

This is a clip from the 16 October, 2025 recording of the
Hong Kong Housing Authority
“Site Safety Seminar for Capital Works New Works Contracts”
The first Q&A session

(00:12)

I would like to ask
when implementing a lasting design concept
have you encountered resistance or misunderstanding from workers?
How should this be handled?

In fact, this is very normal
We often encounter this issue
It is common for workers not to understand it at first
I think the first step in implementation
is to ask for their views and better understand their concerns
Also, when we develop these methods
we really need to think from the users' perspective
and consider things from their point of view
So the interesting examples you saw just now
each of these small improvements
actually went through several rounds of refinement

For example, the pipe wrench cover mentioned just now
and finally the hydraulic clamp
there were actually many stages of improvement in between
It is just like the iPhone which has now developed to its 17th generation
Many things are gradually refined over time
by listening to feedback and then making improvements
When workers realise that the company
has genuinely accepted their opinions
and adopted their suggestions for improvement
they will feel respected

Simply put, if the design has already been improved according to your needs
what excuse is there not to use it?
If there is no excuse, then please use it
In the end, it is all for everyone's safety
After enough explanation, they will understand
Very often, everyone knows that
if you do not use it, I will not use it either
if he does not use it, I will not use it either
But if one person starts using it
and then two people start using it and find it convenient and easy to use
as they continue using it
it will gradually become a habit without them even noticing
In the end, everyone will realise that it is truly convenient and also safer
This is in fact a win-win situation for everyone

First of all, thank you to Ms ZHANG and Mr LAM
for their insightful sharing
Actually, I would like to check whether my understanding is correct
Is Design for Safety essentially
centred on people and the way they work?

For example, when workers carry out their work
every step should, as Mr LAM said just now
ensure that workers can work more safely
And as Ms ZHANG mentioned just now
at the design stage, we must already anticipate
future repair and maintenance
including how people will carry out the work and perform the operations
There is another point Mr LAM mentioned just now
which I also think is very good
When we design safety measures
we can actually design them in a way that
prevents workers from taking shortcuts

In other words, when they carry out the work,
there is simply no option to take shortcuts

For example, as Ms ZHANG mentioned just now
setting up a maintenance platform

Originally, a scissor lift might have been needed

But if there is a maintenance platform

workers do not need to look for other methods

It means they will have to use the maintenance platform

I think this is very good

In our projects

I personally think everyone

should brainstorm more about Design for Safety

For example, for air-conditioner maintenance

if scaffolding can be avoided

some future risks can already be reduced

The Modular Integrated Construction (MiC) method we are now
promoting is actually the same

Many tasks can be completed at ground level

MiC has indeed reduced part of the on-site work

but at the same time, it has also created some new risks

When I worked on my first MiC project

we also gained some experience from it

For example, how workers should access the position

to attach and unhook the lifting gear

These details must be closely coordinated with the contractor

For example, some devices can be
installed on the steel frame in advance

As Mr LAM mentioned

the lanyard used for anchoring high and using low

can be pre-installed on the steel frame

If this is not considered in advance,

workers will have nowhere to anchor their lanyards
If it is considered, they will have a proper anchorage point
Then we also need to think about how they should access the position
Should they use a ladder?
Or a vehicle-mounted scissor lift?
All these aspects need to be considered together
So, as Ms ZHANG said
we need to start from the broader design
and think about how it will be used in future
And what Mr LAM said
is about people-oriented considerations in the details
Is my interpretation correct?
That is very clear, and very well explained

In fact, it all starts from considering people's safety
You mentioned operation and maintenance just now
and it is also very important to consider a longer future stage
The MiC example is also a very good one

Another example is that very often, everyone will see
maintenance work being carried out on rooftops
If safety anchors were not installed at the beginning
there would simply be nowhere to attach a safety lanyard
But in fact, if this had been considered at the initial construction stage
it would be very easy to install the safety anchors properly

However, if it was not considered at the beginning
and people only think of it during the maintenance stage
there may no longer be a suitable place to install them
So this is a very good example
We hope that when everyone is designing
you can think about the needs of people at different stages
Only in this way can the overall design be improved
Thank you

Do our friends here on site have any further questions?

I would also like to ask Ms ZHANG

what do you think is the fundamental difference

between Design for Safety

and traditional post-incident safety management?

The biggest difference is that we consider safety right from the beginning

Actually, I did not show a curve chart today

I had originally prepared one

showing the relationship between cost and ease of implementation

In fact, it is very easy for everyone to understand

If we consider safety during the planning and design stages

it is much easier to put into practice

because very often,

it may only involve changing an idea or adjusting a drawing

and the cost involved is relatively low

But if we only start thinking about it after construction

or even wait until an accident has happened

before taking remedial action

the cost will be much higher

Once an accident has happened

correcting the problem afterwards can be very costly

Or if we only discover the problem on site

we will need to spend extra time and effort to rethink the arrangement

The cost and difficulty will both be much higher

and by that stage, implementation will become extremely difficult

So I really hope everyone can start from the very beginning

and think one step further at the initial design stage

If we make good use of our tools

they can help us think more thoroughly and at an earlier stage

Whether during construction

or future operation
the overall risks can be reduced as a result

Thank you

Thank you for watching

(07:03)