ANNEX A – About the iBuildSG LEAD Framework and Conferment of Distinguished Fellows

The conferment of the iBuildSG Distinguished Fellow title is the highest level of recognition under the iBuildSG Leadership Engagement and Development (LEAD) Framework[1], which was launched in 2019 in partnership with the industry. The objective of the LEAD Framework is to advance and recognise a core group of committed and experienced industry leaders to lead and drive sustained transformation of the Built Environment (BE) sector.

Under the framework, there are four levels of leadership that have been identified, cutting across the BE value chain:

i. Distinguished Leaders: These are leaders who are recognised for having made significant lifetime contributions to the Singapore BE sector, achieving local or international recognition for their contributions. Distinguished leaders are characterised by their distinctive track record, the commitment that they have demonstrated to advance the sector, as well as their ability to lead their peers, both at home and abroad. These leaders will be recognised as "***iBuildSG Distinguished Fellows"***[2] under the LEAD framework.

ii. Senior Leaders: These are leaders in senior management positions in their respective firms, with strong professional recognition and track record. Our aspiration is for them to be committed to transforming the sector and able to take on key leadership roles in Trade Associations and Chambers (TACs) or industry committees. Senior Leaders who demonstrate strong leadership roles in TACs as well as serve as active contributors to the transformation of the industry will be appointed as **"*iBuildSG Fellows"***[3] under the LEAD framework. More details will be shared on iBuildSG Fellows subsequently.

iii. Young Leaders: This group consists of **firm-nominated young leaders** aged 35 and below, who demonstrate good business acumen and leadership potential. The LEAD framework will help to develop them as leaders in the BE sector, who can also contribute more actively to TACs or industry committees.

[1] The iBuildSG LEAD framework is organised along five strategic thrusts, with each thrust offering benefits to firms and individuals. The five strategic thrusts are, **L**ong-term, **E**ngage, **A**lign, **DE**velop, **R**ecognise (**LEADER**).
[2] This is a lifetime appointment.
[3] The appointment is for a term and subject to renewal after each term.

iv. Future Leaders: Future leaders comprise **the iBuildSG Scholarship and Sponsorship recipients** whom we want to groom to demonstrate commitment to a BE career with a passion for innovation and digitalisation, and who are committed to professional development and participation in TAC and industry events.

Collectively and jointly with accredited technical professionals, these leaders will form a cohesive core and be key drivers for our industry to advance internationalisation, drive collaboration and inculcate an industry-wide culture that embraces innovation and digitalisation.

The selection panel for the conferment of the inaugural iBuildSG Distinguished Fellows is made up of the Chief Executive Officers of the Building and Construction Authority (BCA), Housing Development Board (HDB) and JTC Corporation.

ANNEX B – iBuildSG Distinguished Fellows 2020

Mr Chia Ngiang Hong,
Group General Manager,
City Developments Limited (CDL)

Mr Chia Ngiang Hong joined CDL in 1981 and has more than 40 years of experience in the real estate industry in Singapore and the region. A much-respected industry veteran, Mr Chia is the President of the Real Estate Developers' Association of Singapore, Board Member of the Institute of Real Estate and Urban Studies, Honorary Advisor of the Singapore Green Building Council and a Member of the Singapore Business Federation Council. He is also a Fellow of the Singapore Institute of Surveyors and Valuers. He presently chairs the Advisory Committee to the National University of Singapore's School of Design and Environment and is a member of the Department Consultative Committee.

Mr Chia holds a Bachelor of Science's degree in Estate Management (Honours) from the University of Singapore and a Master's degree in Business Administration (Distinction) from the University of Hull, UK. Beyond his contributions to the building and construction industry, Mr Chia is also active in community and grassroots activities and serves as a Justice of the Peace and was awarded the PBM and BBM National Day Awards.

Key contributions towards industry transformation in the BE

Mr Chia served on the REDAS Management Committee for 31 years since 1989. He assumed the position of REDAS President in 2019. An active industry captain, Mr Chia contributes extensively to the many dialogues and meetings with various government agencies on pertinent issues, from policies, planning, development, construction, industry transformation and user engagement.

As President of REDAS, Mr Chia represents the real estate and built environment in various committees including the Future Economy Committee (FEC) Built Environment (BE) Sub-committee co-chaired by Mr Desmond Lee, Minister for National Development and the iBuildSG Tripartite Committee which oversees the detailed action plans from building capability, nurturing talents to internationalisation.

An advocate of a sustainable, business friendly eco-system, Mr Chia is also a Resource Panel Member in the Government Parliamentary Committee for National Development and Ministry of Sustainability and the Environment (MSE). Beyond representation, Mr Chia participated actively in panel discussions to provide industry perspective of a liveable and smart built environment for Singapore, cultivating innovation leadership and promoting business ecosystems and sustainable facilities management initiatives.

Mr Chia has led CDL in pursuit of green innovations, eco-friendly initiatives and industry-changing methods that promote recycling reduce waste and raise productivity. Some examples on adopting the ITM directions are the first-of-its kind Sustainable Development Goals (SDG) Innovation Loan to accelerate innovative solutions in 2019 and obtaining BCA-HPB Green Mark for Healthier Workplaces 2019 for CDL projects.

Mr Chia was involved in introducing innovating living concepts to elevate the quality of life. One example is the launch of branded residences in Singapore, where CDL was the first developer in Singapore to bring in branded residences. These include the St Regis Singapore Residences, the Residences at W Singapore and Sentosa Cove.

On what motivates him to see through the progression in the BE sector, Mr Chia shares that the real estate and the built environment are very dynamic, with learning opportunities. There are no two projects, real estate transaction, or management assignment that are the same, and challenges are multi-faceted. Notwithstanding this, as a developer, he shares that he is always satisfied to see a completed building and the smiles on faces of the many talents who put in their best in the project, as well as the beneficiaries and users of the development.

Mr Chia is a strong believer of leveraging digitalisation and the spirit of collaboration. He said: “To stay on top of the game, it is imperative that we continue to leverage global and regional opportunities, sharpen our competitiveness and inject greater dynamism into the sector. Collaborative partnership is key to an innovation ecosystem that brings together diverse parties to harness innovations, create a future-ready workforce and provide inspirations on the shaping of future developments that deliver long-term social, economic and environmental benefits. As President of REDAS, I hope to continue to take a leadership role and work with the various stakeholders to collectively embark on the initiatives to transform the BE sector and chart the course for growth”.

To the future generation of the built environment, Mr Chia has this to say: “With the advent of technology, we are seeing sea changes in the built environment. Buildings, infrastructure and the whole eco-system will become smarter and greener with adoption of technology and more innovative building design. We need new ideas and the younger generation of entrepreneurs who are passionate, creative and ready to embrace transformation to drive these ideas. Real estate has a long history and tradition of entrepreneurship and opportunities for entrepreneurs and the younger generation are there – and they will be the future!”

Dr. Ho Nyok Yong,

Chief Operating Officer cum Executive Director,

Samwoh Corporation Pte Ltd

Dr. Ho is the Chief Operating Officer cum Executive Director of Samwoh Corporation Pte. Ltd., a leading integrated engineering and construction company. Dr Ho holds a PhD degree in Civil Engineering from the University of Dundee in Scotland; he is a registered Professional Engineer of Singapore and Malaysia and a Chartered Structural Engineer of United Kingdom. He is also a Fellow Member of the Institution of Engineers of Singapore.

Dr. Ho has vast experience in civil and environmental engineering, project management, design and consultancy, business development and management, materials research and academic works. He has worked with large construction organisations before and held senior positions. He has involved in many mega and complex construction projects including airports and seaports, flyovers and bridges, roadworks, industrial and residential buildings, wafer-fab factories, using various construction techniques, both in Singapore and abroad.

Thanks to his active contributions to the construction industry, the BCA appointed him as a BCA's Industry Ambassador from 2012 to 2016 to raise the industry standard and build capability as well as to shape a safe and sustainable and friendly built environment. He also provides frequent feedback to authorities on existing and new government policies.

In the span of his career, he has received numerous awards in recognition of his meritorious contributions to the works that he has involved. Some of these awards are: the inaugural BCA-SGBC Green Innovator Individual Award of the year 2011; the Minister of National Development R&D Merit Award in 2013; an eminent engineer featured in 2nd and 3rd Editions of IES's "Who's who in engineering Singapore" in 2013 and 2020 respectively; the outstanding IES-SG50 Engineering Feats Award in 2016 (receiving the award from PM Lee Hsien Loong) in recognition of his breakthrough achievements in sustainable construction and technology innovation.

Key contributions towards industry transformation in the BE

Dr. Ho is an advocate of sustainable construction and is one of the key green campaigners of the industry. As one of the first movers in the area of sustainable construction building resilience with the use of green construction materials, he is a recognised expert in green development and recycling of industrial wastes in the region and his breakthrough research findings, which have led to the approval of the use of many waste materials by authorities.

He has been the principal investigator of many practical research projects partially funded by government agencies. He has authored over 60 technical papers published in renowned international journals and conferences. Currently, he is spearheading another milestone green building project with net zero energy consumption. Leveraging the latest state-of-the-art technologies, innovations and technical know-how, he has pushed the boundaries of building energy efficiency to greater heights. He worked with BCA, JTC and academia to construct the First

Positive Energy Industrial Building (Samwoh Smart Hub) in the region. This project is a testament that an industrial building can also be energy efficient and green. The building will generate about 15% more energy through the advanced technologies than it consumes.

He is instrumental in charting the Company's business direction that heavily emphasising on innovation, sustainability and productivity. He is regularly consulted by various sectors of the construction industry, including government offices, institutes of higher learning, consulting engineers and contractors, for structural problems, construction techniques, pavement engineering, and the use of green materials. He speaks regularly at conferences and seminars, and often invited as a guest lecturer for local as well as abroad institute of higher learnings.

Over the years, his passion for driving sustainability across all groups distinguish him as leader in the green movement and his election as the President of Singapore Green Building Council (SGBC) in 2019 is a testimony of his commitment to the Built Environment sector. In the same year, BCA appointed him to be a Co-chair of the Green Built-Environment Advisory Committee (GBAC) to chart the direction for the new Singapore Green Building Masterplan (SGBMP) beyond 2020. He sits in many industry-related committees and trade associations and serves as Chairman. He was former Chairman of Construction Industry Joint committee (CIJC) and Past President of Singapore Contractors Association (SCAL) and Singapore Concrete Institute (SCI). He is also a grassroots leader of Yuhua serving the community for more than 15 years.

Dr. Ho recognises the importance of attracting more local young talents to join the sector. He acts as an industry advisor to several institutes of higher learning. He stays updated on the trends and needs of the industry as to ensure that the course development remains holistic, relevant, adequate and current.

Professor Lam Khee Poh,

Provost's Chair Professor of Architecture and Building

Dean, School of Design and Environment

National University of Singapore

Professor Emeritus, Carnegie Mellon University

Prof Lam is the Provost's Chair Professor of Architecture and Building, Dean of School of Design and Environment at National University of Singapore. He has spent more than 30 years in the academic world devoting his time to research and teaching architecture. He is an educator, researcher, architect and consultant who specialises in life-cycle Building Information Modeling and computational design support systems for total building performance analysis and building diagnostics.

Prof Lam sits on several committees, including the GBIC Demo Local Panel of Consultants; the Singapore FEC Built Environment Sub Committee; the Advisory Board Member of the Singapore Centre for Liveable Cities; Management Board Member of the Institute of Real Estate and Urban Studies, NUS; and Member of the World Economic Forum Global Future Council on Energy Technologies.

Prof Lam has been a building performance consultant for several major award-wining projects and certified green buildings in the private and public sectors in Singapore, China and USA. He is a recipient of the 2013 Alexander Schwarzkopf Prize for Technological Innovation from the US National Science Foundation in recognition of his exemplary research contributions to technology innovation and positive impact on technology, industry and society.

Prof Lam's latest appointment is co-chair of the International WELL Building Institute's Task Force on COVID-19 and other Respiratory Infections: Prevention and Preparedness, Resilience and Recovery, where he joins a global task force of more than 580 experts from 30 countries. This role will involve examining the critical role buildings, organisations and communities play in reducing the health risks from COVID-19 and other infectious diseases. "We cover everything, including acoustics, lighting, air quality, thermal comfort, spatial design and operational maintenance, which are the mandates of total building performance. But ultimately, it is to serve human beings who are the occupants. At the heart of it, healthy cities are ultimately about healthy people."

Prof Lam's passion in making buildings greener and healthier for occupants is matched by his dedication in educating the next generation. As an academic, he is able to stay updated on the latest breakthroughs and innovations in the built environment industry. This helps him to inspire his students to push the boundaries of energy-efficient and sustainable building techniques.

"My career path has always been inspired by good teachers and good mentors who have told me to think ahead of the curve," says Prof Lam. "I strive to continue that legacy with my students."

Key contributions towards industry transformation in the BE

As an early advocate of energy efficiency and sustainability in the building sector, Prof Lam has completed many major research projects and worked on iconic, award-winning green buildings, such as National Library in Singapore, the first building to receive the BCA Green Mark Platinum

Award in 2005, and the Center for Sustainable Landscapes at the Phipps Conservatory and Botanical Gardens in Pittsburgh in the US – the first and only building to meet five of the highest green certifications. The development, which was completed in 2012, generates all its own energy and treats all storm and sanitary water captured on-site and is an example of a building that is completely designed through an integrated modelling process.

Er. Lee Chuan Seng,

Emeritus Chairman,

Beca Asia Holdings Pte Ltd

Er. Lee is the Emeritus Chairman of Beca Asia, a leading engineering consultancy in the region based in Singapore. He retired from active practice in 2013 after helping grow the business in Asia into China, Indonesia, Malaysia, Vietnam and the Middle East. He is currently Chairman of the National Environment Agency of Singapore, having served on its board for several years. He is also trustee of a philanthropic trust and an advisor to several organisations. He is the Chairman, BCA Industry Steering Committee for Building Information Modelling (BIM) / Integrated Digital Delivery (IDD) (2010 to present) and was Deputy Chairman, BCA Academy Advisory Panel (2013 to 2019). He was on the Board of the Building and Construction Authority (2003 to 2013) and was the Deputy Chairman (2011 to 2013). In addition, he served in various committees of the Singapore Standards Council since the early 1990's and was Deputy Chairman (2011 to 2020).

He was a Board Member of the Professional Engineers Board (2001 to 2011) and was on the Institution of Engineers Singapore Council for over a decade in the 1990s and 2000s serving several terms as Vice President. He is an Honorary Advisor of the Singapore Green Building Council and was its founding President (2009-2011) as well as a Board Member of the World Green Building Council (2010 to 2013). He was Chairman, BCA Green Mark Advisory Committee (2005 to 2019). He was an Honorary Advisor to the Real Estate Developers Association of Singapore for many years.

In the area of Science & Technology, he is the Scientific Advisor to the Ministry of National Development; a Member of the Committee of Government Scientific Advisors; Chairman, Technical Advisory Workgroup and Member, Exco, Urban Solutions and Sustainability, National Research Foundation Singapore (2018 to present).

Er. Lee was awarded the ACES Outstanding Consulting Engineer Award 2007; the Public Service Medal in 2010 for his services to the engineering profession and the Public Service Star in 2018 for his service to sustainability and the environment by the Singapore Government; the NZ-ASEAN Award in 2015 by the New Zealand Government for his services to NZ trade and enterprise the inaugural Green Visionary Award in 2015 by BCA-SGBC for his contributions to green buildings and sustainability; Honorary Fellow – ASEAN Federation of Engineering Organisations 2019; IES/IEEE Joint Medal of Excellence 2019 for contributions to Singapore sustainable development and the engineering profession.

Key contributions towards industry transformation in the BE

Er. Lee is a veteran in the BE industry, with much passion in shaping the building industry. Er. Lee has displayed strong commitment in transforming BE sector through the different roles in steering the ITM areas. He chairs several industry committees, including the BCA Green Mark Advisory Committee which oversees the benchmarks for green building awards in Singapore, and BCA Industry Steering Committee for Building Information Modelling which seeks to improve the productivity of the construction industry. He is also member of the Singapore Ministry of National

Development R&D Steering Committee for applied research into environmentally sustainable technologies in construction.

Among his many achievements, Er. Lee is happiest with his strides made on the green front, with climate-friendly buildings now a norm in Singapore. Er. Lee was instrumental in pushing the agenda to fight climate change and the BCA Green Mark scheme – a scheme that recognises environmentally-friendly buildings. Today, it is recognised internationally, helping Singapore firms secure projects against international competition thanks to their eco-efficient edge.

Er. Lee was also largely involved in the development of the iconic projects such as BCA's flagship Zero Energy Building – first building in Southeast Asia with an annual net zero energy consumption and National Library Building, Singapore – internationally recognised as a green building with the various green features that helps to keep the building operating in an energy-efficient way and to do its part for a more sustainable environment.

Er. Lee believes that strong collaboration is a key to developing projects and fighting climate change. "I'm just one of the shoulders pushing the wheel along. I might be able to see some things clearer as an engineer, but someone else will be looking at it through the eyes of a product supplier or architect. All I am doing is to help build a bigger and better wheel on the road towards a greener and more advanced built environment in Singapore."

Ar. Rita S L Soh

Managing Director, RDC Architects Pte Ltd

Ar. Rita S L Soh is the Managing Director of RDC Architects and has more than 30 years of experience as an architect. Through her work at RDA Architects and her contribution to numerous Boards and Committees, Ar. Soh plays an instrumental role in positioning Singapore as an architecture capital in Asia. She has been involved in numerous feasibility studies, competition proposals, design and detailing and project management of healthcare, transportation architecture, institutional, residential, resort, industrial and commercial projects, both local and overseas.

Ar. Soh has come a long way from her first project working on the flightless bird enclosure at the Jurong Bird Park as a young architect. Some of her recently completed works include AALTO, a prestigious high-rise condominium, the development of the Integrated Building and the Medical Centre at Changi General Hospital. These projects had won numerous awards, including receiving the FIABCI Singapore award, Gold^{PLUS} & Platinum tier achievements for BCA BIM, BCA Universal DesignMark and GreenMark Awards. Her newfound ardor for conservation of our built heritage has led to her Restoration Work at the 150 years old monument, Church of Saints Peter & Paul, which garnered both URA Heritage Award and SIA Architecture Design Award in 2016 as well as the ARCASIA Gold Medal 2018 in Tokyo. She is also presently Director-in-charge of the Emergency Medicine Building with Campus Utilities Plant at Singapore General Hospital Outram, three new MRT stations at LTA's Circle Line and the restoration/conservation of historic churches.

Ar. Soh developed a personal interest in the design of healthcare facilities after the passing of her grandmother 12 years ago. Through the incident, she realised the need for a patient-centric design in healthcare facilities, with greater emphasis on ageing with dignity and respect given our fast aging population. Equally important is the sensitive provision of palliative care as well as private spaces for grieving family members to mourn the loss of their loved ones. The incident was the catalyst for her journey into creating more inclusive medical facilities.

Despite being in a traditionally male-dominated sector, Ar. Soh has not let that hinder her. As a mother of two, she appreciates the support from her family and colleagues when she was starting a family. She also believes that technology can be a lever for women balancing family with work. “When I joined the Singapore Institute of Architects (SIA) in 1996, I asked the President then for permission to set up a committee looking into the use of technology to empower architects. I was overjoyed to be able to log on from home and do my work! This meant that I could go home on time to be with my kids and to work after they had gone to bed. I saw an immense opportunity for women, being able to work from home.”

Key contributions towards industry transformation in the BE

Ar. Soh is passionate about sustainable architecture enabled by integrated digital delivery. She currently chairs the Design & Engineering Safety Awards (DESA) Committee (since Oct 2019) and

had served as a member of the BCA productivity Gateway Advisory Panel from 2015 to 2019. Ar. Soh was also the President, the Board of Architects (BOA) Singapore from 2010 to 2012 and 2013 to 2015 as well as the President, Singapore Institute of Architects from 2004 to 2007. Additionally, she was also a member of the Board of Examiners, BCA Academy – Diploma in Design (Interior & Landscape) and the Specialist Diploma in Interior & Landscape Design from 2006 to 2010.

Ar. Soh recognises the need to embrace innovation and technology as the way forward. “Fundamentally, the ability to design and create is still the core competence that defines an architect. But we now have so many new tools and technologies which provided a variety of solutions to help us realise our design creations. The ability to harness new technologies will enhance the quality of our design, our practice and to enable us to build not only sustainably, but more efficiently and with better productivity.”

Ar. Soh believes in leading by example. She has eagerly embraced life-long learning, obtaining a Master of Science (Sustainable Building Design) degree from University of Nottingham (UK) in 2011 and recently a Specialist Diploma in Virtual Design and Construction from BCA Academy in 2018.

Wong Heang Fine,

Group Chief Executive Officer, Surbana Jurong Pte Ltd

Mr Wong Heang Fine joined Surbana Jurong in 2015 as its Group Chief Executive Officer and Board Director. Since then, the firm has grown into a global multi-disciplinary urban, infrastructure and management services consulting firm. Under Mr Wong's leadership, Surbana Jurong has witnessed a fivefold increase in fee income to US$1.8 billion, more than half of which is generated outside of Singapore. Today, the company employs 15,000 employees across more than 40 countries. Mr Wong recalls the early years of Surbana Jurong: "When we first started the journey to grow SJ, there was a lot of disbelief and skepticism. We have grown from a home-grown company to a multi-disciplinary company with global reach. If your goal is to do normal things, you will never get there."

Mr Wong also sits on the boards of three of Surbana Jurong's member companies – SMEC Holdings Limited, an Australia-based engineering consulting firm, AETOS, a Singapore security service provider, and Sino-Sun Architects and Engineers based in China. He is the Chairman of Sino-Sun.

Mr Wong is a Board Member of the Building and Construction Authority (BCA), an agency under Singapore's Ministry of National Development that regulates Singapore's building and construction industry. He is an Adjunct Professor in the School of Mechanical & Aerospace Engineering at Singapore's Nanyang Technological University. He is also a member of the Corporate Advisory Board of the World Green Building Council, where he guides the council on its strategy and activities related to sustainable built environment.

Mr Wong has held many key leadership positions across several industries over the last 40 years. Before Surbana Jurong, he was with CapitaLand for eight years. He was the CEO of CapitaLand Residential Singapore Limited and CapitaLand GCC Holdings, and the Country CEO in charge of developing CapitaLand's business in the Gulf Cooperation Council region. Mr Wong was CEO of Capitala, a joint venture company between CapitaLand Singapore and Mubadala Development Company in United Arab Emirates.

Prior to that, from 2001 to 2006, Mr Wong was President & CEO of SembCorp Engineers and Constructors Pte Ltd (now known as Sembawang Engineers and Constructors) and was instrumental in advancing the company's engineering and construction business in South Asia.

Mr Wong joined Cathay Organisation in 1998. As Deputy President, he helped realise the company's ambition of going public via a reverse takeover strategy through IMM Multi-Enterprise which was listed on SESDAQ. In 1999, he was appointed President & CEO of Cathay Organisation Holdings.

Between 1996 and 1998, Mr Wong was Director (Infrastructure), L&M Group Investments Ltd. During his tenure, he restructured the company by spearheading diversification into the infrastructure and property sectors.

Between 1991 and 1996, Mr Wong was at Singapore Technologies Industrial Corporation. There he pioneered the infrastructure development of the industrial estate and a 24,000-hectare international resort belt on Bintan Island, Indonesia. He was instrumental in developing and managing the Bintan Lagoon Resort. Then, the team had to don swim trunks to swim onshore after taking a *sampan* (wooden boat) from Batam city during their initial site recces. The Bintan project remains his most memorable as it was a rare chance to build something from scratch.

Mr Wong was the President of the Real Estate Developers' Association of Singapore from 2011 to 2012. He served as a Senior Industry Officer with the Economic Development Board where his responsibilities included the promotion and development of investments in Singapore.

Mr Wong graduated with First Class Honours in B.Sc (Mechanical Engineering) degree from the University of Leeds, England and a M.Sc (Engineering Production and Management) degree from the University of Birmingham, England. He was conferred a Medal of Commendation during the National Trades Union Congress (NTUC) May Day Awards 2020 for advancing HR best practices and employees' interests.

Key contributions towards industry transformation in the BE

Mr Wong spearhead industry transformation by adopting digital technology and innovation in Surbana Jurong projects. The Wisteria & Wisteria Mall, is an example where his team used BIM and VDC technologies in the Design for Manufacturing Assembly (DfMA) process. Mr Wong recognises the need to align with Singapore's push to transform the built environment sector through innovation. A testimony of this was the launch of the Surbana Jurong Campus, which embraced the use of digital technologies to scale up productivity and efficiency. When completed in 2021, the Surbana Jurong Campus will feature a Computer Aided Virtual Environment (CAVE) virtual-reality software that can house up to 40 people, allowing various project stakeholders to "walk-through" a building before it is completed. This will help the project achieve the best design outcome and reduce costly reworks downstream. Another example is in the Tuas Mega Port project, where Surbana Jurong's engineers make use of drones to monitor the amount of sand used for reclamation.