

## **ANNEX A: Encouraging Progress in Implementation of Taskforce for Architectural and Engineering Consultants' Recommendations**

1 With the collective efforts of various BE sector stakeholders, encouraging progress has been made since the Taskforce for Architectural and Engineering Consultants launched its recommendations in September 2025.<sup>1</sup>

### **Strong industry support for the INSPIRE Internship Programme**

2 The INSPIRE internship programme attracts and supports students to pursue BE careers by providing them with enriching positive internship experiences that improve their employment prospects. In recognition of the interns' improved readiness to contribute to the workplace, participating firms will recognise the internship period as relevant work experience and offer higher starting salaries to returning interns upon graduation.

3 Additionally, relevant pre-graduation internships will also be recognised by the Professional Engineers Board (PEB) and Board of Architects (BOA) as qualifying practical experience towards professional registration later this year.

4 Key differences between current internships in the sector and the INSPIRE programme are as follow:

<b>Current Internships</b>	<b>INSPIRE Internships</b>
Internship period of approximately 20 weeks	Internship period is minimally 30 weeks. The internship is also structured to help interns develop key technical and soft skills. These can be done over multiple stints with the same firm, without delaying graduation timelines

<sup>1</sup> The Taskforce was co-chaired by Ms Indranee Rajah, Second Minister for Finance and National Development, and Mr Chaly Mah, Chairman of SJ Group, and comprised industry representatives. The Taskforce aimed to ensure Singapore maintains a robust pipeline of skilled BE professionals and capable firms to deliver the nation's infrastructure needs. Please refer to [go.gov.sg/bca-aetaskforce-fullreport](https://go.gov.sg/bca-aetaskforce-fullreport) for the Taskforce's recommendations.

Current Internships	INSPIRE Internships
Supervisors are assigned to interns to guide them on technical areas of their work	Dedicated mentors will guide interns and provide advice in areas, such as career development and excelling in the workplace
Internship allowance based on market rates, approximately \$1,000 to \$1,500	Higher internship allowance of at least \$1,500
Starting salaries based on market rates  <i>Gross monthly median salary for fresh graduates in the BE course cluster in 2024 was \$4,100.<sup>2</sup></i>	Higher starting salaries that are above market rate upon joining their internship firm after graduation

5 Since the INSPIRE programme was announced in September 2025, more firms have committed to host the programme. Furthermore, SJ Group has already onboarded the first batch of 6 interns, who have started their internships since January 2026.

6 The current committed firms are as follow:

ADDP Architects LLP	Gensler Singapore Pte Ltd
Aedas Pte Ltd	KTC Civil Engineering &
AECOM Singapore Pte Ltd	Construction Pte Ltd
Arup Singapore Pte Ltd	KTP Consultants Pte Ltd
Bachy Soletanche Singapore Pte. Ltd	Kyoob Architects Pte Ltd
Beca Carter Hollings & Ferner (S.E Asia) Pte Ltd	Ong&Ong Pte Ltd
CPG Corporation Pte Ltd	P&T Consultants Pte Ltd
DCA Architects Pte Ltd	PH Consulting Pte Ltd
DP Architects Pte Ltd	SAA Architects Pte Ltd
DP Engineers Pte Ltd	SCDA Architects Pte Ltd
ECAS Consultants Pte Ltd	SJ Group
	WOHA Architects Pte Ltd

<sup>2</sup>[moe.gov.sg/api/media/8530b7c4-a38b-417b-89eb-e859347ded27/Joint-Web-Publication-GES-6-AUs.pdf](https://moe.gov.sg/api/media/8530b7c4-a38b-417b-89eb-e859347ded27/Joint-Web-Publication-GES-6-AUs.pdf)

7 Students interested to find out more about the INSPIRE programme may do so through the BuildSG microsite [webpage](#). Interested firms can register their interests through this [form](#).

### **Continued focus on fair and quality-based procurement**

8 To ensure that firms have the necessary resources to invest in human capital and transformation, the Taskforce recommended both public and private sector service buyers to further emphasise quality-based procurement methods and review contractual clauses to enable a more equitable distribution of risks between service buyers and consultants.

9 Since then, the Government has expanded the Reduced Fee Score pilot<sup>3</sup> to cover all public sector Quality-Fee Method (QFM) tenders with an estimated construction cost of up to \$100 million, starting from December 2025. This is expected to further disadvantage bids that are unsustainably low to disincentivise fee-diving, and create a more sustainable bidding environment that encourages firms to focus on delivering quality and value.

10 In addition, the Government has made the Limitation of Liability clause in the Standard Consultancy Agreement (SCA) mandatory to enable more equitable distribution of risks between service buyers and consultants. This also makes consultants' professional liabilities more insurable. Private developers are likewise considering similar moves. For example, CapitaLand Development Pte Ltd has implemented a cap on the consultants' liability in their agreement. BCA will continue to engage other private developers to promote fairer risk allocation between project parties.

### **Clear resolve to improve workplace well-being**

11 Arising from the recommendations laid out by the Taskforce for Architectural and Engineering Consultants,<sup>4</sup> the Built Environment Culture of Appreciation, Respect

---

<sup>3</sup> In March 2024, BCA piloted the "Reduced Fee Score" approach for all Quality Fee Method (QFM) tenders with estimated construction cost of \$50 million and below. It aimed to promote sustainable fees in public sector consultancy tenders and give stronger assurance to the industry to submit higher quality proposals.

<sup>4</sup> More on the Taskforce for Architectural and Engineering Consultants here: <https://www1.bca.gov.sg/buildsg/manpower/taskforce-for-architectural-and-engineering-consultants>

and Empathy (BE CARE) Charter spells out best practices that project teams or firms can adopt when interacting with colleagues and other project parties. The Charter consists of three key pillars: (a) Openness and Respect, (b) Smart Meetings and Communications, and (c) Respecting Rest Periods. Together, these pillars guide project stakeholders to build stronger project partnerships and ensure stakeholders' well-being.

12 Over 50 firms and 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 information.<sup>5</sup>

13 An example of such a firm is Arup Singapore. They exemplify the BE CARE spirit by creating what they call a "humane organisation". Aligned with the key pillars of the BE CARE Charter, Arup cultivates strong workplace culture and positive environments with their behaviour charter striving to ensure equity, care, and kindness for all.

14 Some examples of how Arup implemented the BE CARE Charter include promoting a culture where people feel safe to speak up and raise concerns. Arup has also put in place frameworks for staff to escalate issues or seek support from the leadership and HR team. Anonymous hotline and whistleblower channels are also made available. For project meetings, Arup practises smart communication by planning clear meeting agenda and involving only relevant participants. Their staff also respect one another's rest periods by scheduling after-hours emails and having structured handovers before leave days. While simple, these practices create a culture that support project members' wellbeing.

## **Other encouraging developments**

---

<sup>5</sup> 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>

15 Beyond the above, the BE consultancy sector has also made progress on the following fronts.

16 BE consultancy firms continued to press on with transformation efforts by leveraging emerging technologies, such as Artificial Intelligence (AI). For example, DP Architects has founded a technology startup, Spatial Intelligence for Design (SID), which focuses on developing AI technology solutions for the industry.

17 BE Trade Associations and Chambers (TACs) are also strengthening their capabilities in critical areas to better uplift the entire BE consultancy sector.

- a. To strengthen human capital practices, the Singapore Institute of Architects (SIA) will be developing an employment resource guide – 'Employee Life Cycle' courseware and workshops for SIA member firms. The courseware and workshops will equip Human Resource officers with the skills to better define job roles and chart career progression pathways across the firm. This will enable firms to attract suitable talent and better craft employment contracts, as well as support employees in their career development.
- b. To drive technology adoption and improve efficiencies, the Association of Consulting Engineers Singapore (ACES) is developing a Mechanical and Electrical Engineering Digital Design Automation Platform (DDAP) to assist firms in drafting preliminary Mechanical, Electrical and Plumbing (MEP) designs more efficiently. This platform will launch in phases starting later this year for engineers to trial.