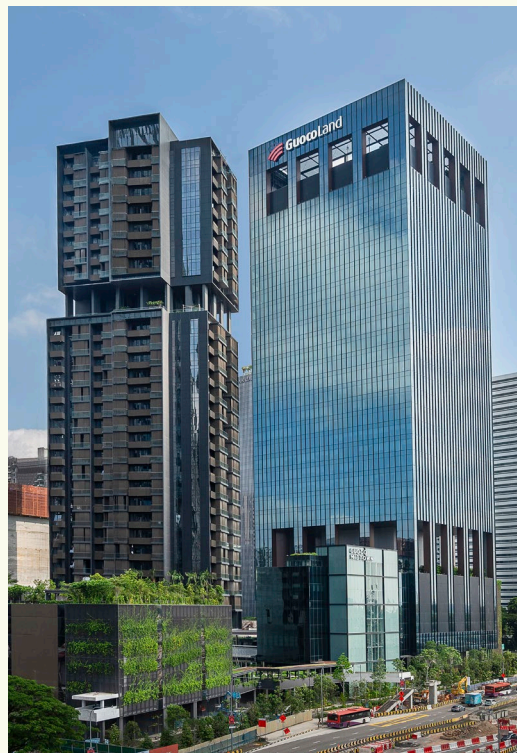


SHAPING THE FUTURE OF QUANTITY SURVEYING:

Advancing Value, Capability and Impact



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FOREWORD



Mr Tan Chee Kiat
Deputy Chief Executive Officer
(Industry Development)
Building and Construction Authority

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From the Chairman of the
Quantity Surveyors Workgroup

Quantity surveyors play a critical role in shaping our built environment, and we want to ensure that the profession continues to thrive as the industry evolves. Through this Workgroup, we have taken the time to understand the aspirations and challenges of our industry partners, and to co-create solutions that will strengthen the profession and enable our quantity surveyors to create even greater value in the years ahead.

Quantity surveyors (QS) play an integral role in Singapore’s Built Environment (BE) sector. They provide cost planning, tender and contract management, claims and payment administration, and contractual expertise, contributing to the successful delivery of projects from inception to completion. Long before construction begins, it is their calculations that determine whether a project is viable, and their diligence throughout that keeps it within budget. With major projects on the horizon, the demand for quantity surveyors will be accentuated.

However, the quantity surveying profession faces pressures amid a growing and increasingly complex project pipeline. Public awareness of the profession remains low. Unlike the architectural and engineering professions, quantity surveying is not currently supported by a dedicated diploma or degree programme in Singapore due to declining student take-up. There are also untapped opportunities to accelerate digital adoption within the profession in line with the broader industry’s transformation. Digital capabilities need to be strengthened to enhance the profession’s appeal to new, digitally native entrants. Positioning the quantity surveying profession as a

technology-enabled profession is essential not only to raise productivity, but also to make the profession more attractive to a new generation of talent.

Following the conclusion of the Taskforce for Architectural and Engineering Consultants in September 2025, the Building and Construction Authority (BCA) established a dedicated QS Workgroup in February 2026 to look into areas to strengthen business and workforce resilience of the QS profession. The Workgroup comprises industry representatives from service buyers, quantity surveying consultancy firms, Institutes of Higher Learning (IHLs), Trade Associations and Chambers (TACs) and relevant government agencies. We thank all Workgroup members for their contributions and industry stakeholders we have engaged. However, this is only the beginning. Transforming the workgroup’s recommendations into meaningful outcomes will require continued commitment and active partnership with stakeholders across the BE sector. Only through this collective effort can we build a quantity surveying profession that is resilient, respected and ready for the future.

KEY RECOMMENDATIONS

Attract

Raise awareness on roles, value-add and career pathways of the quantity surveying profession.



Improve exposure and pathways



Rebrand the 'Quantity Surveyor' title



Reposition quantity surveying roles and value-add, and improve awareness of career progression pathways



Give recognition



Develop a Quantity Surveyor Playbook

Develop and retain

Raise professional standing and uplift capabilities. Instill good HR practices.



BE CARE Charter



Raise professional standing



Competency-based remuneration



Accelerate adoption of professional accreditation



Job Redesign

Business sustainability for QS firms

Strengthen viability of quantity surveying firms to support workforce development, technology adoption and drive productivity growth.



Procure quantity surveying services separately



Value Articulation Framework



Clarify process for star rates assessment



Leverage technology and AI solutions

Responsibilities of quantity surveyors



Design stage

Quantity surveyors help the project team understand what a project is likely to cost and how to get the best value from the available budget. They provide early cost advice, assess the cost implications of different design options, and advise on procurement and contracting approaches. Working alongside architects, engineers and project managers, they help ensure that the project’s design, scope and budget remain aligned and that potential cost and commercial risks are identified early.



Tender stage

Quantity surveyors help clients translate project requirements into clear commercial and contractual arrangements before construction begins. They prepare the relevant tender and contract documentation, advise on how the works should be procured, respond to tender queries and assess bids on their commercial merits. This helps the project team select suitable contractors on a sound basis, establish clear expectations from the outset and reduce the risk of cost or contractual issues arising later.



Construction stage

Quantity surveyors help the project team manage costs, contracts and commercial risks as the project is delivered. They track expenditure against the budget, assess the cost implications of design or scope changes, administer payments and variations, and advise on contractual and commercial issues that arise during construction. By providing timely cost information and advice, they support the project team in making informed decisions and keeping the project on track towards its intended cost, time and delivery outcomes.

Evolving roles of quantity surveyors



Commercial insights



Risk management



Procurement strategies



Cost planning



Career progression

For more information, please visit the Skills Framework for Built Environment:



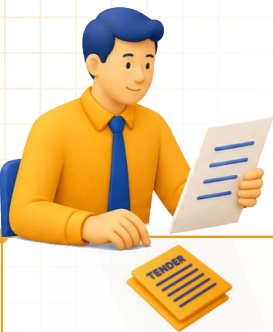
Associate Director (QS) / Contracts Director

At the most senior level, the Associate Director/ Director oversees cost management and contract administration processes. It includes driving adoption of industry best practices, including the use of technology, establishing tender and procurement strategies and motivating the team to collaborate and excel.



Senior Quantity Surveyor

Moves into more strategic and leadership-oriented role, including taking and analysing measurements, reviewing tender documents and implementing procurement strategies. Additionally, this role involves leading project meetings and support dispute resolution when required.



Quantity Surveyor

Takes on full responsibility for cost management and contract administration on a project, extending from measurements and tender documents to preparing for tender and settling final accounts.



Assistant Quantity Surveyor

Provides foundational support such as taking measurements, assisting with tender process up to contract award, and gathering information for cost estimates, reports and payments. They also support contract administration and attend project progress meetings to record updates for stakeholders.

Demand for quantity surveyors in Singapore

The demand for quantity surveyors remains strong in Singapore, supported by a sustained pipeline of development projects in the medium to long term. As projects grow in scale and complexity, quantity surveyors play a critical role from the early stages of planning and design through tender and construction. They help project teams make informed decisions, manage risks and achieve value for money, contributing to the successful delivery of construction projects.

This strong demand for quantity surveyors is reinforced by the Ministry of Manpower’s List of Entry-level PMET Job Opportunities for Fresh Graduates (released in June 2026), which identified quantity surveyor as one of the most in-demand entry-level PMET occupations in March 2026. There were approximately 320 entry-level quantity surveyor vacancies, demonstrating employers’ sustained demand for quantity surveying talent.

Most in-demand entry-level PMET jobs in March 2026

 Construction	Entry-level jobs	Number of vacancies
	Quantity surveyor	320
	Building construction engineer	220
	Civil/Structural engineering draughtsman	150

Source: Ministry of Manpower (MOM) List of entry-level PMET job opportunities for fresh graduates – March 2026

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Quantity surveyors play a critical role in public sector project delivery by helping government achieve the best value for money spent while maintaining fairness, transparency and accountability. As procurement and contract management professionals for the infrastructure sector, they help agencies balance cost, quality, risk and long-term value. The recommendations of the QS Workgroup are a timely step towards strengthening the profession and ensuring it remains equipped to support increasingly complex and technology-enabled project delivery.



Sr Tay Ter Long
Chief of Government Procurement
Ministry of Finance

The quantity surveying profession is contending with a range of challenges that pose risks to its long-term sustainability and growth.

Challenges include:



Limited talent pipeline



Competency and morale-related challenges



Limited capacity for transformation



A closer look at the challenges facing the QS profession

Limited talent pipeline

- Quantity surveying remains relatively less visible compared to other BE professions such as architecture, engineering and project management. Students have limited understanding of the work that quantity surveyors do and their role in the BE sector. As a result, fewer students actively consider quantity surveying as a preferred career pathway despite the profession offering diverse opportunities in developer, contractor and consulting firms. Correspondingly, this had led to reduced enrolment in quantity surveying courses offered by IHLs.
- While demand for quantity surveyors continues to grow, the number of graduates entering the profession has not kept pace with industry needs. This imbalance has resulted in persistent vacancies across the sector and increasing competition among employers for a limited pool of talent. Employers have also become increasingly reliant on overseas recruitment to meet workforce needs.

Competency and morale-related challenges

- The responsibilities of quantity surveyors have expanded beyond claims, measurement and cost estimation. Today's quantity surveyors are expected to possess competencies in commercial strategy, risk management and stakeholder management, among other skills. Keeping pace with these evolving requirements requires continuous professional development.
- The shortage of quantity surveyors puts pressure on existing professionals, who are often required to manage multiple projects and work under demanding timelines. Coupled with the limited recognition of the profession's strategic value, these can reduce job satisfaction and lower morale, making it more challenging to retain talent.

Limited capacity for transformation

- The adoption of digital technologies and advanced tools remains uneven across quantity surveying firms. Quantity surveyors spend significant time on manual or repetitive tasks which limits their ability to focus on higher-value activities such as strategic cost advisory. Consequently, opportunities to improve productivity, enhance service delivery and strengthen the profession's value proposition are not fully realised.
- With limited financial resources to invest in digital solutions and innovation, along with pressing timelines on immediate operational demands, transformation initiatives may be deprioritised. This widens productivity gaps and slows the profession's progress towards digitalisation and higher-value service delivery.

Work of the Quantity Surveyors Workgroup

Building on the momentum of the Taskforce for Architectural and Engineering Consultants, the Quantity Surveyors Workgroup (Workgroup) was formed in February 2026 to understand the future requirements of the profession and strengthen quantity surveying firms' business and workforce resilience. Chaired by Mr Tan Chee Kiat, Deputy Chief Executive Officer (Industry Development), the Workgroup comprises representatives from public and private sector service buyers, QS consultancy firms, IHLs, TACs and relevant government agencies.

The Workgroup has engaged business leaders and young quantity surveyors to understand the challenges and opportunities facing the profession. The Workgroup has also worked with the relevant stakeholders across the ecosystem to propose recommendations to uplift the profession, focusing on three strategic outcomes:



Strategic outcomes

The Workgroup endeavoured to achieve three strategic outcomes:



Attract

Raise awareness on roles, value-add and career pathways of the quantity surveying profession.



Business sustainability

Strengthen viability of quantity surveying firms to support workforce development, technology adoption and drive productivity growth.



Develop and retain

Raise professional standing and uplift capabilities. Instill good HR practices.

Workgroup Members



Mr Tan Chee Kiat	Deputy Chief Executive Officer (Industry Development) Building and Construction Authority
Dr Cheng Zhuoyuan	Vice Dean and Head (Building and Project Management), School of Science and Technology Singapore University of Social Sciences
Sr Colin Kin	President (Quantity Surveying) Singapore Institute of Surveyors and Valuers
Sr Elaine Lee	Group Director (Contracts and Procurement) JTC Corporation
Sr Hu Kar Keong	Group Director (Procurement and Contracts) Housing and Development Board
Ms Jane Ong	Director (Contracts and Procurement) GuocoLand Singapore
Mr Kwee Ker Wei	1 st Vice President Real Estate Developers' Association of Singapore

Mr Lim Kian Peng	Group Director (Procurement and Contracts) Land Transport Authority
Dr Michael Chew	Head (Department of the Built Environment, College of Design and Engineering) National University of Singapore
Sr Natalie Yong	Managing Director LCH Quantity Surveying
Mr Oon Sixiang	Director (Infrastructure) Ministry of National Development
Mr Stephen Wong	Senior Vice President (Cost Management), Southeast Asia Asia Infrastructure Solutions Singapore Pte Ltd
Sr Tay Ter Long	Chief of Government Procurement and Director (Government Procurement Function Office) Ministry of Finance

The Workgroup would like to express appreciation to Taskforce for Architectural and Engineering Consultants Co-Chairs, Ms Indranee Rajah and Mr Chaly Mah, for their guidance.



Raise awareness on roles, value-add and career pathways of the QS profession.

My First Skool Loyang
QS consultancy services and image provided by LCH Quantity Surveying

Ongoing Efforts

DBE-SISV Built Environment Cost & Contract Talent Challenge 2026

Jointly organised by the Department of the Built Environment at the National University of Singapore (NUS DBE) and the Singapore Institute of Surveyors and Valuers (SISV), the challenge provided pre-university students with an immersive introduction to quantity surveying. Participants gain first-hand exposure to cost planning, contract management and sustainable considerations. For more information, please scan the QR code.



Image provided by College of Design and Engineering, National University of Singapore

Pathways for mid-career professionals

Offered by the Singapore University of Social Sciences (SUSS) in partnership with BCA Academy, the part-time Bachelor of Building and Project Management (BBPM) programme equips students with multidisciplinary knowledge and practical skills for careers in the Built Environment, including quantity surveying. It provides an applied degree pathway for polytechnic and Institute of Technical Education (ITE) diploma graduates, in-career and mid-career professionals seeking to enter or advance within the Built Environment sector and the quantity surveying profession. The programme is accredited by the Pacific Association of Quantity Surveyors (PAQS), RICS and SISV. For more information about the programme, please scan the QR code.



Mid-career professionals with no prior quantity surveying qualification and experience who are interested in joining the profession can leverage the Career Conversion Programme for Built Environment Professionals (CCPBEP). Administered by the Singapore Contractors Association Ltd (SCAL) and supported by Skills and Workforce Development Agency (SWDA), CCPBEP provides a pathway for employers to place and train mid-career individuals through structured on-the-job training.



Publicity video campaigns

By showcasing the day-to-day work of a quantity surveyor across the entire project lifecycle, video campaigns provide authentic insights into the profession's evolving and multifaceted nature. Profiling real practitioners and the meaningful impact of their work helps raise public awareness and inspire more students and young professionals to consider joining the profession. To watch these videos, please scan the QR code on the right.



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Quantity surveying needs a new story for a new generation. Today's QS is no longer just about measuring quantities and managing costs — we are commercial strategists, digital innovators and trusted advisers shaping the value, sustainability and delivery of the built environment. If we want to attract the next generation, we must show young people that a career in QS gives them the opportunity not simply to work on great projects, but to influence the decisions that make great projects possible.



Sr Stanley Chang
Senior Associate
Rider Levett Bucknall
Consultancy Pte Ltd

RECOMMENDATIONS

3.1 Improve exposure and pathways

Through the Workgroup's engagement, stakeholders have given feedback that the awareness of the profession and its career opportunities remain relatively low. As such, the Workgroup has recommended ways to raise awareness and increase entry pathways for new entrants, including students and mid-career professionals with no prior quantity surveying qualification and experience.

1. Introduce new QS content in IHL programmes

While there are existing IHL programmes for students to develop quantity surveying-related competencies, the Workgroup recommends broadening students' exposure to quantity surveying content and creating more pathways into the profession.

Complementing existing programmes, NUS DBE has rolled out a new Contract Management and Cost Engineering specialisation under the Bachelor of Engineering (Infrastructure and Project Management) undergraduate programme. The specialisation is designed to provide students with a comprehensive understanding of financial, contractual and technical aspects of project delivery, to equip them for quantity surveying and broader commercial management roles within the BE sector.

To provide earlier exposure to quantity surveying at the polytechnic level, elective modules at the diploma level are being developed. This will enable students to gain exposure to the profession and make more informed decisions on their future education and career pathways.

2. Onboard QS firms on INSPIRE

In line with the Workgroup's recommendation to strengthen entry pathways into the quantity surveying profession, quantity surveying firms are encouraged to onboard the INSPIRE programme and extend participation to students from relevant degree programmes. Launched as part of the Taskforce for Architectural and Engineering Consultants in 2025, INSPIRE is an enhanced internship programme that aims to provide students with structured, meaningful industry experience while strengthening the pipeline of industry-ready talent. To strengthen the transition from education to professional practice, a pathway is being developed for eligible INSPIRE students to have a headstart in attaining Accredited Professional Quantity Surveyor (APQS) accreditation. Together, these will provide students with a clearer pathway into the profession, support their early professional development, and enable interns to benefit from higher starting salaries when they join participating firms full-time.



Dr Stephen Tay
Associate Professor
Department of the Built Environment,
National University of Singapore

As Singapore is never done building, there are current and future developments that require specialised skills in financial and contractual aspects of project management. To address this, the Bachelor of Engineering in Infrastructure and Project Management at the National University of Singapore equips aspiring talents with these skills through the Specialisation in Contract Management and Cost Engineering. This Specialisation was developed in close consultation with various stakeholders in the public and private sectors for our graduates to construct impactful contributions across the built environment.

3.2 Rebrand the 'Quantity Surveyor' title

The Workgroup recommends reviewing the professional title to better reflect the breadth and strategic role of quantity surveyors and to resonate more strongly with students and young professionals. Complemented by a refreshed branding strategy, this will reinforce the profession's contributions to project delivery and position it as an impactful and future-ready career. SISV is reviewing this.

3.3 Reposition QS roles and value-add, and improve awareness of career progression pathways

The Workgroup recommends strengthening outreach efforts to reposition the evolving roles and value-adds of quantity surveyors and raise awareness of career progression pathways. BCA and SISV are working with industry stakeholders to develop videos and social media content, featuring practising quantity surveyors, their contributions in shaping Singapore's landscape, and their career journeys, to inspire students and young professionals to consider a career as a quantity surveyor.

3.4 Give recognition

The Workgroup also recommends that both public and private sector clients to recognise exemplary contributions of quantity surveying firms. This can be done at annual dinners, on digital platforms or using other appropriate channels. Recognising those who have performed well not only affirms their professional achievements but also raises the prestige of the profession.



Mr Stephen Wong
Senior Vice President, Cost
Management, Southeast Asia
Asia Infrastructure Solutions
Singapore Pte Ltd

Quantity surveyors are fundamental to successful project delivery, providing the commercial leadership, cost stewardship and risk insights that transform project ambitions into successful outcomes.

As construction projects become more complex, greater recognition of the quantity surveying profession must be accompanied by earlier and more consistent engagement throughout the project lifecycle, strengthening decision-making, value creation and accountability.

Elevating the profile of quantity surveyors will help attract, develop and retain the next generation of talent required to meet the evolving needs of the built environment and support its future growth.

3.5 Develop a QS Playbook

To articulate the value proposition of quantity surveyors to different stakeholders, the Workgroup recommends developing a Quantity Surveying Playbook. To support this, SISV is developing tailored resources for students and clients. One version will help students better understand the career pathways and competencies required to succeed in the profession. The other will help clients better appreciate the profession's core and value-added services. Together, these resources will provide a consistent narrative of the roles, capabilities and value that quantity surveyors bring to the BE sector.



Ms Jane Ong
Director (Contracts and Procurement)
GuocoLand Singapore

Quantity surveying is one of the most versatile professions in the built environment. Whether serving in consultants, contractors, developers, or government agencies, quantity surveyors create value as strategists, commercial advisers, organisers, and trusted sources of truth throughout the project lifecycle. Known for their meticulous attention to detail and disciplined approach, they bring order to complexity and help drive successful project outcomes.

Beyond attracting new talent, the Workgroup also considered how to support the development and retention of in-service quantity surveying professionals. The Workgroup recommends raising professional standing and uplifting the capabilities of quantity surveyors through greater recognition and accreditation, while supporting career development and encouraging good workplace practices.

4.1 BE CARE Charter

The Workgroup recommends quantity surveying firms to adopt the Built Environment Culture of Appreciation, Respect and Empathy (BE CARE) Charter and encourage clients or project teams to adopt it for their projects.

A positive and supportive workplace environment is fundamental to building a resilient and sustainable quantity surveying profession. As the profession continues to evolve amidst increasing project complexity, attracting and retaining talent will depend not only on competitive remuneration but also on the overall employee experience. Professionals today increasingly value workplaces that provide opportunities for meaningful work, continuous learning, career progression and professional recognition. For firms, investing in a positive workplace culture is not merely a feel-good initiative, but a strategic enabler of growth and productivity.

The BE CARE Charter was one of the recommendations from the Taskforce for Architectural and Engineering Consultants. The Charter establishes a common workplace framework to guide firms and project teams in employing good principles centered on three pillars:



Once leadership commits to the Charter, firms and project teams would embed these principles into everyday interactions. Firms and project teams that invest in positive workplace cultures are better placed to attract quality talent, improve employee engagement and retain experienced professionals. Current and future professionals would also subsequently see a career in BE firms as attractive and rewarding. This people-centric approach to talent management supports the development of healthier, more inclusive and more engaged workplaces across the BE sector.

More information on the BE CARE Charter can be found by scanning the QR code.



4.2 Raise professional standing

Quantity surveyors play a key role in cost management, contract administration and governance to ensure successful project delivery. However, these responsibilities are not always recognised within industry practices or contractual frameworks. The Workgroup recommends formalising roles that quantity surveyors already undertake in standard construction contracts. This will formally recognise their role in project delivery and raise their professional standing.

BCA and REDAS are reviewing this.

Raise professional standing and uplift capabilities. Instill good HR practices.

Strengthen skills for existing professionals

The quality of the workforce is ultimately determined by the capabilities of the people on the ground. A highly competent workforce strengthens commercial governance, improves project outcomes and reinforces confidence among clients and industry stakeholders. Strengthening the competencies of existing professionals is therefore not only important for individual career development, but also for maintaining high standards of project delivery and commercial governance across the BE sector. To uplift the capabilities of in-service quantity surveyors and support their career development, the Workgroup recommends the following ways to strengthen professional development and progression.

4.3 Competency-based remuneration

To retain skilled quantity surveyors, the Workgroup recommends that quantity surveying firms adopt competency-based remuneration practices that recognise individuals' skills, experience and responsibilities rather than relying primarily on years of experience. To support this, SISV will facilitate the progressive implementation of competency-based remuneration in firms' human resource practices by developing salary range reference pegged to the different APQS tiers and engaging with member firms. Firms are also encouraged to periodically review salary ranges for entry-level and senior quantity surveyors to ensure they remain competitive and commensurate with professional competencies.

4.4 Accelerate the adoption of professional accreditation

To strengthen professional standards and provide clearer pathways for quantity surveyors to develop and demonstrate their competencies, the Workgroup recommends wider adoption of professional accreditation, such as the Accredited Professional Quantity Surveyor scheme. Accreditation provides a structured framework to assess an individual's knowledge, skills and experience, while providing service buyers with greater assurance of competencies of accredited professionals.



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Mr Khoo Sze Boon
Managing Director, Singapore
Turner & Townsend

Quantity surveyors and cost & contract managers play a vital role in the Built Environment sector. As stewards of the profession, QS firms have an important responsibility to nurture future talent through structured accreditation pathways, mentorship and practical project experience. Beyond developing technical competence, it is about instilling strong professional values and equipping the next generation to thrive in a dynamic and evolving industry. Ultimately, we are investing not only in the future of our profession, but also in the long-term success and sustainability of the Built Environment.

4.5 Job Redesign

The quantity surveying profession is well positioned to benefit from job redesign as digital technologies, automation and artificial intelligence are constantly reshaping the way work is carried out across the BE sector. Technologies present opportunities to automate repetitive and administrative tasks, allowing quantity surveyors to devote more time to higher-value work such as cost advisory and value engineering.

However, Job Redesign is not just about facilitating technology adoption. It is about reviewing and reimagining work processes, roles and capabilities to enhance productivity while creating higher-value roles. The Workgroup recommends quantity surveying firms embark on Job Redesign as part of their broader business transformation journey. Interested firms can tap on resources such as the Job Redesign Guidebook, which can be accessed by scanning the QR code.



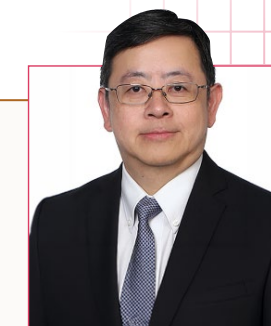
By redesigning jobs alongside investments in digitalisation and workforce development, firms can unlock greater productivity while creating more attractive and fulfilling careers. This will allow professionals to develop new competencies in areas such as digital cost management, data analytics and sustainability. In the longer term, technology adoption together with Job Redesign will support workforce resilience and improve talent attraction and retention by highlighting the quantity surveying profession as a future-ready career within Singapore's BE sector.

Case Study

Surbana Jurong has redesigned the quantity surveying role by automating repetitive post-contract processes and enhancing digital capabilities. With routine payment verification and claims validation supported by digital platforms, quantity surveyors are able to devote more time to cost advisory, stakeholder management, data-driven insights and early risk identification. The initiative is estimated to reallocate approximately 30% of role time towards higher-value activities.



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Mr Ho Kong Mo
Senior Executive Director
ThreeSixty Cost Management

Digital transformation, through the integration of AI and automation into the core functions of Quantity Surveyors in cost data collection, cost estimation, tender evaluation, progress payment assessment and variation valuation, will fundamentally change the role and relevance of the Quantity Surveying profession within the development process.

It is therefore imperative for Quantity Surveyors to develop new capabilities and nurture talent to take on a more strategic role in shaping and managing projects within an increasingly digital built environment.

Sustainable business models are essential to enable quantity surveying firms to invest in their people, capabilities and long-term growth. This, in turn, strengthens their ability to adopt new technologies, innovate and respond to evolving client needs. To this end, the Workgroup recommends that quantity surveying firms could offer higher value-added or multi-disciplinary services to remain competitive and sustainable to invest in human capital and further transformation.

5.1 Procure QS services separately

To enable quantity surveying firms to better differentiate and articulate their value-add to clients, the Workgroup recommends that service buyers consider procuring quantity surveying services separately from multi-disciplinary consultancy teams, where appropriate. This can better reflect the profession’s independent role in safeguarding clients’ commercial interests and enable clients to assess the firm’s expertise and value proposition on its own merits. This also allows quantity surveying firms to articulate their expertise and resources more directly and develop fee proposals that are better aligned with project requirements.

5.2 Value Articulation Framework

To provide quantity surveying firms and service buyers with a common understanding of the professional services required across different project typologies, the Workgroup recommends developing a Value Articulation Framework (VAF) for the profession, similar to frameworks developed for architectural and engineering consultancy services. SISV is developing the VAF which provides a comprehensive list of core and value-added services that quantity surveyors deliver at each stage of the project lifecycle, together with the corresponding professional resources required. This will support quantity surveying firms in developing fee proposals that are commensurate with the scope, complexity and resources required, while enabling service buyers to make more informed evaluations of submitted bids.



Sr Natalie Yong
Managing Director
LCH Quantity Surveying

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The Cost Intelligence Platform is an important step towards bringing together the industry’s collective cost knowledge and data in a more structured and meaningful way.

By bringing government, academia and industry together, we can develop a trusted source of cost intelligence that provides a more reliable basis for assessing costs and developing built-up rates, particularly where market rates may vary. Coupled with the APQS framework, this can provide a stronger basis for cost benchmarking and professional judgement, while strengthening transparency and auditability in cost assessment. It will also help the industry embrace AI and digitalisation.

For SISV, this is also an opportunity to lead the profession into the next phase of quantity surveying, where data and technology become an integral part of how we deliver value.



Sr Colin Kin
Central Management Committee
Chairman, President (QS)
Singapore Institute of Surveyors
and Valuers

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As quantity surveyors, we often see problematic motherhood consultancy clauses that require us to “provide all services, which are customarily performed in accordance with generally accepted QS practice, in Singapore”.

The SISV Value Articulation Framework (VAF) will assist Employers in defining the actual QS services required, to bring clarity on service boundaries, responsibilities, and optional add-ons.

Employers now have a standardised menu, to make informed decisions on required QS responsibility, and QSEs can now articulate the value-add we bring to a project.

This transparency of service scope ensures the appropriate allocation of resources, that expectations are aligned to fee, and under-compensation is avoided.

5.3 Clarify process for star rates assessment

While supplier quotations are commonly used to substantiate the reasonableness of star rate items, obtaining quotations for every assessment may not always be practicable. To streamline star rate assessments and reduce unnecessary administrative effort, the Workgroup recommends providing greater clarity on how cost reasonableness can be established, including the appropriate use of supplier quotations, market references and professional judgement. This will support more efficient assessments while maintaining appropriate cost governance. The relevant government agencies are reviewing this.

Strengthen viability of QS firms to support workforce development, technology adoption and drive productivity growth.

5.4 Leverage technology and AI adoption

Digital technologies and AI present significant opportunities to transform the quantity surveying practice. To improve productivity and enable quantity surveyors to focus on higher-value work, the Workgroup recommends greater adoption of digital technologies and AI. Achieving these productivity gains will require greater industry collaboration to standardise user requirements and digital workflows, and to raise awareness of how available digital and AI tools can be effectively adopted.

1. Standardise requirements and workflows

The Workgroup recommends that industry stakeholders work towards standardising data requirements and digital workflows for key quantity surveying tasks, including the use of common templates for payment claims and variation orders within a Common Data Environment (CDE). A common digital approach will improve the quality, consistency and accessibility of project data, enabling greater use of analytics and AI across the project lifecycle. It will also strengthen collaboration between project teams and support more productive and efficient delivery of quantity surveying services. To facilitate adoption, the Workgroup recommends piloting these standardised workflows and documenting best practices before scaling up industry-wide.

2. Raise awareness of available digital and AI tools

Digital and AI-enabled solutions are increasingly available to enhance quantity surveying workflows and improve productivity. To accelerate industry adoption, firms require greater visibility of the technologies available and their practical applications. To this end, SISV is developing a software review hub, providing members with a trusted platform to explore digital solutions and learn from peer experiences. The Workgroup also recommends that agencies, TACs and firms leverage industry events and digital platforms to showcase emerging technologies, promote good practices and increase awareness of solutions that address common quantity surveying pain points.

3. Develop AI-enabled cost intelligence platform for rates assessment

SISV is working with other TACs, IHLs, industry firms and government agencies to develop an AI-enabled cost intelligence platform to support more reliable cost assessments, particularly for star rate items. The platform will consolidate cost information from multiple sources and leverage AI-enabled analytics to support cost assessments, improve operational efficiency and strengthen productivity across the profession.



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Mr Ong Weng Wai
Contracts Director
Expand Construction

Digital tools for quantity surveying connects office cost management directly with work progress on the construction site. Instead of using paper and messy spreadsheets, real-time digital tools help teams make faster and more informed decisions and avoid costly mistakes between estimating and building. In the end, digital tools change quantity surveyors from desk-bound workers into strategic partners who help control budgets and improve project results.



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Ms Chang Yen Lin
Executive Director
AECOM Cost Consulting
and Project Management
(Singapore)

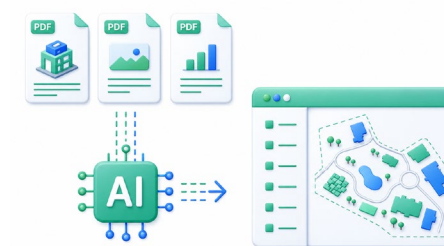
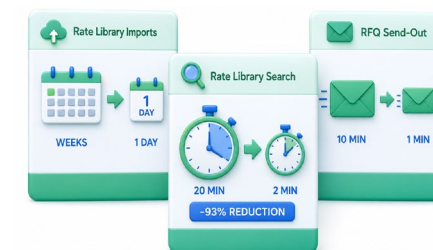
As Singapore faces ongoing manpower constraints, digital tools are essential for helping QS consultancy firms enhance productivity while maintaining high standards of service delivery. By automating routine and labour-intensive processes, firms can maximise the capabilities of their workforce, improve accuracy and efficiency, and deliver better project outcomes for clients. This empowers quantity surveying professionals to spend more time on value creation, stakeholder collaboration, and informed decision-making that drives meaningful business impact.

Case studies on technology adoption

Quantity surveyors in the construction industry face significant productivity challenges stemming from the volume and fragmentation of commercial information. Quantity surveyors spend considerable time searching through historical quotations, schedules of rates, contracts, specifications and previous tender documents, while commercial knowledge is often scattered across spreadsheets, folders and individual team members. Tender evaluations and contractor pre-qualification require extensive manual review across multiple documents, making the process time-consuming and difficult to standardise. Similarly, the review and management of variation orders (VO) — including checking VO breakdown costs against project Schedule of Rates (SORs) and extracting Star Rates from nested tables — are tasks that are typically laborious and prone to error when done manually. These pain points collectively limit knowledge reuse and hinder consistent commercial decision-making across projects.

Private Sector

LCH Quantity Surveying is embracing AI to enhance productivity. They have integrated AI into existing workflows, from retrieving historical rates and preparing RFQs, to comparing supplier quotations and supporting contractor pre-qualification and consolidating information for tender evaluations. This approach enables the team to work more efficiently, reduce time spent on repetitive processes and focus greater attention on areas where professional expertise and judgement create value. Early results have been significant, with rate library imports reduced from weeks to one day, rate library searches reduced to less than 30 minutes, and RFQ send out time reduced to a minute per email.



Public sector

JTC has actively embraced digitalisation and AI adoption to improve productivity, efficiency and governance across procurement and contract management functions. Key in-house solutions include **Evaluation Virtual Assistant (EVA)** for AI-assisted tender evaluation and **CostWise** for construction cost estimation and benchmarking. These tools automate repetitive tasks, improve consistency and accuracy, strengthen governance, and enable officers to focus on higher-value work. JTC has explored external AI solutions such as **Civils.ai** to support quantity surveying and contract administration functions, including variation order assessment and star rate verification. Collectively, these digital and AI initiatives have streamlined workflows, enhanced data accessibility and traceability, improved operational efficiency, and accelerated JTC's digital transformation journey.

Funding support available

Built Environment Productivity Solutions Grants (PSG)

Target group: Small and medium-sized enterprises (SMEs)

- Funding support of up to 50% of the qualifying costs
 - Grant cap of \$50,000 per firm over a 5-year period for pre-approved digital solutions; and
 - Grant cap of \$300,000 per firm over a 5-year period for pre-approved advanced equipment.



PSG



BETC

For more information on available funding support, please scan the QR codes.

Built Environment Technology and Capability (BETC) Grant

Target group: SMEs and non-SMEs

- Scope of support
 - Developing new enterprise capabilities
 - Increasing adoption of advanced technologies
 - Building manpower capabilities strategically
- Funding support up to
 - 70% for SMEs and 50% for non-SMEs (1 Apr 25 – 31 Mar 27); and
 - 50% for SMEs and 30% for non-SMEs (1 Apr 27 – 31 Mar 30)

EPILOGUE: ESTABLISHING A FORWARD TRAJECTORY

Over the course of the past few months, the Workgroup undertook a comprehensive review of the quantity surveying profession to understand key challenges affecting its long-term sustainability and competitiveness. Through engagements with industry partners, the Workgroup gathered diverse perspectives on the issues facing the profession and explored practical solutions to address them. These engagements culminated in the fourteen recommendations presented in this report, spanning talent attraction, professional development and business and industry transformation. While several initiatives are already underway, their successful implementation will require sustained commitment and collaboration across the BE ecosystem.

Moving forward, the quantity surveying profession is well positioned to seize the opportunities presented by digitalisation, including AI. Rather than diminishing the role of quantity surveyors, these technological advancements have the potential to elevate the profession by automating routine tasks and enabling quantity surveyors to focus on higher-value advisory. While the cost of investment may present challenges, the Workgroup encourages firms to embrace technology and continually explore more productive ways of working. This will not only strengthen firms' competitiveness but also create a more innovative and fulfilling career that attracts, develops and retains the next generation of talent. Equally important, clients and industry stakeholders must recognise and support the evolving role of quantity surveyors as trusted commercial advisers throughout the project lifecycle.

The Workgroup would like to emphasise that the recommendations enclosed in this report should not be viewed as standalone initiatives, but as part of a broader effort to strengthen the profession as a whole. Key outcomes are mutually reinforcing priorities that require collective ownership. Their successful implementation will depend on close partnerships across government agencies, TACs, IHLs, service buyers and firms. By working together, we can create an environment that enables quantity surveyors to thrive.

The Workgroup would like to express sincere appreciation to all members and industry stakeholders who generously contributed their time and insights. The Workgroup remains committed to working closely with the industry to advance the recommendations, monitor progress and support their implementation in the years ahead.



Developments on cover page (left to right):

New Science Center

QS consultancy services provided by Rider Levett Bucknall.
Image provided by Obayashi.

Guoco Midtown

QS consultancy services provided by AECOM Cost Consulting and
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