

# Kwu Tung Station on East Rail Line



Contract No.	Contract 1601
Contract Title	Kwu Tung Station on East Rail Line
Contract Sum	HK\$ 2,045M
Contractor	Dragages Hong Kong Limited
Contract Type	NEC4 ECC Option C

## Project Overview

Kwu Tung Station on the East Rail Line (KTU(EAL)) is both the 1<sup>st</sup> MTR station constructed above an operating railway and the corporation's 100<sup>th</sup> station. Located between Lok Ma Chau and Sheung Shui stations, it is designed to serve the future Kwu Tung North New Development Area and holds strategic importance within the Northern Metropolis as a **key interchange** on the Northern Link, enhancing connectivity across new and existing rail lines, supporting long-term development, and strengthening Hong Kong's cross-boundary links with the Mainland. The project is being delivered under the **NEC4 ECC Option C** by MTR Corporation, the Highways Department and Dragages Hong Kong.

## Overcoming the Project Challenges

# 1

### 100% works with operating interface with operating railway

Guided by a one-team collaborative approach and a best-for-project mindset, the contractor proposed — and MTR accepted — an expanded integration role, enabling the team to lead the incorporation of all commissioning requirements to support the station's on-time opening. This initiative was successfully implemented through the mutual trust within the team and the flexibility of the NEC contract framework.

# 2

### Construction at a "Floating Structure"

The team collaborated to develop and implement a comprehensive railway protection scheme. Leveraging strong team dynamics and a self-regulating underslab drainage system, the team effectively relieved groundwater pressure of up to 135 kPa. During the course of the station structure construction, groundwater pressure was maintained without failure, with tunnel movement controlled to millimetre precision. Risk has been rigorously managed throughout and is expected to be fully mitigated in the forthcoming recharge stage.

# 3

### Programme Mitigation by Incentivisation

The project was realigned around clear milestone schedules underpinned by a robust commercial framework — an outcome made possible through the flexibility of the NEC contract. The team's approach centred on delivery and incentivisation: a structured Delivery Map was safeguarded by an Incentive Scheme that directly links milestone achievement criteria to the contractor's commercial outcomes, driving high performance and maintaining programme momentum.

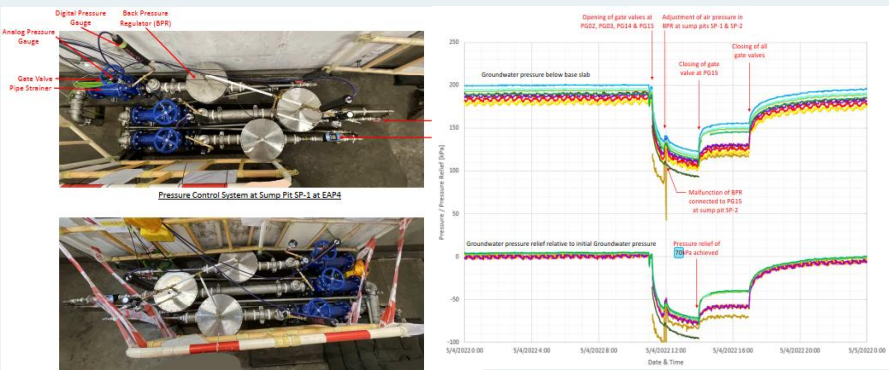
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## Spirit of Mutual Trust and Cooperation – Collaborative Culture

### Pre-tender Stage

- Collaboration began early during scope preparation before tender.
- The Client embedded DfMA and BIM concepts in the initial scope drafting.
- Pre-tender trials of the underslab drainage system were carried out.
- The Client proactively engaged with tenderers through MTR's customised ECI process to review and assess the Contractor's design proposals and alternatives.
- This approach helped foster a strong spirit of collaboration from the outset.



### Tendering Stage

- During tendering, the Collaborative Behaviour Assessment (CBA) was used to identify partners who demonstrated a strong commitment to teamwork and open communication.
- CBA formed part of the scoring criteria and helped ensure the selection of the most suitable collaborative partner.



### Post-contract Stage

- After contract award, regular collaborative workshops, weekly leadership meetings, and annual surveys were conducted to sustain a strong and positive team culture.
- These initiatives also helped the team address issues proactively and maintain close alignment throughout project delivery.



Learn more about the Kwu Tung Station!

Civil works for Kwu Tung Station are substantially complete, and all platform screen doors have been installed. The project team will continue to expedite internal fitting-out, as well as E&M and building services installations while minimising the impact to daily operations, with some of the works having to leverage the "Golden Two Hours" after daily train services conclude. These works include communication facilities, signalling systems, tunnel ventilation, overhead lines, and other systems. Comprehensive integrated testing between different systems will also be conducted to ensure seamless and reliable operation upon commissioning.



## Uphold Professionalism as ONE TEAM



No Blame Culture



Mutual Trust



Early Problem Solving



Transparent Communication

