

## Annex A – Terms of Reference and Composition of the Action Team to Improve Built Environment Productivity

1. The Action Team to Improve Built Environment Productivity (“Action Team”) will study and develop measures to achieve greater savings in time, cost and manpower, drawing in a diverse range of perspectives from industry stakeholders across the Built Environment (BE) sector and value chain. It will focus on three key areas:
  - a. Drive enterprise transformation through the adoption of productive technologies and progressive practices;
  - b. Review our regulatory approach to reduce regulatory compliance burden, support innovation, and improve procurement and contracting practices; and
  - c. Support an enabling ecosystem by recommending measures that reap system-level synergies and address industry-wide challenges.
2. The Action Team’s Main Committee will be chaired by Mr Chee Hong Tat, Minister for National Development, together with Mr Alvin Tan, Minister of State for National Development and Trade and Industry, as the Deputy Chair. The Main Committee will comprise senior representatives from the both the private sector (i.e. developers, consultants, main contractors, subcontractors, facility managers), as well as public sector representatives.
3. The composition of the Main Committee is as follows:

<b>Action Team to Improve Built Environment (BE) Productivity Main Committee</b>	
Chairperson:	Mr Chee Hong Tat Minister for National Development
Deputy Chairperson:	Mr Alvin Tan Minister of State for National Development and Trade and Industry

**Members (in alphabetical order by surname)**

	Mr <u>Cham Dao Song</u> Deputy Secretary (Planning), Ministry of National Development
	Mr <u>Cheng Hsing Yao</u> Group Chief Executive Officer, GuocoLand Limited
	Mr <u>Roy Chiang</u> Chief Executive Officer, CBM
	Mr <u>Tony Chignard</u> Managing Director, Bachy Soletanche Singapore
	Mr <u>Galvin Chua</u> Managing Director, Beca
	Mr <u>Kenneth Er</u> Second Permanent Secretary (Manpower and Education)
	Mr <u>Khor Eng Leong</u> Managing Director, Shanghai Tunnel Engineering Co (Singapore) Pte Ltd
	Mr <u>Lee Kay Chai</u> President, Singapore Contractors Association Limited
	Mr <u>Loh Ngai Seng</u> Permanent Secretary (National Development)
	Mr <u>Ng Lang</u> Chief Executive Officer, Land Transport Authority
	Ms <u>Jacqueline Poh</u> Chief Executive Officer, JTC Corporation
	Mr <u>Seah Chee Huang</u> Chief Executive Officer, DP Architects Pte Ltd
	Mr <u>Shane Shi</u> Managing Director, HSC Pipeline Engineering Pte Ltd

	<p><b>Ms Naida Suprapto</b> General Manager (Singapore &amp; Malaysia), Mott MacDonald</p>
	<p><b>Mr Tan Meng Dui</b> Chief Executive Officer, Housing &amp; Development Board</p>
	<p><b>Mr Tan Swee Yiow</b> President, Real Estate Developers' Association of Singapore</p>
	<p><b>Mr Kelvin Wong</b> Chief Executive Officer, Building and Construction Authority</p>
	<p><b>Professor Yong Kwet Yew</b> Emeritus Professor of Civil &amp; Environmental Engineering, National University of Singapore</p>
	<p><b>Ms Natalie Yong</b> Managing Director, LCH Quantity Surveying Pte Ltd</p>
	<p><b>Mr Neil Yong</b> Deputy Chairman, Woh Hup (Pte) Ltd</p>

4. The Main Committee will be supported by two sub-committees.
  - a. The **Enterprise Transformation Sub-Committee** will be co-chaired by Mr Kelvin Wong, Chief Executive Officer, Building and Construction Authority, and Mr Neil Yong, Deputy Chairman of Woh Hup (Pte) Ltd. This sub-committee will focus on driving firm-level transformation and will identify opportunities to accelerate the adoption and scale-up of productive technologies and progressive methods that can achieve time, cost and manpower savings.
  - b. The **Ecosystem & Regulatory Review Sub-Committee** will be co-chaired by Mr Cham Dao Song, Deputy Secretary (Planning), Ministry of National Development, and Mr Khor Eng Leong, Managing Director of Shanghai Tunnel Engineering Co (Singapore) Pte Ltd. This sub-committee will focus on addressing system-level challenges/constraints, as well as driving system-level transformation. Its scope will include reducing regulatory compliance burden, improving procurement and contracting practices to

save time, cost and manpower, and driving collaborations to address industry-wide challenges.

5. The composition of the sub-committees is as follows:

<b>Enterprise Transformation Sub-Committee</b>	
Co-Chairs:	Mr Kelvin Wong Chief Executive Officer, Building and Construction Authority
	Mr Neil Yong Deputy Chairman, Woh Hup (Pte) Ltd
<b>Members (in alphabetical order by surname)</b>	
	Mr Patrick <u>Chia</u> Director, Obayashi Singapore
	Mr Michael <u>Chin</u> Country Leader (Singapore), Arup
	Mr Calvin <u>Chung</u> Assistant Chief Executive Officer, JTC Corporation
	Ms Natalie <u>Craig</u> Chief Executive Officer, Cushman & Wakefield
	Mr Von <u>Lee</u> Group Executive Chairman, Expand Group
	Ms <u>Ling Su Min</u> Chief Operating Officer, Surbana Jurong
	Mr Gallant <u>Tang</u> Group Chief Executive Officer, SingHaiyi Group
	Dr Johnny <u>Wong</u> Deputy Chief Executive Officer, Housing & Development Board
	Mr <u>Xu Xuping</u> Chairman and Chief Executive Officer, CTR Holdings

	Mr <u>Yee</u> Boon Cheow Deputy Chief Executive Officer, Land Transport Authority
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**Ecosystem & Regulatory Review Sub-Committee**

Co-Chairs:	Mr Cham Dao Song Deputy Secretary (Planning), Ministry of National Development
	Mr Khor Eng Leong Managing Director, Shanghai Tunnel Engineering Co (Singapore) Pte Ltd

**Members (in alphabetical order by surname)**

	Mr Dominic <u>Ang</u> Chairman, Active Fire Systems Pte Ltd
	Mr <u>Chan</u> Hiang Kiat Chief Executive Officer, KTC Group
	Mr Markus <u>Cheng</u> Senior Associate Partner, ADDP Architects LLP
	Mr Aaron <u>Foong</u> Senior Executive Director, KTP Consultants
	Mr Richard <u>Hoo</u> Deputy Chief Executive Officer, Urban Redevelopment Authority
	Mr <u>Seow</u> Seng Wei Chief Executive Officer, Teambuild Construction Group
	Mr Terence <u>Seow</u> Chief Executive Officer, Jurong Port
	Mr Colin <u>Tan</u> Executive Director, Gammon Construction Limited
	Mr <u>Tan</u> Li Sheng Divisional Director (Workplace Policy & Strategy), Minister of Manpower
	Mr Vincent <u>Tan</u> General Manager, Singapore Land Group Limited



	Mr <u>Tay Ter Long</u> Chief Government Procurement Officer, Ministry of Finance
	Mr Clement <u>Tseng</u> Deputy Chief Executive Officer, Building and Construction Authority