Annex

Mr Kelvin Wong

Mr Kelvin Wong is a Glaxo-Economic Development Board (EDB) scholar who graduated from Imperial College, University of London with a Masters in Communications and Signal Processing and a First Class Honours in Electrical and Electronics Engineering in 1996.

2 Mr Wong was appointed as the Chief Executive Officer (CEO) of the Building and Construction Authority (BCA) on 2 November 2020. He played an instrumental role in the Built Environment sector's recovery from the COVID-19 pandemic during this crucial period. He led comprehensive efforts across multiple stakeholders such as industry leaders, Trade Association and Chambers (TACs) and government agencies to swiftly introduce the $1.3 billion Construction Support Package, extension of time and cost-sharing for the sector under the COVID-19 (Temporary Measures) Act (COTMA) and implement safe management measures. Under his leadership, BCA was able to address severe manpower and financial challenges in the sector and support the safe restart of construction for important infrastructure and building projects.

3 During his tenure, Mr Wong oversaw forward-looking policy changes in the areas of safety, sustainability and liveability. As buildings and construction continue to grow in complexity, scale and technological sophistication, BCA introduced firm-based regimes in the areas of structural supervision as well as lift and escalator certification to develop broad-based competencies, build a sustainable manpower pipeline and enhance coordination across multiple parties. The Mandatory Energy Improvement

regime was also introduced to improve the energy performance of existing buildings, reduce operational costs and contribute to Singapore's commitment to achieve net-zero carbon emissions by 2050. Mr Wong oversaw the review of Code on Accessibility in the Built Environment, which included enhanced provisions for different users while introducing greater design flexibility. These changes help secure long-term improvements and benefits within our physical environment, while balancing the diverse needs of Singaporeans and the sector.

4 As CEO of BCA, Mr Wong led significant strides in industry transformation, with a strong focus on innovation, technology adoption and productivity improvement, underpinned by collaborative practices and positive long-term outcomes across stakeholders. BCA introduced the Growth and Transformation Scheme to support strategic alliances and capability development across the value-chain and continued to support individual enterprises through the Built Environment Technology and Capability Grant (BETC). BCA also led the adoption of productive technology and progressive practices, including greater adoption of Robotics and Automation (R&A), collaborative contracts, as well as manpower and talent development within the sector. The innovation ecosystem grew significantly, with new networks built across our firms, solution providers, start-ups, government agencies and research institutions. Mr Wong also oversaw the launch of key projects such as CORENET X and the first Integrated Construction Park at Jurong Port.

5 During his leadership, Mr Wong refreshed BCA's vision, mission and values and brand identity. He also strengthened BCA's employer value proposition through strong emphasis on leadership, career development and culture. BCA was recently recognised as one of the top 300 organisations in the Singapore Opportunity Index.

6 Prior to his appointment at BCA, Mr Wong enjoyed a successful career at EDB. He took on leadership appointments in different business clusters such as logistics, supply chain and connectivity, urban solutions and professional services as well as corporate strategy, policy and planning and human capital development, delivering strong economic outcomes for Singapore's businesses and workforce.

Mr Derek Tan

Mr Derek Tan is an HDB scholar and graduated with a Bachelor of Science in Accounting & Finance from the London School of Economics & Political Science (LSE) in 1999. He pursued postgraduate studies at the LSE and Columbia University, graduating with a double Master's degree in Public Administration and Management in 2007 and 2008 respectively.

2 Mr Tan has served in the public service for close to 27 years, having started his career in HDB in 1999. He has accumulated extensive experience across various portfolios in HDB and MND, spanning corporate communications, research studies, enterprise risk management, as well as housing policy review and formulation.

3 From June 2017 to July 2022, Mr Tan served as HDB's Group Director, Housing Management, where he led large-scale operations and over 2,000 staff. During this period, he led significant operational changes focused on service delivery, operational efficiency and people development, while reducing bureaucratic processes and reliance on manpower. He maintained close engagement with staff, and employee engagement levels remained above 85% throughout this period. When the impact of COVID-19 significantly disrupted frontline service operations, Mr Tan led the Housing Management Group to effectively address multiple challenges, revamping processes and procedures to minimise service disruptions and maintain high service standards.

4 As Group Director (Special Duties) in LTA from July 2022 and subsequently founding CEO of its subsidiary EVe (EV-electric Charging Pte Ltd) in December 2022, an appointment he held until June 2024, Mr Tan was focused and driven by a clear vision. He adopted a hands-on approach, personally hiring all EVe staff, and ensuring that the EV Charging Operators delivered their work to the required standards. Under his leadership, EVe achieved all key targets on time, well within budget, and without any audit observations.

5 Mr Tan assumed his current Chief Infrastructure Planning Officer (CIPO) role at MND in 2024. He established strong networks across the Infrastructure &

Environment (I&E) sector and embarked on transforming the complex underground utility space. The role required systems-level planning, careful management of trade-offs across I&E agencies, and alignment of diverse interests towards the common objective of ensuring that infrastructure development in land scarce Singapore is not unduly hindered or delayed. Mr Tan later assumed the Executive Director/Planning role in Dec 2025 where he helped to better drive and coordinate the pro-enterprise work areas and inter-agency infrastructure coordination across MND.

6 From leading large-scale operations to serving as a founding CEO, Mr Tan is a hands-on yet people-oriented leader who consistently works closely with teams and stakeholders to deliver strong outcomes. He brings relevant experience across housing, transport, and infrastructure sectors, and has demonstrated the resolve to uphold high standards and accountability as a regulator, while maintaining a pro-enterprise mindset to advance Singapore's built environment sector towards greater sustainability and higher productivity.

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