

Annex A: Productivity Solutions Grant to Assist SMEs in Adopting Digital Solutions and Robotics and Automation

The Productivity Solutions Grant (PSG) for the Built Environment (BE) sector supports SMEs to adopt pre-approved digital solutions¹ to improve their productivity. Since 2020, the PSG has supported more than 1,100 firms. For example, Novaars International adopted an AI-powered façade inspection system that achieved 30% savings in manpower and time.

2 The new Productivity Solutions Grant (PSG) tranche will be available from 1 April 2026 to 31 March 2031, and will:

- a. Expand support to advanced equipment such as Robotics and Automation (R&A)² which have shown encouraging productivity gains; and
- b. Include more pre-approved digital solutions in advanced focus areas such as digital contract management and coordinated regulatory approvals, further supporting SMEs in advancing their digital capabilities.
- c. Raise grant caps to enable longer-term solution adoption of both digital solutions and advanced equipment.

3 The PSG will now provide co-funding of up to 50% of qualifying costs for:

- a. Pre-approved digital solutions, with an increased grant cap from \$30,000 per firm over three (3) years to \$50,000 per firm over five (5) years; and
- b. Pre-approved advanced equipment with a new grant cap of \$300,000 per firm over five (5) years recognising the higher upfront investment typically required, enabling SMEs to make more substantial and productivity-enhancing investments.

4 SMEs that have previously benefitted from previous PSG tranches are allowed to apply again³. SMEs may also submit multiple applications throughout the 5-year period, subject to the grant caps.

5 Applicants must meet all the following eligibility criteria at the point of application:

- i. Be a registered business in Singapore;
- ii. Have at least 30% local shareholding; and company's group annual sales turnover of not more than \$100 million or staff strength of not more than 200 employees;
- iii. Have primary and/or secondary business activity in Built Environment sub-sectors according to the Singapore Standard Industrial Classification Code (SSIC)

6 More information on the PSG can be found on go.gov.sg/bca-psg.

¹ Such as 3D Modelling, Immersive Visualisation and Analysis, Quantity Surveying and Valuation, and e-Permit-to-Work, etc.

² Such as remote-controlled machineries, inspection and imaging equipment, painting robots, concrete levelling robots, tile grouting robots, material transporters etc.

³ Each firm may not apply for the same solution more than once (including any solutions supported under the previous tranche of PSG for the Built Environment).

Annex B: Collaborative Contracting

Collaborative contracting is a project delivery approach that encourages early issue resolution and support better project outcomes through shared responsibility and transparency.

2 To encourage wider adoption of collaborative contracting, BCA has introduced and supported collaborative contracting approaches across different project types:

1. Collaborative Contracting for Construction Projects

Public Sector Standard Conditions of Contract (PSSCOC) Option Module

- a. The “Option Module” is a set of collaborative clauses that has been developed for use with the **Public Sector Standard Conditions of Contract (PSSCOC)** to encourage greater collaboration and mutual trust between stakeholders. A case in point would be **Ministry of Health’s Punggol Field Nursing Home** project which adopted the collaborative Option Module. All project parties, including contractor firm Zheng Keng Engineering & Construction, demonstrated strong collaborative spirit, early risk identification and clear response timelines, enabling the project to be completed ahead of schedule.
- b. Survey findings from the ongoing pilot projects had shown that adopting collaborative contracting has been effective in improving mutual trust, delivering better project outcomes and achieving higher satisfaction levels amongst the project parties. Notably, all the survey respondents indicated they would adopt the Option Module again for future public sector projects.

NEC4 Contract

- a. NEC4 contract, an international collaborative contract form, has been adopted in overseas jurisdictions with demonstrated success in project delivery. The NEC4 contract has been adapted for use with more complex projects locally.
- b. It offers potential benefits such as:
 - i. Time and cost control: effective time and cost management, helping developers to better control project schedules and budgets.
 - ii. Better risk management: Structured mechanisms encouraging early identification of issues enabling project parties to jointly address and mitigate potential risks, thereby reducing downstream impact on project outcomes.

- iii. Efficient project management: Clear communication processes such as defined response timelines and a collaborative problem-solving approach help streamline decision-making, reduce delays and support earlier project completion.
- c. Compared to conventional lump-sum contracts, NEC4 contract also provides a target cost option which allows project parties to share cost savings or overruns when they occur, and this encourages collective problem solving for more productive outcomes.
- d. **JTC** recently awarded a NEC4 contract for infrastructure works at **Jurong Innovation District CleanTech Park** in October 2025. This contract, awarded to Eng Lam Contractors represents a significant milestone as Singapore's **first project to adopt the target cost approach**.
- e. Ms Jacqueline Poh, CEO of JTC Corporation said, "JTC's adoption of NEC4 strengthens teamwork through digital transformation and cross-team collaboration. The contract's cost and risk management mechanisms foster trust and cooperation between JTC and contractors and will help deliver the project on time and within budget."

2. Collaborative Contracting for Facilities Management (FM)

- a. Beyond construction services, collaborative contracting can also benefit the FM sector.
- b. The NEC4 Facilities Management Contract (FMC) clearly spells out structured service processes and the roles of the various stakeholders to guide how work is planned, executed, and monitored. These make it easier to track progress, control costs, manage risks, and link performance to payment, encouraging collaboration and shared responsibility, leading to higher service standards for service buyers. These are important as more FM contracts move towards longer-term contracts.
- c. In November 2025, BCA awarded the first NEC4 FMC in the region to C & W Services (S) Pte Ltd, using the BCA Braddell Campus as a pilot. Since then, C & W has undertaken efforts to implement more collaborative approaches with its subcontractors, marking a shift from traditional client-service provider relationships to achieve win-win results.

Annex C: BCA Partners with Project Management Institute (PMI) – International Best Practices in Project Management

BCA is partnering with the Project Management Institute (PMI)⁴ to launch an enhanced Project Management competency framework in the second half of 2026 to keep pace with the evolving needs of the industry. The enhanced framework will build on the existing accreditation scheme by the Society of Project Managers Singapore⁵, to provide project managers with more structured training and credentials that are recognised both locally and internationally. Firms will also benefit from project managers who will be equipped to deliver safer and better quality projects on schedule and within budget.

2 Through this partnership, the parties will also explore how PMI credentials, including PMI-Construction Professional (PMI-CP™)⁶ competencies (such as global best practices in stakeholders, contract and risk management), can be harmonised and integrated into programmes curated by BCA Academy to better align with international best practices.

⁴ More information on Project Management Institute (PMI) is here: <https://www.pmi.org.sg/>

⁵ More information on Society of Project Managers Singapore (SPM) is here: <https://sprojm.org.sg/>

⁶ More information on PMI-Construction Professional (PMI-CP™) is here: <https://www.pmi.org/certifications/construction>

Annex D: Built Environment Culture of Appreciation, Respect, and Empathy (BE CARE) Charter Update

Arising from the recommendations laid out by the Taskforce for Architectural and Engineering Consultants⁷, 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. This seeks to build a culture of appreciation, respect and empathy, to raise the standing and morale of BE professionals.

2 The Charter consists of three key pillars: (i) Openness and Respect, (ii) Smart Meetings and Communications, and (iii) Respecting Rest Periods. Together, these pillars guide project stakeholders to build stronger project partnerships and ensure stakeholders' wellbeing.

3 Over 47 firms, including 14 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 information⁸.

BE CARE at Work: GuocoLand

4 GuocoLand is one of the early adopters of the BE CARE Charter, having implemented it in their Springleaf Residence project. GuocoLand held a partnering workshop with its project partners to establish principles and values that guide how the various parties would interact throughout the project. Some of these principles included planning meetings with appropriate notice and clear agendas, as well as encouraging staff to raise concerns via dedicated feedback channels. These improved the culture and working environment between project parties.

5 Given the good outcomes, GuocoLand will be adopting the charter for more of its upcoming projects. It will also introduce an award programme in 2026 to recognise consultants that demonstrate technical excellence, innovation and high-quality delivery. GuocoLand believes that this will attract quality consultants to partner with it and further drive project excellence.

⁷More on the Taskforce for Architectural and Engineering Consultants is here:

<https://www1.bca.gov.sg/buildsg/manpower/taskforce-for-architectural-and-engineering-consultants>

⁸ 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>

6 Ms Jane Ong, Contracts & Procurement Director of GuocoLand said, “At GuocoLand, we believe that our consultants are important partners and cultivating strong relationships with them is integral to the success of our developments. Implementing the BE CARE Charter will help us take further steps toward strengthening workplace culture at our sites. Having seen results at our Springleaf Residence site, we will scale this initiative across all our new projects, including Faber Residence and River Modern. In addition, we hope that our newly introduced partner recognition programme – the GuocoLand Exemplary Performance Awards – will provide our consultants who consistently demonstrate technical excellence, innovation and high-quality delivery with the acknowledgment and encouragement that they deserve.”

7 Ortus Design Pte Ltd, GuocoLand’s landscape consultant for Springleaf Residence, highlighted that the BE CARE charter was instrumental in laying out shared values and aligning all project parties. This alignment enabled the team to work seamlessly, ensuring efficiency, clarity, and collaboration throughout the process. Meetings were structured with clear agendas circulated in advance, allowing focused discussions and timely conclusions. Sub-consultants, such as landscape specialists, benefited from dedicated time slots, minimising unnecessary attendance. Regular reviews of contractual scopes reinforced shared understanding and prevented disputes, while the adoption of Autodesk’s digital platform enhanced transparency and coordination in document management. Complementing these efforts, site meetings were held in safe, well-organised environments with clean amenities and sheltered access, creating a productive and respectful setting for all stakeholders—true to the spirit of the BE CARE charter.

Annex E: Extending Listing Validity of Public Sector Panels of Consultants (PSPC) From One Year to Three Years

The Public Sector Panels of Consultants (PSPC)⁹, administered by the Building and Construction Authority (BCA), is the listing of consultancy firms which are eligible to tender for public sector consultancy services. PSPC lists firms offering services across five key disciplines: Architectural, Civil & Structural, Mechanical & Electrical, Quantity Surveying, and Project Management. Each discipline is subdivided into four panels with respective tendering limits¹⁰.

2 To be listed on PSPC, firms must apply and meet specific qualifying criteria to demonstrate that they possess the necessary resources and track record in providing consultancy services for the corresponding project tender limits. Currently, firms are required to renew their registration annually to maintain their listing.

3 As part of MND/BCA's efforts to streamline rules and processes to help businesses save time, cost and manpower, starting from 1 June 2026, the validity of PSPC listings will be extended from one year to three years. Firms which submit applications from this date will be listed for three years¹¹. By reducing the frequency of application submissions, firms can save time and costs, and at the same plan and manage their business activities with more flexibility and certainty.

⁹ For more details about the Public Sector Panels of Consultants (PSPC), please visit:

<https://www1.bca.gov.sg/procurement/pre-tender-stage/public-sector-panels-of-consultants-pspc>

¹⁰ More information on Public Sector Panels of Consultants (PSPC) tendering limits :

<https://www1.bca.gov.sg/procurement/pre-tender-stage/public-sector-panels-of-consultants-pspc/pspc-tendering-limits>

¹¹ Validity is subject to conditions of listing: https://www1.bca.gov.sg/docs/default-source/docs-corp-procurement/pspc-terms.pdf?sfvrsn=9a89b804_16