

BUILD NEWS

BY SIBL | JUNE 2021

**GEARING UP FOR THE
ROARING 2020s**

**THE ROLE OF
QUANTITY
SURVEYORS IN
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GEARING UP FOR THE ROARING 2020s

After a pandemic that swept the world had abated, the world experienced a massive era of growth – the Roaring 1920s. Now, a century later, the global construction industry needs to gear up for a new roaring decade.

The industry needs to change to meet the new opportunities and challenges ahead. At least initially, manpower and raw materials availability will remain constrained, clashing into pent up demand and governments wanting to spend on infrastructure.

Despite current pandemic uncertainties, BCI Forecaster in April 2021, projected a 21% increase in new construction for the year ahead in Malaysia and 47% for the Philippines. In Hong Kong, the report noted that “government spending has been approved [and as a result] the annual total construction output will increase to around HK\$300 billion (US\$38.6 billion) in the coming years”. In May, the Singapore government passed a bill to raise S\$90 billion (US\$67.9 billion) in bonds to fund new infrastructure. The solution isn’t to work harder; the solution, now more than ever, is to work smarter and with greater efficiency.

A June 2020 McKinsey report, “The next normal in construction: How disruption is reshaping the world’s largest ecosystem”, saw that “digital technologies can enable better collaboration, greater control of the value chain, and a shift toward more data-driven decision making. These innovations will change the way companies approach operations, design, and construction as well as engage with partners. ...Using digital tools can significantly improve on-site collaboration. And digital channels are spreading to construction, with the potential to transform interactions for buying and selling goods across the value chain.”

Nearly two-thirds of respondents for the report believe that the COVID-19 crisis will accelerate industry transformation, and half have already raised investment in line with the shifts. “The full transformation of the construction industry could take decades, but the process has already begun. Our survey shows that industry leaders largely agree that the shifts outlined in this report are likely to occur at scale within the next five to ten years and that the COVID-19 crisis will accelerate shifts.”

GEARING UP FOR THE ROARING 2020s

While these digital tools address specific needs well, they tend to operate as single-point solutions that silo their information within their own systems. This often results in disjointed systems, which hinder collaboration and prevent companies from gaining a true, comprehensive picture of their projects and making the whole project management process more cumbersome.

What businesses need is a technology that is simple to use, scalable, and built for purpose – technology that operates more like a complete platform for project management. With centralised data, standardised processes and streamlined workflows, all-in-one solutions lead to enhanced communication and greater consistency between project teams and clients. Projects progress more efficiently, productivity dramatically improves, and costs are reduced.

Companies that have adopted such a solution include Ananda Development, based in Bangkok, Thailand. The company has been able to boost efficiency by 25% and has seen its market share surge from 5% in 2007 to 26% in 2019. “It's little quality-of-life things that honestly make the difference. It's an enhancement for our ecosystem and our partners. We provide this platform, and it enables them to work more effectively,” said Alan Landau, Head of Technology Innovation.

Visit <https://proco.re/2Si223M> to find out more about how to digitise your construction projects, for the decade to come.

Digitise your construction by connecting the site and office.

Manage your projects, resources, and financials on one open, easy-to-use platform—designed for how you actually build. With every stakeholder working off the most up-to-date information, Procore helps you cut back on rework and concentrate on the real work.

20+

The majority of Procore customers report that their project staff save 20+ hours per month.

90%

90% say their client satisfaction has increased since using Procore.

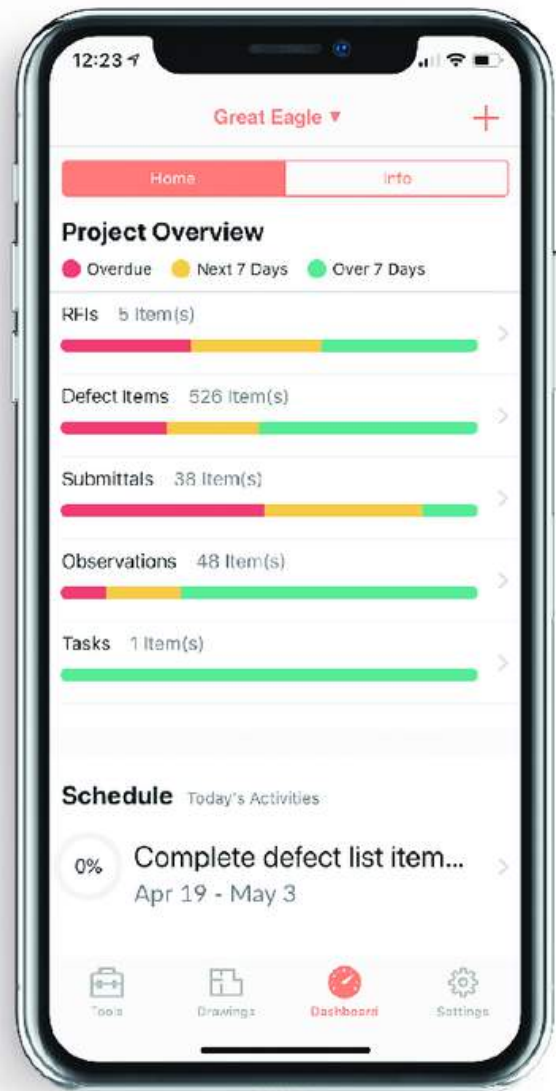
92%

92% say their company is more protected against claims due to the data tracked by Procore.

**We have one measure of success—
your success.**

"Procore solves two major global business challenges for Great Eagle. First, it is a centralised cloud-based information platform for all of our project information. Secondly, it's a significant contributor to improved efficiency and productivity outcomes when processing approvals and closing out projects."

Simon Baxter
Managing Director, The Great Eagle
Development and Project Management Limited



PROCORE



THE ROLE OF QUANTITY SURVEYORS IN SUSTAINABLE CONSTRUCTION

Singapore is in the focus of a green future. With the Singapore Green Plan 2030, the country is aiming to create a green revolution. The built environment is one of the major areas that are in the focus of the sustainable future. What is the role of Quantity Surveyors in sustainable construction? Is the role of the Quantity surveyor just for quantity takeoff of the projects? Beyond the quantity takeoff and estimations, Quantity Surveyors can play a bigger role in construction projects, including sustainable construction.

Global warming and changes in climate made construction professionals rethink the way they design buildings and infrastructure. The increased need for sustainable construction where the focus is on zero wastage, reduced carbon emissions, and green material utilization opens a bigger role for Quantity Surveyors than just sourcing material suppliers that complies with the project specification. Quantity Surveyors must ensure the cost-effective strategies in new development projects to align with sustainability.



THE ROLE OF QUANTITY SURVEYORS IN SUSTAINABLE CONSTRUCTION

How does a Quantity Surveyor promote sustainability in their construction projects?

Traditionally, a quantity surveyor's role includes cost management and contract administration of projects. This role expands from the inception stage to the completion stage. However, most of the time, due to the increased workload in a short period together with short-term deadlines, most quantity surveyors pay attention to their project contract and budget only. Due to the increased demand and necessity for sustainable construction, a quantity surveyor should focus on sustainable procurement and material sourcing where possible. These sustainable strategies should align with value management and even with consideration of the lifecycle of the building.

Starting from the inception stage, Quantity Surveyor works with other professionals, including architects and engineers for the project. A quantity surveyor can utilize this stage to provide preliminary cost advice that includes sustainable solutions with alternative materials that achieve sustainability together with cost savings. The cost savings can be even long term, and it should focus on each stage of the building lifecycle.



THE ROLE OF QUANTITY SURVEYORS IN SUSTAINABLE CONSTRUCTION

The procurement stage is where Quantity Surveyors play a major role in cost management. In this stage, it is wise to use sustainable strategies to achieve the green goals. Quantity Surveyors can actively collaborate with others in the project team to implement sustainable procurement strategies which include, sourcing green materials, maintaining corporate social responsibility, reducing the impact of hazardous substances, encouraging innovation in the supply chain, and looking for more efficient and effective ways of using natural resources. In each of these steps, there is a major role that Quantity Surveyors can play.

To achieve sustainable construction goals, Quantity Surveyors need to pay attention to life cycle costing and sustainable strategies throughout all the stages of the project. By doing so, QS can provide cost advice based on sustainability and green construction, to select the most cost-effective options without compromising the quality and value.

Challenges faced by Quantity Surveyors

Although the Quantity Surveyor's role is important in a sustainable built environment, there are challenges as well.

Some of the challenges in the industry include a lack of awareness of sustainable construction and social responsibility. While most of the Quantity Surveyors upgrade themselves with sustainability and green building requirements, others need to focus on the changes in the industry.

By understanding the concepts of sustainability and by upgrading themselves with relevant skills, Quantity Surveyors can play a major role in sustainable construction.

Amila Gamage is an Engineer and Quantity Surveyor with over 17 years in the construction industry specializing in contract administration. Her experience expands from high-rise building projects to civil engineering projects, where she has demonstrated her capability in contract management and tendering. She is the founder and contracts manager at Sihela Consultants, where she offers quantity surveying services, consultancy, and training solutions for her clients in Singapore and around the world, including the US, Australia, and New Zealand. As an ACLP certified trainer and a lecturer for various educational institutes and organizations in Singapore, India, and Sri Lanka, she helps learners to gain industry knowledge on relevant topics, including Facilities Management and Contract Administration.



Accrediting Green Building Professionals

The SGBC Green Mark Professional Qualification Scheme succeeds the BCA Green Mark Specialist programme and aims to uplift, upskill and recognise green building competencies of professionals active in the built environment sector.

Certification Types

Green Mark AP

The Green Mark AP certification qualifies industry professionals with the knowledge and expertise needed for the implementation of Green Mark projects.

- Green Mark Accredited Professional (*Green Mark AP*)
- Green Mark Advanced Accredited Professional (*Green Mark AAP*)

Green Mark AP (FM)

The Green Mark AP (FM) certification qualifies industry professionals with the knowledge and expertise needed to maintain and operate green buildings.

- Green Mark Accredited Professional (Facilities Management) [*Green Mark AP(FM)*]
- Green Mark Advanced Accredited Professional (Facilities Management) [*Green Mark AAP(FM)*]

Continuing Professional Development

A key feature of the SGBC Green Mark Professional Qualification Scheme is the establishment of a Continuing Professional Development (CPD) framework for all Green Mark APs. Through a host of meaningful programmes and activities, Green Mark APs are able to remain abreast of industry trends and stay ahead of sectoral developments.

Green Mark AP certifications are renewed annually upon fulfillment of the renewal requirements.

Renewal requirements
for Green Mark AP and
Green Mark AP (FM)



12 SGBC-GMAP
CPD Points

Renewal requirements
for Green Mark AAP and
Green Mark AAP (FM)



18 SGBC-GMAP
CPD Points



About the
scheme



Upcoming
CPD activities



Renewal
Requirements



Frequently Asked
Questions

39th ANNUAL GENERAL MEETING

The 39th ANNUAL GENERAL MEETING of the Institute held on Wednesday, 30th September 2020, on the virtual platform, ZOHO. The meeting was called to order at 8.00 pm sharp by President; Dr. Victor Ong.

With the due process of nomination paper and votes (unless uncontested), the following member was duly elected to serves on the Board of Committee for 2020/2022 :

BOARD OF DIRECTORS 2020-2022



President
Dr.Sussie Ketit
sussie@sibl.com.sg



1st Vice President
Shane D Ward
1vp@sibl.com.sg



2nd Vice President
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d'Avezac de Moran
2vp@sibl.com.sg



Honorary Secretary
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Asst. Hon. Secretary
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Honorary Treasurer
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Asst. Hon. Treasurer
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Director
Dr. Keow Yeong Ming
keowym@gmail.com

BOARD OF DIRECTORS 2020-2022



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Director
Vanessa Tang



Director
Vineet Shrivastava



Associate Director
Siddhi Suresh
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Associate Director
Hossain Mohammad
Sumon



Independent Director,
Lead Auditor
Thomas Loh Yong
Hwee



Independent Director,
In-House Auditor
Ivan Teo Leon Shen



Honorary Adviser
Hon. FSIB
Dr. Teo Ho Pin

BOARD OF DIRECTORS 2020-2022



Immediate Past
President
Dr. Victor Ong
Chee Wee



Past President
2010-2018
Mr. Peter Chua
Kwee Hock



Past President
2007-2010
Mr. Lim Meng Tong

SIBL SUB COMMITTEE 2020 - 2022

1. Accreditation & Professional Development (APDC)

Chairman : Dr. Keow Yeong Ming

Members : Mr. Moong Khai Chee, Dr. Parvathy, Ms. Vanessa Tang,
Mr. Vineet Shrivastava, Mr. Sonny Andalis, Mr. Darren Tang,
Ms. Valerie Tang

2. Commercialisation Strategy Committee (CSC)

Chairman : Mr. Moong Khai Chee

Members : Mr. Shane D Ward,
Mr. Ng Pin Yuan, Ms. Danna Er

3. Enterprise Membership Services Committee (EMSC)

Chairman : Mr. Ivan Teo

Members : Mr. Vineet Shrivastava, Mr. Shane D Ward,
Mr. Hossain, Mr. David Shanmugam

4. Media, Marketing & Industrial Relationship Committee (MM & IRC)

Chairman : Ms. Shirley Chan

Members : Mr. Shane D Ward, Mr. Vineet Shrivastava,
Ms. Vanessa Tang, Ms. Amila

5. Membership Services Committee (MSC)

Chairman : Mr. Shane D Ward

Members : Mr. David Shanmugam, Mr. Ho Wee Leong
Mr. Ivan Teo

SIBL SUB COMMITTEE 2020 - 2022

- 6. Memorandum & Association Committee (M & AC)**
Chairman : Dr.Sussie Ketit
Members : Mr.Vineet Shrivastava, Mr.Ho Wee Leong
- 7. Environment and Sustainability Committee (E&S)**
Chairman : Ms.Farizan
Members : Ar.Tan Szue Hann, Dr.Parvathy,
Ms.Vanessa Tang
- 8. Corporate Social & Event Committee (CS & EC)**
Chairman : Dr.Sussie Ketit
Members : Mr.Vineet Shrivastava, Mr.Thomas Loh
- 9. Young Member Committee (YMC)**
Chairman : Ms.Siddhi
Members : Mr.Ng Pin Yuan

SIBL EXTERNAL COMMITTEES REPRESENTATIVES 2020 - 2022

- Construction Industry Joint Committee (CIJC)**
BCA – CIJC Committee
 - 1.Dr.Sussie Ketit
 - 2. Mr.Shane D Ward
 - 3. Ms.Farizan
 - 4.Mr.Ho Wee Leong
 - 5.Mr.Moong Khai Chee
- Constructing Our World Conference bi-yearly with Aust/NZ Institutes**
 - 1. Mr.Shane D Ward
 - 2. Mr.Vineet Shrivastava
 - 3. Ar.Tan Szue Hann
 - 4. Mr.David Shanmugam
- Singapore Green Building Council SGBC-SIBL (2 Reps)**
 - 1. Mr.Vineet Shrivastava
 - 2. Ms.Siddhi
- SPRING Technical Committee (2 reps)**
 - 1. Dr.Victor Ong
 - 2. Mr.Moong Khai Chee

SIBL EXTERNAL COMMITTEES REPRESENTATIVES 2020 - 2022

BCA BuildSG Tripartite Committee (2 reps)

1. Mr.Vineet Shrivastava
2. Ms.Vanessa Tang

Smart FM Conference -yearly with BuildTech Asia (3 reps)

1. Mr.Vineet Shrivastava
2. Ms.Danna Er
3. Mr.David Shanmugam
4. Ms.Amila

BCA Manpower and Industry Development TaskForce (FM)

1. Dr.Sussie Ketit
2. Ms.Farizan d'Avezac de Moran
3. Mr.Darren Tang

BCA-CIJC Rebranding Implementation Work Group (RIWG)

BCA-IHL-Industry Curricula (BIIC) Taskforce

Built Environment SkillsFuture Tripartite (BEST) Taskforce

GEOSS's Multi-Agency Workgroup on Guidelines on Pile Load Testing

SCAL's Safety Committee for Construction Industry

Singapore Mediation Centre (SMC) - Advisory Committee

Smart Facilities Management Conference Strategic Committee 2020 (FMC)

Future of SIBL Task Force

Skills Future Project Committee (SFPC) for Facility Management Training

Courses

MID Task Force Meeting 1/2020.

Membership Admissions - New Members/Associate Members

S/N	Name	M/No.	Membership Class	Company	Title/Position
1	Moorthy Perumal	326570	Member	Oxley Holding Ltd	Construction Manager
2	Chun Sin (Deckson) Ang	372577	Member	Mott Macdonald Singapore Pte Ltd	Senior Engineer
3	Kim Hwee Alan Goh	372793	Member	CPG Facilities Management Pte Ltd	Deputy Chief Executive Officer
4	Philip Kwang	374336	Member	Facade Global Master Pte Ltd	Managing/Director
5	Shaju	376437	Associate Member	Hong Dat Engineering Pte Ltd	Assistant General Manager
6	Marianne Ang	376482	Member	Marine Parade Town Council	Quality Service Manager
7	Thamaraiselvan Natarajan	378234	Associate Member	Hong Dat Engineering Pte Ltd	Project Manager
8	Keith Vincent	391080	Member	Land Transport Authority	Principal Assistant Project Engineer
9	Hualan Wong	391994	Member	Ginlee Construction Pte Ltd	Contracts Manager
10	Karthick Muthu	398040	Associate Member	Hong Dat Engineering Pte Ltd	BIM Modeller
11	Sarker Nandan Chandra	398199	Associate Member	Joydom Engineering Pte Ltd	Operation Manager
12	Samsudeen Sheik Abdul Nazeer	425533	Associate Member	Hong Dat Engineering Pte Ltd	Electrical Engineer
13	Nora Tan	429420	Associate Member		

Membership Admissions - Affiliate Members/Enterprise Members

S/N	Name	M/No.	Membership Class	Company	Title/Position
1	Vijay Shinde	370822	Affiliate Member	Jacobs International Consultants Pte. Ltd.	Sr. Project Manager
2	Andre Chia	380825	Affiliate Member	JA Signature (Pte. Ltd.)	Director
3	Jiayun Summer Foo	385598	Affiliate Member	AIA Singapore	Financial Service Consultant
4	Jun Hao Seah	395619	Affiliate Member	Simple-Group Private Limited	Director
5	Jayden Lek	398000	Affiliate Member	JA Signature (Pte. Ltd.)	Co-Founder
6	Chris Yio	378228	Enterprise Member	Procore Technologies	Regional Sales Director ASEAN

VOICES FROM THE COMMUNITY



In this section, we hear the voices of fellow SIBL members: where they are right now, what keeps them moving, and what are the changes they wish to see in the Built Environment. By publishing short summaries, we want to provide a space for the various voices within our community and highlight the complex nature of working in the Built Environment.

If you have something to say, reach out to us at admin@sibl.com.sg to get your thoughts featured here.

Sunray Woodcraft Construction Pte Ltd – Enterprise Member since 2016

By Mr Charles Tan, Executive Director

About the Company

Founded in 1987, Sunray Woodcraft Construction Pte Ltd (“Sunray”) is an established Singapore brand specialising in Interior Fit-out, Additions and Alterations with business activities spanning across Singapore and Asia.

With smart technology integrated into the construction phases and processes, Sunray is a one-stop smart solutions provider that undertakes assignments from the initial project diagnosis to conceptualizing solutions, procurement, supervision, production, installation and maintenance - taking responsibility for projects from start to end.

Sunray’s diverse business portfolio includes commercial offices, heritage buildings, healthcare, hotels, institutions, MRT stations, retail, restaurants, theatres, and shopping malls such as the Asian Civilisation Museum, Capitol Building, Chijmes, National Gallery Singapore, Pan Pacific Hotel, SG Enable, Shangri-La Hotel and Singapore Exchange.

For more information, please check out Sunray’s website at sunray.com.sg or Facebook page, [sunraywoodcraftconstruction](https://www.facebook.com/sunraywoodcraftconstruction).

Pan United Concrete Pte Ltd – Enterprise Member since 2020

By Alvin Chan, Director

1) What opportunities may be available now due to the circumstances (e.g., workforce availability for laid-off workers from other companies, merger opportunities, etc.)?

We started our holistic innovation journey in 2012, developing new types of sustainable, high-performance concrete mixes and digitalising our operations. Being an early adopter in our industry means we have the nimbleness and BCP (business continuity planning) readiness to shift quickly to work-from-home (WFH) and remote operations during the pandemic.

The Circuit Breaker (CB) catalysed our thoughts to introduce more concrete and digital logistical solutions to help our contractor-partners meet COVID-safe requirements at worksites and ensure a seamless workflow. We came up with the enhanced PanU NewGen SCC, a self-compacting concrete suitable for use in all different cast elements such as slabs, walls, columns and beams.

Compared to conventional concrete, NewGen SCC requires 57% less manpower as it eliminates the need for workers to manually compact the concrete into place. We also introduced at our premises a series of all-new contactless technologies. These include e-sampling, virtual quality testing, electronic delivery orders (eDOs) and e-billings to reduce contact between our workers, drivers and project site workers and to facilitate our partners' work-from-home arrangements.

Although our innovative solutions have proven effective in overcoming the pandemic-related challenges, it wasn't easy to change the mindset of project consultants and partners and convert them into ready users. Inadvertently, the pandemic has accelerated the adoption of e-processes in our industry. Based on industry feedback, we hope that government agencies can adopt and implement such innovative solutions quickly. We must adapt to living with the endemic Covid-19 and be prepared to modify the way we work.

2) Who are your primary stakeholders (e.g., employees, sub-contractors, customers, financial institutions, etc.)?

Our people are our key asset. We are extremely proud of our team for rallying together during the CB, despite the difficult times. Our innovative DNA allows us to adapt quickly to the fast-changing environment. We are always looking at new ways to upgrade and upskill ourselves to better serve our customers and partners. Our foreign employees have also displayed this fortitude, despite not being able to travel home to visit their families.

Our external stakeholders are the reason for our existence. We value the regular engagements with our contractor-partners, consultants, building owners (private and public sectors), trade association partners and regulators. We are extremely grateful for any opportunity to collaborate with our stakeholders. In fact, we have created many highly specialised concrete products with them. These products include the PanU CTB (cement-treated base) for Changi Airport Group, PanU Shield (proton radiation shielding) for National Cancer Centre and PanU Watercrete (underwater) for Helix Bridge.

3) What is the best-case scenario, worst-case scenario and most likely scenario you anticipate for your company?

Being vertically integrated and using our digitally transformed processes - from raw materials to product manufacturing to logistic deliveries - we believe we are well prepared to deal with any sudden lockdowns in the future.

4) What are the critical few priorities to focus on right now? (How will your work processes, marketing, internal systems need to change?) What actions should we take to address these priorities?

Innovation – both process and product – remains a core focus for us. We want to continue disrupting and breaking new ground in our industry using artificial intelligence and data analytics to optimise our end-to-end processes. These will help us achieve a more consumerised and enjoyable customer experience.

Our research and development team constantly push the boundaries. We are combining our reduce-recycle-upcycle waste methodology with Carbon Capture Utilisation (CCU) technology, which injects waste carbon dioxide into the concrete mix to reduce our embodied carbon footprint by more than 50%. Our aim is to become a global promoter and advocator of sustainability in our field. In partnering with SIBL, we are in a good position to champion the sustainability cause and disrupt the built environment with more innovative solutions.

Hitchins Int'l Pte Ltd – Member since 2019

By Yeo Hoon Seng, Director

About the Company

Backed by a track record of over 50 years in Asia, Hitchins specialises in the R & D and manufacturing of specialty chemicals to provide integrated solutions for waterproofing and building protection. Hitchins' complete protection services have been used widely in prominent commercial, industrial and residential developments as well as infrastructure projects in Singapore and over 20 countries in Asia and the Middle East. Hitchins is engaged in every level of the building protection business in order to serve the various needs of our customers in the building industry.

1) What is the current state of your company and its response to the pandemic?

Similar to the situation faced by many entrepreneurs and business owners, Hitchins' current business is deeply affected as the Covid 19 pandemic has disrupted its usual operations. In the first half of 2020, we were unable to serve the building industry both locally and overseas due to the lockdown of all construction site activities. The situation only improved slowly since late 2020 locally, but the export outlook remains bleak to date. As physical visitations to clients and project consultants are restricted during the pandemic period, presentation and promotion of Hitchins' range of products are mostly carried out virtually.

2) What opportunities may be available now due to the circumstances (e.g., workforce availability for laid-off workers from other companies, merger opportunities, etc.)?

To overcome the escalating business costs due to sales decline, we are expanding our logistics arm to serve companies that are dealing with the supply of essential building materials in the building industry. In doing so, we are also providing job opportunities for delivery workers that have been laid off by other companies.

3) Who are your primary stakeholders (e.g., employees, sub-contractors, customers, financial institutions, etc)?

It is our responsibility to safeguard the interest of our employees, where many of them have been with the company for a long period of time. Our raw material suppliers, applicators and customers are all important stakeholders too.

4) What is the best-case scenario, worst-case scenario and most likely scenario you anticipate for the company?

Going forward, we are anticipating business reverting to pre-covid conditions as the best-case scenario.

However, if the current situation persists or worsens, the worst-case scenario that the company may face would be escalating prices of raw materials and finished goods from increasing logistics cost and shortage of materials in the supply chain. Prices will remain high in the medium to long term. Erosion of margins and loss of contracts secured may occur. Productivity on job sites may remain poor, leading to slow delivery of goods to sites and as a result, monthly sales falling below projection and operational cash flow deteriorating. To sustain business, the company would require major downscaling of operations by reducing staff strength and other fixed costs.

As for the most likely scenario, we are of the opinion that current uncertainties expected in short to medium terms, sales will be affected, and the company will be forced to implement costs management exercises.

5) What are the critical few priorities to focus on right now? (How will your work processes, marketing, and internal systems need to change?)

Due to the prolonged uncertainties, our company will be reassessing the existing supply chain and our current business model as critical priorities to focus on.

6) What actions should we take to address these priorities?

Several actions will be taken to cut off reliance on contract manufacturers so as to go into self-production. There is also a need to increase supply networks for raw goods/finished goods and further reduce reliance on distributors.

Steadybilt Co Pte Ltd – Member since 1993

By Fong Siew Heng, Managing Director

About the Company

Established in 1998. Since then, they had been actively building showflats and small houses reconstruction until 2015, when the market became very competitive. Henceforth they have been confined to renovation and maintenance jobs.

1) What is the current state of your company and its response to the pandemic?

We are barely surviving. We are tendering for jobs that my company can handle.

2) What opportunities may be available now due to the circumstances?

The main issue is the lack of manpower. There are hardly any opportunities to employ laid-off workers from other companies.

3) Who are your primary stakeholders (e.g., employees, sub-contractors, customers, financial institutions, etc)?

Home renovators

4) What is the best-case scenario, worst-case scenario and most likely scenario you anticipate for the company?

In the best-case scenario, we will secure more renovation jobs. In the worst-case scenario, the owners cut back on renovation. Most likely there will be more renovation works if the pandemic does not deteriorate.

5) What are the critical few priorities to focus on right now? (How will your work processes, marketing, and internal systems need to change?)

We just want to remain status quo for now.

6) What actions should we take to address these priorities?

I would like to request the government to allow more foreign workers to be employed.



**HAVE SOMETHING TO TELL
US? WE'D LOVE TO HEAR
FROM YOU!**

Write us at admin@sibl.com.sg



**Singapore Institute
of Building Limited**