

**ANNEX A: ENCOURAGING PROGRESS IN IMPLEMENTATION OF TASKFORCE FOR ARCHITECTURAL AND ENGINEERING CONSULTANTS' RECOMMENDATIONS**

1 With the collective efforts of various BE sector stakeholders, encouraging progress has been made since the Taskforce for Architectural and Engineering Consultants launched its recommendations in September 2025.<sup>1</sup>

**Strong industry support for the INSPIRE Internship Programme**

2 The INSPIRE internship programme attracts and supports students to pursue BE careers by providing them with enriching positive internship experiences that improve their employment prospects. In recognition of the interns' improved readiness to contribute to the workplace, participating firms will recognise the internship period as relevant work experience and offer higher starting salaries to returning interns upon graduation.

3 Additionally, relevant pre-graduation internships will also be recognised by the Professional Engineers Board (PEB) and Board of Architects (BOA) as qualifying practical experience towards professional registration later this year.

4 Key differences between current internships in the sector and the INSPIRE programme are as follow:

Current Internships	INSPIRE Internships
Internship period of approximately 20 weeks	Internship period is minimally 30 weeks. The internship is also structured to help interns develop key technical and soft skills. These can be done over

---

<sup>1</sup> The Taskforce was co-chaired by Ms Indranee Rajah, Second Minister for Finance and National Development, and Mr Chaly Mah, Chairman of SJ Group, and comprised industry representatives. The Taskforce aimed to ensure Singapore maintains a robust pipeline of skilled BE professionals and capable firms to deliver the nation's infrastructure needs. Please refer to [go.gov.sg/bca-aetaskforce-fullreport](https://go.gov.sg/bca-aetaskforce-fullreport) for the Taskforce's recommendations.

Current Internships	INSPIRE Internships
	multiple stints with the same firm, without delaying graduation timelines
Supervisors are assigned to interns to guide them on technical areas of their work	Dedicated mentors will guide interns and provide advice in areas, such as career development and excelling in the workplace
Internship allowance based on market rates, approximately \$1,000 to \$1,500	Higher internship allowance of at least \$1,500
Starting salaries based on market rates  <i>Gross monthly median salary for fresh graduates in the BE course cluster in 2024 was \$4,100.<sup>2</sup></i>	Higher starting salaries that are above market rate upon joining their internship firm after graduation

5 Since the INSPIRE programme was announced in September 2025, more firms have committed to host the programme. Furthermore, SJ Group has already onboarded the first batch of 6 interns, who have started their internships since January 2026.

6 The current committed firms are as follow:

ADDP Architects LLP	Gensler Singapore Pte Ltd
Aedas Pte Ltd	KTC Civil Engineering & Construction Pte Ltd
AECOM Singapore Pte Ltd	KTP Consultants Pte Ltd
Arup Singapore Pte Ltd	Kyoob Architects Pte Ltd
Bachy Soletanche Singapore Pte. Ltd	Ong&Ong Pte Ltd
Beca Carter Hollings & Ferner (S.E Asia) Pte Ltd	P&T Consultants Pte Ltd
CPG Corporation Pte Ltd	PH Consulting Pte Ltd
DCA Architects Pte Ltd	SAA Architects Pte Ltd
DP Architects Pte Ltd	SCDA Architects Pte Ltd
DP Engineers Pte Ltd	SJ Group

<sup>2</sup>[moe.gov.sg/api/media/8530b7c4-a38b-417b-89eb-e859347ded27/Joint-Web-Publication-GES-6-AUs.pdf](https://moe.gov.sg/api/media/8530b7c4-a38b-417b-89eb-e859347ded27/Joint-Web-Publication-GES-6-AUs.pdf)

7 Students interested to find out more about the INSPIRE programme may do so through the BuildSG microsite [webpage](#). Interested firms can register their interests through this [form](#).

### **Continued focus on fair and quality-based procurement**

8 To ensure that firms have the necessary resources to invest in human capital and transformation, the Taskforce recommended both public and private sector service buyers to further emphasise quality-based procurement methods and review contractual clauses to enable a more equitable distribution of risks between service buyers and consultants.

9 Since then, the Government has expanded the Reduced Fee Score pilot<sup>3</sup> to cover all public sector Quality-Fee Method (QFM) tenders with an estimated construction cost of up to \$100 million, starting from December 2025. This is expected to further disadvantage bids that are unsustainably low to disincentivise fee-diving, and create a more sustainable bidding environment that encourages firms to focus on delivering quality and value.

10 In addition, the Government has made the Limitation of Liability clause in the Standard Consultancy Agreement (SCA) mandatory to enable more equitable distribution of risks between service buyers and consultants. This also makes consultants' professional liabilities more insurable. Private developers are likewise considering similar moves. For example, CapitaLand Development Pte Ltd has implemented a cap on the consultants' liability in their agreement. BCA will continue to engage other private developers to promote fairer risk allocation between project parties.

### **Clear resolve to improve workplace well-being**

---

<sup>3</sup> In March 2024, BCA piloted the "Reduced Fee Score" approach for all Quality Fee Method (QFM) tenders with estimated construction cost of \$50 million and below. It aimed to promote sustainable fees in public sector consultancy tenders and give stronger assurance to the industry to submit higher quality proposals.

11 Arising from the recommendations laid out by the Taskforce for Architectural and Engineering Consultants,<sup>4</sup> the Built Environment Culture of Appreciation, Respect and Empathy (BE CARE) Charter spells out best practices that project teams or firms can adopt when interacting with colleagues and other project parties. The Charter consists of three key pillars: (a) Openness and Respect, (b) Smart Meetings and Communications, and (c) Respecting Rest Periods. Together, these pillars guide project stakeholders to build stronger project partnerships and ensure stakeholders' well-being.

12 Over 50 firms and service buyers have committed to the Charter at the project and/or firm-levels. More service buyers and firms are encouraged to support this initiative to build stronger project partnerships and ensure the well-being of BE professionals. Firms may refer to the Best Practices and Supplementary Guide for more information.<sup>5</sup>

13 An example of such a firm is Arup Singapore. They exemplify the BE CARE spirit by creating what they call a "humane organisation". Aligned with the key pillars of the BE CARE Charter, Arup cultivates strong workplace culture and positive environments with their behaviour charter striving to ensure equity, care, and kindness for all.

14 Some examples of how Arup implemented the BE CARE Charter include promoting a culture where people feel safe to speak up and raise concerns. Arup has also put in place frameworks for staff to escalate issues or seek support from the leadership and HR team. Anonymous hotline and whistleblower channels are also made available. For project meetings, Arup practises smart communication by planning clear meeting agenda and involving only relevant participants. Their staff also respect one another's rest periods by scheduling after-hours emails and having structured handovers before leave days. While simple, these practices create a culture that support project members' wellbeing.

### **Other encouraging developments**

---

<sup>4</sup> More on the Taskforce for Architectural and Engineering Consultants here: <https://www1.bca.gov.sg/buildsg/manpower/taskforce-for-architectural-and-engineering-consultants>

<sup>5</sup> More about the Built Environment Culture of Appreciation, Respect and Empathy (BE CARE) Charter including list of service buyers and projects committed, Charter Commitment Registration Form as well as Best Practices and Supplementary Guide is here: <https://go.gov.sg/bca-aetaskforce-becare>

15 Beyond the above, the BE consultancy sector has also made progress on the following fronts.

16 BE consultancy firms continued to press on with transformation efforts by leveraging emerging technologies, such as Artificial Intelligence (AI). For example, DP Architects has founded a technology startup, Spatial Intelligence for Design (SID), which focuses on developing AI technology solutions for the industry.

17 BE Trade Associations and Chambers (TACs) are also strengthening their capabilities in critical areas to better uplift the entire BE consultancy sector.

- a. To strengthen human capital practices, the Singapore Institute of Architects (SIA) will be developing an employment resource guide – 'Employee Life Cycle' courseware and workshops for SIA member firms. The courseware and workshops will equip Human Resource officers with the skills to better define job roles and chart career progression pathways across the firm. This will enable firms to attract suitable talent and better craft employment contracts, as well as support employees in their career development.
- b. To drive technology adoption and improve efficiencies, the Association of Consulting Engineers Singapore (ACES) is developing a Mechanical and Electrical Engineering Digital Design Automation Platform (DDAP) to assist firms in drafting preliminary Mechanical, Electrical and Plumbing (MEP) designs more efficiently. This platform will launch in phases starting later this year for engineers to trial.

## ANNEX B: WORKGROUP TO ADVANCE THE QUANTITY SURVEYING PROFESSION

1 Building on the work of the Taskforce for Architectural and Engineering Consultants, BCA has established a workgroup to advance the Quantity Surveying profession. The workgroup will study the current Quantity Surveying landscape in Singapore, understand the evolving industry needs as our BE sector transforms, and propose recommendations to strengthen the talent pipeline and business sustainability of Quantity Surveying firms. This initiative seeks to reimagine QS roles of the future in view of opportunities arising from emerging technologies and changing client expectations.

2 The workgroup comprises representatives from Quantity Surveying firms, service buyers, Institutes of Higher Learning, and relevant government agencies.

3 The composition of the workgroup is as follows:

<b>Quantity Surveyors (QS) Workgroup</b>	
Chairperson:	Mr <u>Tan</u> Chee Kiat Deputy Chief Executive Officer, Building and Construction Authority
Members (in alphabetical order by surname)	Dr <u>Cheng</u> Zhuoyuan Vice Dean and Head (Building and Project Management), School of Science and Technology, Singapore University of Social Sciences
	Prof Michael <u>Chew</u> Head (Department of the Built Environment, College of Design and Engineering), National University of Singapore
	Mr <u>Hu</u> Kar Keong Group Director (Procurement and Contracts), Housing and Development Board
	Sr Colin <u>Kin</u> President (Quantity Surveying), Singapore Institute of Surveyors and Valuers
	Mr <u>Kwee</u> Ker Wei 1 <sup>st</sup> President, Real Estate Developers' Association of Singapore

	<p>Sr Elaine <u>Lee</u>  Director (Contracts and Procurement), JTC Corporation</p>
	<p>Mr <u>Lim</u> Kian Peng  Group Director (Procurement and Contracts), Land Transport Authority</p>
	<p>Ms Jane <u>Ong</u>  Director (Contracts and Procurement), GuocoLand Singapore</p>
	<p>Mr <u>Oon</u> Sixiang  Director (Infrastructure), Ministry of National Development</p>
	<p>Mr <u>Tay</u> Ter Long  Chief of Government Procurement and Director (Government Procurement Function Office), Ministry of Finance</p>
	<p>Mr Stephen <u>Wong</u>  Senior Vice President (Cost Management), Southeast Asia, Asia Infrastructure Solutions Singapore Pte Ltd</p>
	<p>Sr Natalie <u>Yong</u>  Managing Director, LCH Quantity Surveying Pte Ltd</p>

## ANNEX C: PUBLIC CONSULTATION ON PROPOSED AMENDMENTS TO THE BUILDING (STRATA MANAGEMENT) ACT

1 Introduced in 2005, the Building (Strata Management) Act (B(SM)A)<sup>6</sup> provides a legal framework that (i) empowers a management corporation strata title (MCST) to manage their estate, and (ii) defines the duties and obligations of strata stakeholders<sup>7</sup>. BCA periodically reviews the Act to ensure that its provisions adequately meet the needs of strata stakeholders.

- 2 BCA is currently reviewing the B(SM)A with three key objectives, namely to:
- Support MCSTs to maintain adequate sinking funds for essential maintenance and improvement works in ageing strata developments,
  - Support Singapore’s ageing population by facilitating inclusive features in older developments that may lack barrier-free access and age-friendly amenities, and
  - Promote better overall management of estates and foster collective decision-making processes through strengthened governance.

Areas of focus	Examples of Proposed Amendments
<b>Supporting MCSTs in having adequate funds to maintain their estates</b>	<ul style="list-style-type: none"> <li>• Submission of information, such as financial information and facilities records to BCA</li> <li>• MCST to collectively (i.e. with the general body) review supporting documents for essential facilities works</li> </ul>
<b>Lowering levels of resolution to facilitate essential upgrades in strata developments</b>	<ul style="list-style-type: none"> <li>• Lower level of resolution for improvement works to essential facilities to facilitate upgrading</li> <li>• Lower level of resolution for installation of senior-friendly fittings outside the unit and in</li> </ul>

<sup>6</sup> The former Building Maintenance and Strata Management Act (BMSMA) has been renamed the B(SM)A on 1 Oct 2025. The building maintenance provisions from the BMSMA have been ported over and consolidated under the Building Control Act.

<sup>7</sup> The strata stakeholders include management corporations, council members, subsidiary proprietors and occupiers, and managing agents.

	<p>the common property to support ageing-in-place</p> <ul style="list-style-type: none"> <li>• Lower level of resolution for installation of solar panels to promote sustainability</li> </ul>
<b>Equipping MCSTs to run their estates better</b>	<ul style="list-style-type: none"> <li>• Restrict the number of proxies held by individuals residing in the same household</li> <li>• Council members to undergo mandatory training</li> </ul>

3 BCA encourages residents living in private residential developments to provide your feedback on these and other proposed areas. Members of the public can participate in the public consultation at <https://go.gov.sg/bsma-consult-2026> (from 9 March 2026, 9am to 8 April 2026, 5pm). BCA will take the feedback into consideration for the proposed amendments to the B(SM)A.

## ANNEX D: REVIEW OF THE ACCESSIBILITY FUND

1 BCA introduced the S\$40 million Accessibility Fund (AF) in 2007 to encourage building owners to carry out voluntary upgrading to improve the accessibility of privately-owned buildings.

2 BCA periodically reviews the AF to better support building owners undertaking accessibility upgrading works. Currently, the AF co-funds up to 80% of the construction cost for accessibility features<sup>8</sup>, and up to 60% of the construction cost for universal design (UD) features<sup>9</sup>. As of December 2025, 161 private building owners have successfully tapped on the AF to upgrade their buildings with accessibility and UD features. Details of the current funding eligibility can be found in BCA's website <https://www1.bca.gov.sg/buildsg/universal-design/accessibility-fund>.

3 The AF scheme is currently undergoing a review, and details will be announced when ready. As part of this review, BCA is exploring the following:

- a. Widening the range of eligible features to include active ageing and dementia-friendly features, such as senior friendly fitness stations and dementia-friendly signages.
- b. Expanding the eligibility criteria to enable more private buildings to tap on the AF. The AF currently covers private buildings built before 1990 (for accessibility and UD features) and between 1990 and 2013 (for UD features only).
- c. Reviewing the co-funding support, to encourage more participation and further improve accessibility in private developments.

---

<sup>8</sup> Accessibility features are barrier-free facilities such as wheelchair-accessible lifts, ramps, toilets, and wayfinding signs.

<sup>9</sup> UD features refer to user-friendly facilities that benefit seniors (e.g. grab bars, senior-friendly toilets) and families with young children (e.g. child-friendly sanitary facilities, lactation rooms, diaper-changing stations).

## **ANNEX E: ENHANCEMENTS TO LIFT AND ESCALATOR SYSTEMS**

### **Lift and Escalator Industry Landscape**

1 There are approximately 79,000 lifts and 7,900 escalators in Singapore as of November 2025. All new lifts and escalators are designed, installed and maintained in accordance with the SS550:2020 and SS626:2024 Codes respectively, which are adapted from internationally recognised standards. These lifts and escalators continue to operate safely, supported by industry-led maintenance, inspections and established regulatory requirements.

### **Maintenance Control Plan for Lifts**

2 BCA has introduced various enhancements such as the Maintenance Control Plan (MCP)<sup>10</sup> which guides lift owners on timely maintenance and modernisation options to equip older lifts with modern safety features.

### **Remote Monitoring & Diagnostics**

3 In addition to the MCP, BCA encourages lift and escalator owners to continue enhancing their lifts and escalators by adopting solutions such as Remote Monitoring & Diagnostics,<sup>11</sup> an advanced system that continuously collects and analyses lift data to detect, diagnose, and predict maintenance issues before they occur. This technology transforms lift maintenance from reactive repairs to proactive prevention, improving safety, reliability and efficiency.

### **Lift and Escalator Enhancements**

4 As Singapore's infrastructure ages, BCA is studying measures to enhance the safety of older lifts and escalators and ensure that they meet modern safety standards, such as being equipped with safety features that help regulate their speed and movement. BCA will explore the possibility of providing co-funding support for eligible private building owners and operators for selected essential safety features.

---

<sup>10</sup> The Maintenance Control Plan involves lift owners and contractors working with lift manufacturers to develop and tailor lift maintenance and modernisation plans to help lifts keep up with modern standards.

<sup>11</sup> More information on Remote Monitoring & Diagnostics Solution (RM&D) is at: <https://www1.bca.gov.sg/regulatory-info/lifts-escalators/remote-monitoring-diagnostics-for-lifts-in-singapore>