

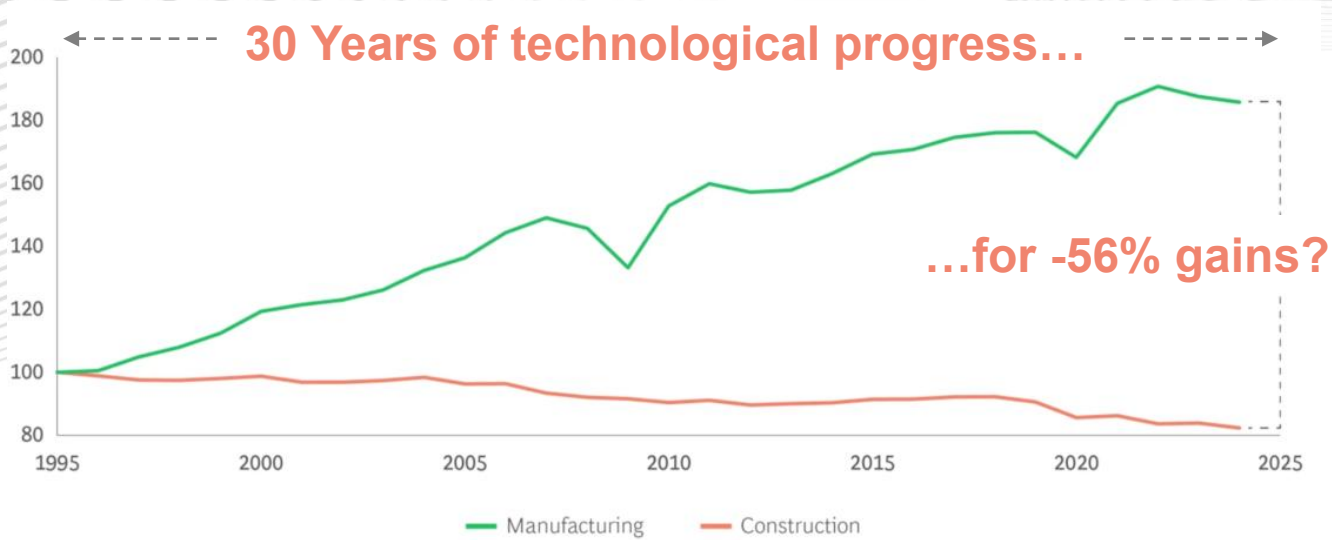


Gammon's LEAN Journey: From Singapore to Hong Kong

IGLC34 LEAD Exchange– BCA Academy
Singapore, Jun. 23rd 2026

Dan ALFASSI – LEAN Lead
Gammon Pte. Limited (Singapore)

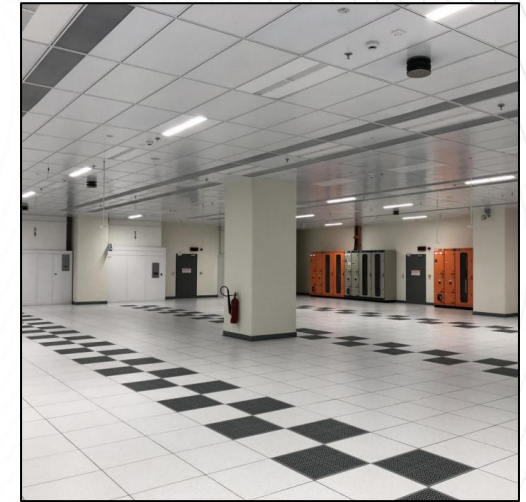
A bit of context....



Sources: Eurostat; BCG analysis.
¹Real labor productivity per person employed (NACE Rev.2, EU27).



Extracts from BCA updated Roadmap
 (presented at the LEAD Summit, 30 Apr. 26)



The **LEAN** CONSTRUCTION PLAYBOOK

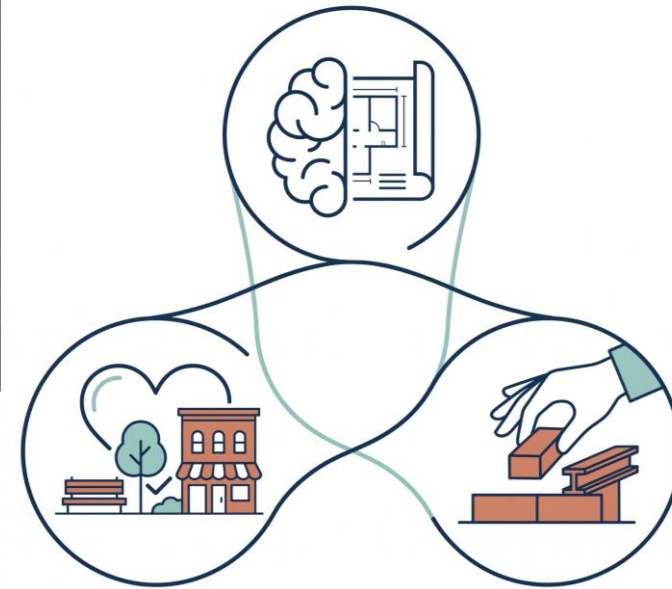
Proven Lean Principles and Tools

Launched on 03 Oct. 2025!

Look at the Works: the Obeya Room



The Human element



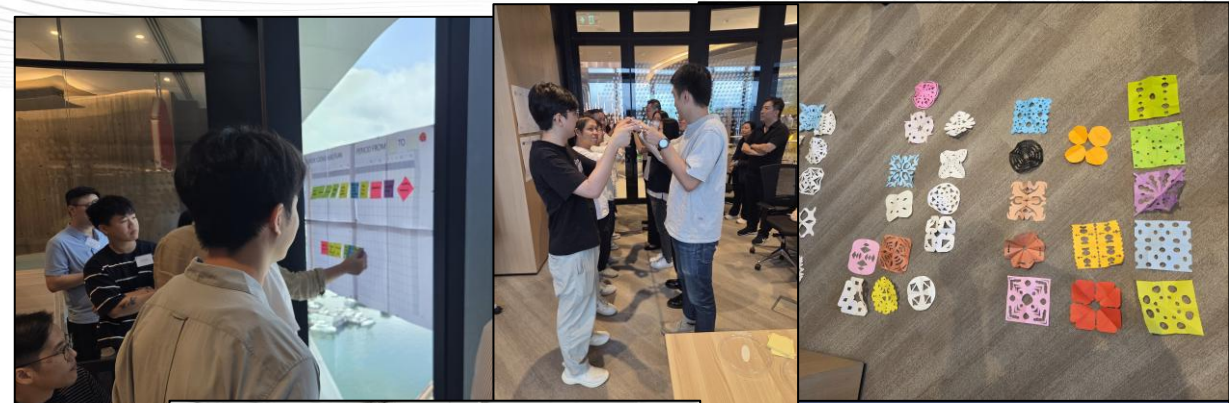
What went well in SG (and what needs improvements)



DATE	PICTURE	FLAGGED WASTE	ACTIONS + TARGET	STATUS	OUTCOME	DATE
1	[Image]	WASTE	CLEARANCE	IN PROGRESS		
2	[Image]	WASTE	CLEARANCE	IN PROGRESS		
3	[Image]	WASTE	CLEARANCE	IN PROGRESS		
4	[Image]	WASTE	CLEARANCE	IN PROGRESS		
5	[Image]	WASTE	CLEARANCE	IN PROGRESS		
6	[Image]	WASTE	CLEARANCE	IN PROGRESS		
7	[Image]	WASTE	CLEARANCE	IN PROGRESS		



...And pivot to Hong Kong



WEEKLY WORK PLAN - (WEEK COMMENCING 2018/2/13 - 2018/2/15)

BACKLOG	TO DO	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	DONE
花籃 位置		孔面紙	2018/2/14 完成EIS	2018/2/15 完成SIB					
Cableway 編序		Boxfill 完成				完成S2A		完成 新EIS	
Shallow Piling			2018/2/15 完成SIB						
Phase 2 走泥		PL2 3000WLT Cap #	2018/2/15 完成SIB						
渣水 CHWP			2018/2/15 完成SIB						



CONSTRUCTION 1G138 War Room

	星期一 Monday	星期二 Tuesday	星期三 Wednesday	星期四 Thursday	星期五 Friday
LG2/F					
LG1/F					
G/F					
1/F					
2/F					
3/F					
4/F					
5/F					
R/F					
External Area					









Measuring & tracking Lean deployment (SG)

LEAN TOOLS & TECHNIQUES	SG Projects LEAN baseline status (Apr'26)					
Visual Management	Red	Green	Green	Yellow	Green	Red
Lean Champions	Red	Green	Green	Red	Red	Red
Waste Walks	Red	Yellow	Yellow	Red	Yellow	Red
5S	Red	Yellow	Yellow	Red	Red	Red
Last Planner System ®	Red	Green	Green	Red	Red	Red
Teams upskilling	Red	Yellow	Yellow	Red	Red	Red

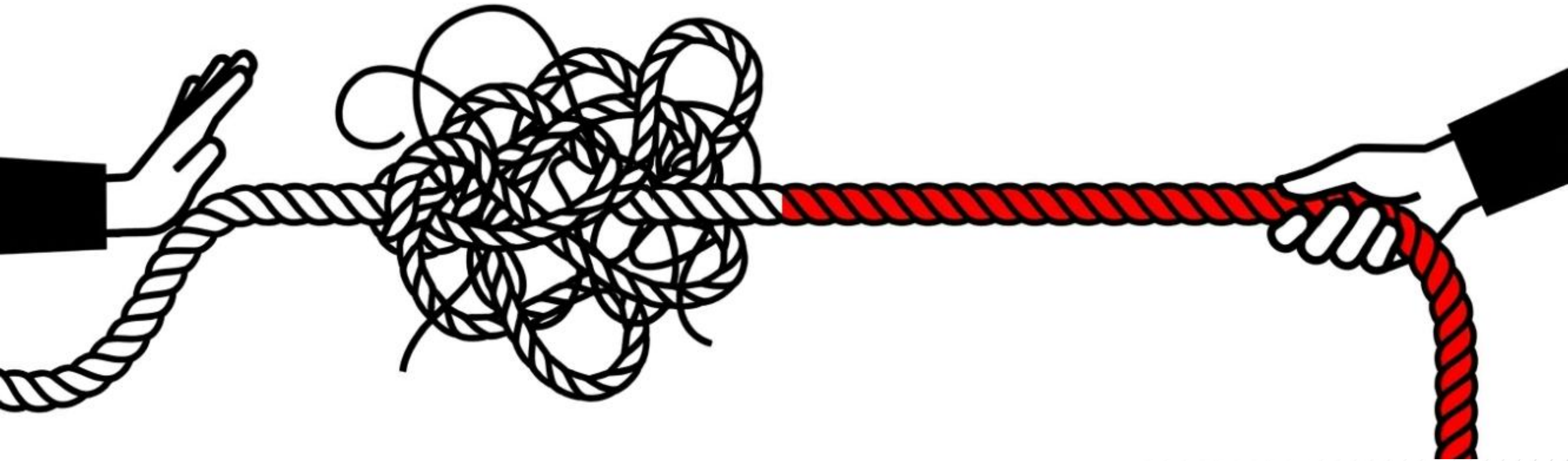
LEAN TOOLS & TECHNIQUES	SG Projects LEAN audit #01 status (Jun'26)					
Visual Management	↗	↘	↗	↗	↗	=
Lean Champions	↗	↘	↗	↗	↗	=
Waste Walks	=	=	↗	=	↗	=
5S (Not assessed)						
Last Planner System ®	↗	↘	=	↗	↗	↗
Teams upskilling	↗	↘	↗	↗	↗	=

LEAN TOOLS & TECHNIQUES	SG Projects LEAN targets (Aug'26)					
Visual Management	Green	Green	Green	Green	Green	Green
Lean Champions	Green	Green	Green	Yellow	Yellow	Yellow
Waste Walks	Green	Green	Green	Yellow	Yellow	Yellow
5S	Green	Green	Green	Yellow	Yellow	Yellow
Last Planner System ®	Yellow	Green	Green	Yellow	Yellow	Yellow
Teams upskilling	Yellow	Green	Green	Yellow	Yellow	Yellow

-  Workstream well established / maintained
-  Implementation commenced / works in progress
-  Not commenced / important focus point requiring improvements

-  Improving
-  Stable
-  Deteriorating

The mandate for Leaders



Thank you

And let's Connect!

