理
Double Concrete Pump Company
Managing Director

對大窩坪項目印象尤深

Impressed by the Tai Wo Ping project

黃先生的市場觸覺並非一朝一夕而成，實則建基於多年實戰經驗。他於1979年入行當工地學徒，很快便擔任工頭，並在日常工作之中，加深了對石屎泵機行業的了解，後來更實習操作泵車，以及參與推銷工作。到了1985年，黃先生有見這一行業大有可為，自己亦熟悉了相關工序，於是自立門戶，迄今德寶已是行內知名分判商，並與協興一同成長。

談及雙方多年合作，黃先生對大窩坪項目的印象尤其深刻：「這個項目依山而建，有相當的技術和物資挑戰，一方面我們要做好駁管工作，確保有足夠壓力來運送石屎，另一方面要留意工地的高低上落，保障泵機的平衡性。」

他又提到在啟德體育園項目，德寶調動了63米高的大型泵車以配合看台工程，並且於石屎供應不穩定的情況下日夜加班，成功趕及進度。



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Issue

MAKE SAFETY A HABIT

讓安全成為習慣



2025 July

睇得深 望得遠

Develop Deep Insights & Look Far

協興助理總經理(分判合約)梁文建(Ken)負責分判合約事務已經十多年,對於這一個專業範疇有生動的比喻:「其實就好像經營餐廳一樣,要準備各種食材和工具,我們的工作就是挑選最合適的種類和款式,妥善完成菜單。」

雖然Ken將日常工作說得舉重若輕,但他也指出由於每一個項目都有所不同,他與部門同事就像置身於廚房中,每一次都如同要學習一道新菜式:「由一開始參與分判合約事務已是邊學邊做,到今天也一樣,有甚麼不懂的地方,就虛心向同事和分判商請教。」

啟德體育園展現合作精神

如果要用另一個比喻來形容Ken的角色,相信與「組隊參賽」的策劃人有很多相似之處。掌握工程合約、工程施工要求及方法、工地環境因素等硬資料只是第一步,他必須從多方面評估分判商的財力、專長、工作量和工期時間表,判斷他們是否適合參與項目,而要得出正確判斷,就不能只依靠文件和數字。

Ken便特別強調,唯有親身諮詢項目負責人和分判商,由實際交流之中才可以真正知道,隊員的「相性」是否合拍,做得到取長補短。例如啟德體育園作為香港近年的旗艦級基建項目,主場館的開合式頂蓋的規模和技術難度均屬前所未見,由引入1,250噸吊機,到鋼結構就位後的細部焊接和糾偏,以至開合式頂蓋順利完成,都有賴一班能幹的分判商與協興專業團隊通力合作。

不會是一邊全對或全錯

工地運作講求隨機應變,隊員之間難免有意見分歧的時候,有時候Ken亦要擔當協調者的角色,讓各方可以求同存異:「最重要的是互信和溝通,正如前輩們所講,任何衝突都不會是一邊全對,另一邊全錯。」



協興助理總經理(分判合約)梁文建
Ken Leung, Assistant General Manager (Sub-Contracts)

在這一點上,Ken就提到協興多年來建立了良好企業文化,以公平處事而不失人情味為宗旨,與很多分判商建立長久的合作夥伴關係。公司一方面以「穩期準」而著稱,分判商有了信心保證,一般願意提供更優厚條件,另一方面是「有傾有講」,例如他就會細心聆聽分判商的難處,根據實際情形和責任所屬,作出雙方可接受的解決方案,因此有甚麼挑戰都好,大家都能夠齊心應對。



感激前輩教導和提攜

Ken展望未來,預期市場萎縮而競爭會越趨激烈,他希望能夠引入更多分判商,鞏固協興的市場領導地位。與此同時,他又指出在安全方面,分判商能多參與公司安排之安全課程,協助他們改善工地管理,並鼓勵工人更新相關知識及加強安全意識,而在創新方面,公司不遺餘力引進新技術,如於利園八期項目,採用開創香港先河的遠程駕駛天秤系統,還會如啟德體育園項目所示範,從組織和管理方面入手,將不同單位的運作流程,整合於建築信息模擬系統(BIM)。另一方面分判商亦應引進更多新科技、新技術,為業界將來開創新篇章。

回顧近三十年在協興服務的日子,Ken特別感激前輩們的教導和提攜,特別是已退休的阮興國先生。對於新入行同事,他就寄語道:「做事要有熱誠,多觀察多學習。每個人都是老師,好和不好都有值得借鑒的地方,就如協興董事總經理朱達慈先生所講,睇事情要睇得深、望得遠。」



Mr Ken Leung, Hip Hing's Assistant General Manager (Sub-Contracts), has participated in the subcontracting business for over ten years and offered vivid descriptions of this specialty. "It's like running a restaurant. We prepare ingredients and utensils properly, choosing the most suitable types and styles, to realise what is stated on the menu."

Notwithstanding his simple metaphor for daily work, according to Ken, since every project is unique, his team must learn a new recipe each time. "From the very beginning, I have always been learning by practice. It's the same nowadays. Whenever a question arises, I ask for advice from my colleagues and subcontractors."

Team spirit in the KTSP project

To use another metaphor for his role, Ken acts like a manager of a competitive sports team. The hard data, including contract details, construction methods and requirements, and site conditions, only constitute a preliminary step. He has to evaluate a subcontractor's financial strength, expertise, workload, and schedule to assess whether it could be part of the team. A sound judgment cannot be formed solely by analyzing documents and figures.

Ken emphasises that face-to-face consultation with project leaders and subcontractors is irreplaceable since only effective communication can reveal the compatibility of potential teammates. For instance, as an iconic infrastructure project in recent years, the Kai Tak Stadium, with its retractable roof, presented unprecedented technical difficulties at an unparalleled scale in Hong Kong. From deploying 1,250-tonne mega cranes to meticulous welding for alignments after the steel structure was positioned, the construction of the retractable roof demonstrated efficient coordination between our professional colleagues and capable subcontractors.



Be impartial in any conflict

Site operations involve dealing with unexpected situations in which teammates may have different opinions. Ken needs to be a skillful coordinator who facilitates stakeholders to hold constructive discussions. "Mutual trust and communication are the most important. My mentors used to say that, in any conflict, never put all the blame on one party."

In this regard, Ken highlighted that Hip Hing has built a respectable business culture over the years, upholding integrity with compassionate understanding while maintaining long-term partnerships with many subcontractors. The company is reputed for its "on-time payment," which earns the trust and better conditions from subcontractors, as well as its "willingness to negotiate." As a role model, Ken is always responsive to subcontractors' difficulties and, based on an assessment of the situation and responsibilities, figures out a mutually acceptable solution. So, no matter how great a challenge is ahead, the team is in one spirit to overcome it.

Cordial thanks to the mentors

In the future, Ken expects that a shrunken market will intensify competition and looks forward to introducing more subcontractors to enhance Hip Hing's leading position. Moreover, regarding site safety, he hopes subcontractors could be more involved in Hip Hing's relevant courses for improving management, raising safety awareness, and updating occupational knowledge. The company is also eager to adopt new technologies. While the Lee Garden Eight project became the first in Hong Kong to use the Distant Tower Crane Command System, the KTSP project demonstrated how to use BIM to integrate the workflows of different units in organisation and management. Subcontractors are always invited to initiate technological innovations that have the potential to revolutionise the industry.

After serving Hip Hing for nearly thirty years, Ken is grateful for the teaching and encouragement from the mentors, especially Mr. Yuen Hing Kwok, his supervisor who has since retired. To the new colleagues, he shared, "Work passionately. Keep observing and learning. Everyone is our teacher. Both their strengths and weaknesses give us lessons. As Managing Director Mr. Chu Tat Chi said, people should develop deep insights and look far."

新舊交錯的建築

A Building Linking Now and Then

在茶果嶺的唐樓、鐵皮屋和地舖小店之間，新落成的社區聯絡中心份外矚目。這一座結構輕盈、外觀明亮的兩層建築，將在未來一段時間內，成為居民聚集和休憩的地點，也是訪客們認識區內歷史演變的「傳承館」，體現了政府部門和承建商惠保，於大型舊區重建項目中，致力融入本土特色和社區功能，承傳過去，服務現在，展望未來之願景。

作為這所社區中心的建築師，凡建築ARVA的建築師譚偉霖教授 (William) 在講解背後構思時便說：「這個中心並不只是一個地標，也不是一件雕塑品孤獨地存在。我希望我們的作品，具有獨特的在地性，能夠融入社區，聯繫社區。」

輕盈的建築注入光線與生氣

為了實現這一個願景，凡建築實地考察了茶果嶺村一帶，並諮詢了村民意見，意識到不是每一段集體回憶都能夠引起共鳴：「例如前茶果嶺礦場這一段上百年的歷史，對他們來說已經是很遙遠的事情。」於是決定要從現實的社區生活裏提取合適元素，再把這些元素概括、組合，形成社區中心樸實的設計。

由於村內會堂將配合重建計劃而拆遷，社區聯絡中心需要提供替代場所，以供村民定期聚會和商討事務。凡建築參考了村內的公共空間設計，將地下的室內會議廳與室外庭園連成一片，如同往日會議之後，村民在對出空地上消閒聊天，而外邊訪客亦可進來乘涼休息，從而保留了開放式佈局的優點，William則稱之為「輕盈的建築注入了光線與生氣」。

無論是村民還是訪客，走進庭園，坐在階梯式座位上看書吃零食，心中可能都會浮現出既新且舊，似曾相識的感覺。明明身處於全新興建的社區聯絡中心，但又自覺未有離開外邊的城中村，陽光透過遮陽架的花紋間隙透射而下，微風吹動了眼前的樹叢，人們如同置身於舊式建築之間的天井，這裏既窄小又寬敞，新簇簇又帶懷舊氣息。

事實上，甫踏進這所茶果嶺社區聯絡中心，發現樓梯旁綠色鳥瞰圖山景之牆身，以至建築物保留了的原有樹木，設計上切入了「不忘本」的情懷。William告訴我們，「留樹」是有意義的，這蘊藏了「樹不離根，人不忘本」的深情意義。



ARVA 凡 建築創辦人譚偉霖教授

Professor William Tam, ARVA's Principal

Amid the Tong-Laus, metal shacks and street shops in Cha Kwo Ling, the newly built Community Liaison Centre is a refreshing presence. This two-storey building will serve as a public building for meetings and liaison, as well as a "hall of heritage" to tell the story of the past and the future prospect of the community. It epitomises the efforts by the government and Vibro, the main contractor, to incorporate local characters and social functions in large-scale urban renovation projects, conserving our heritage for a bright future.

As CLC's architect, Professor William Tam, ARVA's Principal, explained his design concepts, "This centre is not a landmark nor a sculpture. This is a simple building and was designed in constraints and consistency. An architecture embraces locality and the community."

A light building filled with light and life

To realise this vision, Arva's team visited Cha Kwo Ling often, and chitchatted with villagers. They learned that not all collective memories were relevant, "History of the mine which had been closed so long ago, is too distant to them." They decided to extract and distill the local elements from day-to-day life and reconfigure them into CLC's architectural language.

Since the village's public hall will be relocated, CLC must provide an interim venue for villagers to meet and gather. Inspired by the open yard in front of the old Hall, an outdoor courtyard is incorporated and becomes an integral part of the new Hall. Villagers could gather in the courtyard just like the old time, before or after their meeting in the Hall. Passers-by, on the other hand, could go to the courtyard, have a small talk, a drink or a snack while enjoying the day under shade with their companions and the preserved old trees. William described it as a "light building filled with light and life."

Entering the courtyard, on the tiered seating, visitors may have a sense of déjà vu, wondering how the new and modern building blends with the urban village outside. Daylight falls onto the perforated screen over the courtyard. Dapple of light and breezes are visible through the moving shadow of the old trees. The serene feeling may remind them of the view from a confined courtyard surrounded by Tong-Laus, and yet it goes beyond simple nostalgia. Mother nature was called upon to give shadow and light, breeze and ventilation. Sustainability is embraced rather than praised aloud.

Indeed, from the matrix photograph on the wall of the staircase, a bird's eye view of Cha Kwo Ling Village, the building tells a story of past, present and the future. People, like the preserved trees, cherish their roots and heritage. The preserved trees are therefore a metaphor for the community, ever growing and everlasting.

Working with conditions as found

To show how the refreshing sense of déjà vu flows into the details, William noted, "The sliding gates and corrugated metal sheets commonly seen in the village provided the elements for re-interpretation, and representation in the new building."

A keen observer may have noticed that the enclosures to the balcony and the shading to windows resemble the sliding metal gates of the old shops in the area. They take the shape of zigzagging panels neatly adorned by repeated diamond-like perforation. In addition, north light comes into the first-floor exhibition areas through clerestory light. From below, one can see the blue sky in a good day or peeping at the corner of the adjacent high-rise building.

William believed that architectural design was the integration of art and technology. However, the making of architecture, very often, does not go according to plan. The architect is to navigate through the unpredictable changes and requests from stakeholders, and to adjust the design accordingly. This was happening in CLC as well. After the design has been agreed, it was decided that the building will be used for a longer period of time. Additional water tanks are to be incorporated. The design is therefore needed to be adjusted to suit the new demands. Arva had to revise the original design, reducing the size of the garden. But he was not disappointed, "working with changes is the reality of the construction industry. Instead, I think challenges, with the help amongst friends, will encourage us to explore more possibilities."

Fruitful collaboration with Vibro

As team spirit was indispensable to ARVA and Vibro's fruitful collaboration, William gave special thanks to Mr Derek So, Vibro's Managing Director, for his invitation and innovative efforts to try out new ideas, such as consulting Polytechnique University for testing on 3D printing solution. William also expressed his gratitude to government officials, Vibro's team, fellow consultants, the wonderful builders and ARVA's colleagues. He believes that architecture can turn ordinary moment into something extraordinary. He wished Cha Kwo Ling's CLC would bring about these unique experiences to villagers and visitors alike.



現實就是要隨機應變

新舊交錯的建築手法還延伸至一些細節設計，William便介紹：「我們參考了附近常見的店舖拉閘和寮屋的瓦通鋼板，用於設計遮陽和天花部件。」

細心的遊人會留意到窗邊和露台的遮陽部件，外觀呈三角摺疊形狀，上面鏤空了整齊排列的花紋，一如周遭老店常用的拉閘。此外，當天氣晴朗，光線透進二樓展廳朝北的天窗，從某處可看見藍天白雲和天台樹冠，換一角度則看到大廈一角，如同置身於舊式唐樓頂層，閒時向外眺望，捕捉城市一隅的景色。

William時常強調，建築設計是「藝術與技術的結合」，而結合過程並不一定能按計劃進行，建築師的責任正在於配合不同持份者，根據實況來調整計劃。例如社區聯絡中心設計完成後，相關部門決定延長使用年限，因此要相應增加額外的消防設備，為此凡建築不得不調整原定設計，減少庭園的樹叢規模。然而他並不感到失望：「在建築行業，現實就是要隨機應變，我反而覺得，有挑戰才会有動力去開拓新機會。」

感謝惠保促成是次合作

對於工程能順利完成，William指出團隊精神是必不可少的，他就特別感謝惠保董事總經理蘇國亮先生，促成了這次合作計劃，其間更一同探索新想法，例如邀請香港理工大學提供3D打印方案，展現難能可貴的創新拼勁。最後，William再次藉此機會，多謝所有參與是次工程的政府部門全人，惠保的同事，顧問團隊，建築工人，和凡建築的同事。並希望美好的建築可以改變環境，為日常平淡的生活，帶出不平凡的體驗。

HIP HING
協興雋語
VOICE

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“靈活變通 權衡輕重 Be Adaptive and Considerate

梁廣智先生 | 協興建築總經理(業務拓展)
Mr. Samuel Leung | Hip Hing General Manager
(Business Development)



Samuel (右) 入行初年與同事的合照。
A photo of Samuel (right) with colleague in his early career.

協興建築總經理(業務拓展) 梁廣智(Samuel) 出身測量專業，他於協興工作剛剛超過十年，其間歷任商務管理、採購、合約等多個部門，對於公司給予他這麼多機會，Samuel覺得自己其實並沒有甚麼過人之處，都是由低做起。直到今天，他認為一切成果都取決於工作上的際遇和身邊人的幫助。不過他很早已明白，沒有人會有時間及義務手把手去教你，唯有見別人怎樣做，自己就在旁偷師，邊做邊學。

Samuel於1998年入行，畢業後在一間顧問公司工作。當年正值樓市高峰，工程項目多不勝數，每個月加班時間最少也有200多小時，最高紀錄超過300小時，雖然辛苦，但金錢上也有相當的回報。可是在同一年，亞洲金融風暴來臨，公司需要緊縮資源，加班津貼沒有了，但工作量依舊。

Samuel憶述，當年從來沒有想過因為沒有津貼而放下工作，依然日以繼夜，通宵達旦地工作。他說：「我不會說這是認真或有責任感，都是手頭上有什麼工作要做，就設法把它完成罷了。但亦因為這樣，令我在短時間內，不知不覺吸收了很多不同項目的經驗，對日後的事業發展提供了一個很紮實的根基。」

Hip Hing General Manager (Business Development) Samuel Leung started his career as a quantity surveyor and has served Hip Hing for more than 10 years in the business development, procurement and sub-contracting departments. Given the opportunities offered by the company, Samuel humbly said that he just fulfilled his duties. To him, if there were any personal achievements, they should be attributed to teamwork and fortuitous timing. Nevertheless, even in junior positions, he already knew that, since other people had their concerns, he must learn by practice and observation.

As a graduate in 1998, Samuel joined a consultancy firm when the property market was at its peak and the construction industry was booming. Meanwhile, his monthly overtime allowance was at a minimum level of over 200 hours and the highest record was 300 hours. The workload was huge but the compensation was also significant. However, as the Asian Financial Crisis struck that year, the firm took austerity measures and canceled the overtime allowance despite the same workload.

Although the compensation diminished, Samuel never gave up and kept devoting himself to the job. He recounted, "I wouldn't say I was hardworking or had a sense of responsibility. I just did my best to finish the tasks. Only because of this, I did acquire a lot of experience from various projects in a short period. They formed a solid foundation for my career development."

求同存異，平衡各方想法 Finding Common Ground

Samuel一向態度務實，覺得測量專業和工程師略有不同。他表示，測量師要接觸的數字只是加減乘除，但若成為一個稱職的商務代表，在測量專業的基礎上，還必須具備排解問題的能力。



Samuel視察工地情況。
Samuel conducted a site visit.

他說：「當要處理商務糾紛時，你可以很不負責任地解決問題，你不向業主收錢，或者按分判商要求找數就可以了，這種心態當然不可取。要解決問題，必須了解雙方的需要和想法，在協商過程中求同存異，平衡各方利益，才可為公司用最少資源獲得最理想的效果。」

Pragmatic as always, Samuel reckoned that surveying and engineering were a bit different. To him, more than doing calculations, if a surveyor wanted to be a capable business representative, he or she should possess problem-solving skills based on professional knowledge.

“Whenever trouble arises, it’s easy for you to “solve” the problem by offering a discount to the client or paying the contractors as they please. This is irresponsible indeed. To solve the problem, one should understand the needs and thoughts of all the parties. During the negotiations, one should try to find common ground and balance different interests. So the company can get the most from the deal,” Samuel said.



Samuel (前排左三) 及其團隊出席公司活動。
Samuel (3rd from the left, 1st row) and his team had fun at a corporate event.

千里馬常有，也得有伯樂扶持 Grateful for the Opportunities

盡力完成任務，對人對事都要有技巧，這就是Samuel的成功秘訣。不過他亦強調，一個人無論多努力，身邊也得要有「伯樂」賞識及扶持。因此，Samuel心中經常不忘感謝職途上遇到的各位「伯樂」，其中包括協興建築董事總經理朱達慈先生、副董事總經理馬德源先生、執行董事馮子堯先生等等。Samuel又十分感激一班戰友多年來通力合作，盛讚協興一眾同樣有拼勁的同事。

對於新人，Samuel勉勵他們不要困守在自己的專業範疇，Samuel認為日常工作上，有很多事情用基本常識 (common sense) 也知道有沒有問題，很多時「不懂得」只是一個藉口。另外，現時建築行業分工好仔細，雖能確保工作品質，但亦都因為太仔細，會有很多瑣碎事項是不知道由誰人跟進的，所以如果上級或同事要你幫忙時，應先按你的能力範圍作評估，能做就做，而不是盲目按職責範圍作考慮。

目前香港經濟進入轉型時期，建築業亦無可避免要適應新狀況，Samuel作為業務拓展部總經理，感到責任重大之餘，亦期待同事們如過去一樣，上下一心，在各自的崗位上努力提升業績。

While work ethic and soft skills were the keys to his successful career, Samuel emphasized that the opportunities to show one’s abilities were indispensable. Therefore, he would like to give special thanks to Hip Hing Managing Director Mr. Chu Tat Chi, Deputy Managing Director Mr. Kenneth Ma and Executive Director Mr. Fung Chi Yiu, amongst others. Also, over the years, he was grateful for the can-do spirit and teamwork of all his colleagues in Hip Hing.

To the newcomers, Samuel’s advice was to have a big picture beyond one’s professional realm. He pointed out that applying common sense was enough to solve many daily problems, and “I don’t know” was usually a lame excuse. Moreover, although the specialisation of the industry guaranteed the quality of work, it also led to compartmentalisation which left many gaps in actual operation. So, when asked for help by supervisors or colleagues, instead of strictly sticking to the scope of responsibilities, one should consider options according to one’s capacities.

Since Hong Kong’s economy is now in transition, the construction industry must also adapt. Samuel, responsible for business development, was well aware of the challenges ahead. He confidently envisioned that, as in the past, by unity and diligence, Hip Hing would enter a new era of growth and achievements.



“

牙齒當金使 Be Trustworthy

侯東毅先生
Mr. Tony Hau

昇港工程董事
Director of TTE

「還有一年就五十年了。」昇港工程董事侯東毅 (Tony) 讀機械工程出身，於1979年加入建築業，不久就轉而從事鋼結構工程，一做就做了將近半個世紀。

建築業是一個學無止境的行業，Tony由剛入行起已發現書本上的知識是一回事，實際操作又是另一回事，他就以最基本的詞彙為例：「我讀書學的是英譯中標準術語，例如加勁板，但工地裏稱之為『三角褲』，完全是另一套語言。」



侯東毅先生於創立昇港工程前，曾受聘於中華重工及新日本製鐵公司。當年，Tony (圖中穿藍色衫) 與項目團隊在1988年8月8日中國銀行大廈舉行平頂典禮時拍攝這張照片。

Mr. Tony who wore in a blue T-shirt in the photo, was employed by Argos Engineering & Heavy Industry and Nippon Steel Corporation before founding TTE. Tony and his project teammates took this photo at the topping out ceremony of the Bank of China Tower on 8th August in 1988.



侯東毅先生較早前在啟德體育園工地與協興團隊合照。
Mr. Tony Hau and the project team of Hip Hing earlier took this photo at the construction site of Kai Tak Sports Park.

“It’s a year away from the half-century mark.” Tony Hau, Director of TTE, started his career in the construction industry in 1979 as a mechanical technician and later specialised in structural engineering. To him, the construction industry requires incessant learning by practice.

As a novice, he soon found out that knowledge alone was not enough. He took terminology as an example, “At school, we learned the homophonic Chinese translation of ‘stiffeners’, but workers gave them other names in Cantonese instead. It’s a completely different language.”

視啟德體育園為代表作 The masterpiece: Kai Tak Sports Park

由學習行話開始，Tony一邊鑽研鋼結構相關技術，一邊累積豐富實戰經驗。他於中華重工和新日本製鐵任職期間，參與兩岸三地多個大型項目，其中不少是著名地標，香港的有匯豐總行、中銀大廈和赤鱗角機場，深圳則有「地王」信興大廈，而台北101都包含了Tony的心血。憑藉如此雄厚實力，Tony與一班兄弟於1995年成立了昇港，初時專門承接日本製鐵的生意，至2000年代初進一步擴充業務，自此成為行內知名品牌，並與協興保持了超過三十年的夥伴關係。

由1990年代的銅鑼灣時代廣場項目起，Tony和協興已經合作無間，而在自立門戶之後，雙方亦聯手完成了灣仔會展、澳門新葡京、西九戲曲中心、環球貿易廣場(ICC)等多個項目，當中他更視啟德體育園為入行以來的代表作：「這是我做過最大規模的工程，特別是開合式上蓋用到的鋼構件，重量和長度都可說是破香港紀錄，設計上又十分講究，是很多人用心做事的成果。」

由於啟德體育園項目無先例可循，Tony為此投入新一輪學習，走訪內地多個工場，研究如何使用機械人切割和組裝鋼材，為此擬定海運成品到香港的方案，並於工地引入千噸級吊機以完成裝嵌。

Starting with the jargon, Tony further studied the technologies of steel structures and acquired valuable work experience. While working for Argos Engineering & Heavy Industry and Nippon Steel Corporation, he participated in many landmark projects, including the HSBC Main Building, Shenzhen's Shun Hing Square, and Taipei 101. Equipped with knowledge and capabilities, in 1995, Tony and his colleagues established TTE which soon became a reputable brand and worked closely with Hip Hing for decades.

Together the partners completed a series of large-scale projects, including the HKCEC, Grand Libosa, Xiqu Centre and International Commerce Centre, among which Tony regarded the Kai Tak Sports Park as the masterpiece in his career. "This was my largest project to date. Especially for the retractable roof steel structure, while the length and tonnage of the members broke Hong Kong's records, the design was exceptionally cost-effective. It was only possible with the effort and devotion of all the parties involved," he said.

As there was no precedent for the project, Tony engaged in a new learning process. He visited numerous factories in mainland China to research the use of robots to cut and assemble steel members. Next, Tony set out a detailed shipping plan and introduced a thousand-tonnage crane for the on-site installation in Hong Kong.



昇港工程與協興建築合作多年，建基於彼此互信及力求專業。圖為侯東毅先生與協興建築和西九文化區管理局之管理層在西九戲曲中心開幕典禮時拍攝。

Based on mutual trust and striving for professionalism, TTE is one of longtime working partners of Hip Hing. Mr Tony Hau and the senior management of Hip Hing and The West Kowloon Cultural District Authority took this photo at the opening ceremony of Xiqu Centre.

「舉手一次」與「見面三次」 "Raise his hand once" and "meet thrice"

啟德體育園不僅是Tony引以為傲的成就，也是他和協興互信互助的里程碑。雙方於長年合作中建立了深厚默契，Tony就提及在過往的項目，協興不介意他於施工期間「舉手一次」，就不可抗因素如天氣影響，擬定新工期，容許他在合理條件下完成任務。到了埋數階段，雙方都是有商有量，「見面三次」就能夠敲定金額，不會拖泥帶水。

Tony見證了建築業半世紀的變化，技術人員以前用間尺和計數機，人手繪製草圖，到如今在電腦輸入數據，應用建築資訊模型(BIM)，同時行內安全標準亦大大提升，不會再見到工友們身上無防護裝備，在百多米高的鋼結構上走來走去。然而無論時代怎變，Tony認為工作辦事方面，有幾點要訣是始終不變的，值得業界人士傳承下去：「有承擔，牙齒當金使和用心去做。」

The Kai Tak Sports Park was both a personal triumph for Tony and a milestone in his partnership with Hip Hing. Recounting these years of collaboration, he mentioned that, when unexpected conditions arose, Hip Hing always allowed him to "raise his hand once" and was willing to renegotiate a reasonable deadline. When it came to closing accounts, the partners "met thrice" without much haggling and swiftly settled the amounts.

Tony has witnessed the half-century transformation of the construction industry. Technicians used to draw architectural plans by hand with the help of a ruler and a calculator, but now they insert data into a computer and generate BIM reports. Also, as safety standards improved, workers no longer climbed on a hundred-meter-high steel structure without proper equipment. Despite all the changes, Tony believed that there are core values that should be treasured by the industry, "Be responsible, trustworthy and devoted."