

# ENGAGED!

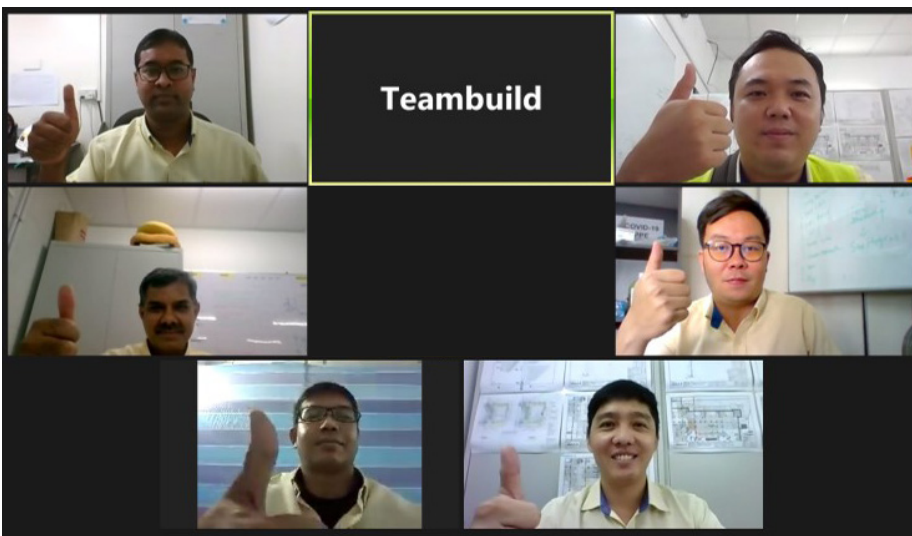
COLLABORATING FOR A BRIGHTER FUTURE

**CELEBRATING OUR ONE-YEAR  
ICPH JOURNEY FOR THE NEW  
NORMAL AHEAD**



**CONVERSATION WITH** | REBUILDING AFTER THE NEW NORMAL

**AT THE FOREFRONT**





# THANK YOU!

—转眼10月到来了，2020年将接近尾声，这也意味着我们搬进ICPH一年了。ICPH的启用是我们向创新和技术转型过程中重要的里程碑。我们与政府对建筑行业转型的愿景一致，即采用先进的建筑技术来建造更清洁，更高质和节省人力成本的建筑。Integrated Precast Solutions (IPS) 肩负此重担。同时，为了增加IPS生产数量，我们也成立了马来西亚分公司IPS Precast Sdn Bhd，目前由Mr Goh Soo Kiat领导。对于尚未与 Soo Kiat 合作过的同事，可以通过本期《At the Forefront》了解更多关于Soo Kiat的工作日常。

搬进ICPH一年，我们仍有很多工作有待改进和开展。我期待IPS团队继续提高ICPH工厂的生产效率，以及我们的工程团队能进一步优化PPVC吊装过程。

在Covid-19疫情的逆境中，依然至关重要的是我们必须不断进步，并通过不同的创新技术来发展新格局，帮助我们化“危机”为“转机”。

今年，随着Covid-19疫情带来的危机，我们上了宝贵的一堂课 - 如何在逆势中求存。自疫情开始以来，您的支持和信任使我心怀感激。同时，令我心感欣慰的是，我们的工程团队凭着坚定的信念和团队合作精神，确保项目顺利重

启。我相信，只要我们坚守核心价值观，共同努力，就一定能够战胜任何挑战。因为团结就是力量!

员工是我们最宝贵的资产，因此，为了感谢大家对联宇的支持和信任，我们将在2021年1月恢复升职加薪考评，以确保您付出的努力得到认可。

危机促使我们将目光聚焦于企业可持续发展的问题上。我们采取整体统筹(holistic approach)的方法，在确保集团实现增长的同时，保持运营敏捷性，并且注重业务部门之间的协调，以实现资源和专业知识的共享。同时，我们将继续推动Lean Methodology以提高流程效率。这些无疑会对组织结构带来一定的变化，让我们变得更具竞争力，在运营方面更加灵活。

保持敏捷度 - 是我们从这次疫情中汲取的宝贵经验。只有这样，我们才能在迅速变化的环境，采取应对措施，并且通过不断学习，适应和调整，建立一个更好，更强大公司。

让我们一起努力，实现联宇向创新和技术转型路上一个又一个的里程碑!

Dear Colleagues,

As we arrive at the last quarter of 2020, it also signifies we have relocated to our Integrated Construction & Prefabrication Hub (ICPH) for a year. I spoke about this relocation being symbolic of a milestone in our transformation journey as we build our ICPH into a manufacturing and innovation centre. We shared the Government's vision of industry transformation for the construction sector - adopting advanced building technologies to allow for cleaner, higher quality, and less manpower-intensive construction. Integrated Precast Solutions (IPS) is tasked to spearhead this initiative. At the same time, to support IPS production, a Malaysia arm, IPS Precast Sdn Bhd, was established and is currently led by Mr Goh Soo Kiat. For those who have not worked with Soo Kiat, this issue's At the Forefront is an opportunity for you to understand more about him.

One year on in our ICPH and there is more to be done as we gear up for the new normal. I look forward to the IPS team to continue to work on improving the productivity at our ICPH factory as well as our projects team on further optimizing our PPVC hoisting process.

Amidst the adversities of the Covid-19 pandemic, it is vital that we continue to progress and explore the use of technologies and innovations that will help shape the future of the construction industry. This will propel us forward

when we emerge on the other side of this crisis.

This year, with the pandemic, brings about a lesson in resilience we will never forget. I am humbled by your support and commitment since the start of the crisis. It is also heartening to read about the teamwork displayed by our project teams when they worked towards restarting our projects. Standing by our core values and working together as a team will help us to push through this challenging chapter. In unity, there is strength. Thank you once again for your continued commitment and confidence in us. You are our most valuable asset and we want to ensure you are duly recognised. Promotions will resume in January 2021.

This crisis has also sharpened our focus. As we take a holistic approach to our growth and to maintain the Group's operational agility, we will look at how we can realign across all our Business Units so that we can share resources and expertise across the Group. We will also continue to drive the initiative on the implementation of Lean methodology to improve our efficiency. These initiatives will bring about changes in our organisation structure to make us more competitive and operationally flexible.

We've learned from this Covid-19 crisis - agility has allowed the world to quickly pivot and take action. Sustained efforts to learn, adapt and adjust will make us a better and stronger company. I look forward to achieving more milestones with all of you!



When construction first started for our ICPH in 2017.

# TOGETHER, WE CAN OVERCOME!

(STORIES OF HOW COLLEAGUES SUPPORT EACH OTHER THROUGH THE CB AND WFH PERIOD)

**Sylvia Chai, Senior Technical Engineer**



“A few colleagues and I were on Quarantine Order over the National Day public holiday period and Katharina specially brought food to cheer us up.”

**Cesar Deguilmo, Senior Technical Engineer**



“I was put on Stay Home Notice and Katharina was really kind to help me buy groceries and send to my place.”

**Raymond Chan, Director, Special Projects**



“Some of our workers were using phones that were of much older models. To ensure they have the appropriate phones to support the various apps, Bernard and Lau went around to buy handphones for the workers as the workers were not allowed to go out at all during the Circuit Breaker period.”

**Raymond Chan, Director, Special Projects**



“When the Circuit Breaker period started, several colleagues ordered surgical masks through me. However, upon knowing that our workers were in need of the masks as they were not entitled to the reusable masks given out by the government, almost everyone were willing to let the workers have the masks first.”

**Analyn Atienza, BIM Coordinator**



“We had to work from home throughout the Circuit Breaker period and the IPS BIM modellers had to have their PCs in the office switched on everyday so as to access their files. Really appreciate Kannan’s help to switch on their PCs every morning.”

**Geok Choon, Finance Manager**



“During the Circuit Breaker period, when we could not go back to the office at all, was really thankful that Kannan and Pengli helped to print urgent documents for signatures.”



**Kadappan Raman (Aru), Chargehard**

“During the Circuit Breaker period, our ICPH dormitory supervisor, Rajendran, stayed at the dormitory too to ensure everything is in order.”

# CONVERSATION WITH

## CONSTRUCTION TEAM

### Teambuild



As Singapore continues to brace for the new normal to kick into high gear, the construction industry is slowly getting back on its feet, guided by a new set of requirements and measures. Getting full approval for the restart of projects was a challenge, but for members of the Construction Team, it presents a welcome step forward towards operational readiness.

To celebrate the efforts to resume work on the various projects, this issue shifts its focus to the Construction Team, who will share on the issues they faced during the approval process, as well as their most desired superpower. The team comprises of the following individuals:

1. Kitajima Yuji, WSHO, Woodleigh Residences
2. Anthony Saviour, WSHO, Senja Nursing Home
3. Julian Khoo, Assistant Project Manager, Senja Nursing Home
4. Somasundaram Somasundaram, Senior Project Manager, Senja Nursing Home
5. Alan Yeo, Project Manager, Woodleigh Residences
6. Saiful, Project Manager, Sky Residence @ Dawson

**We understand it was an uphill task to get the full approval for the restart of our projects. Share with us some of the challenges faced.**

**Anthony Saviour (AS):** There were several challenges. There were a lot of requirements from various authorities that we needed to comply with. The requirements were also ‘changing at a very fast pace’ – what we complied with on the previous day may not be relevant the next day anymore. We had to change constantly to meet the new requirements. Getting the workers to

restart work was a real challenge too as most of our workers for the Senja Nursing Home project were staying in the troubled dormitories.

**Kitajima Yuji (KY):** The main challenge faced was the implementation of Safe Management Measures for our fit-up yard at Jurong Port, as well as to meet our client expectations at the main site.

**Alan Yeo (AY):** Time vs changing circumstances - as the construction sector goes through this new normal, many adjustments need to be made.

**How did you and the team overcome the various issues?**

**AS:** The team worked tirelessly every day, helping each other to meet all the



Anthony doing a safety briefing to the Senja team.

required protocols set by the different authorities, especially in understanding and implementing the Safe Management Measures at the work sites. This was something new to everyone. Hence, we were all learning on a daily basis as the work progressed.

**KY:** Each person in the team was assigned to play a dedicated role.

**AY:** Collective effort - four ounces move a thousand pounds! The project team members (engineers and coordinators) worked to guide their trade subcons on the required submission data, while the ground teams executed the implementation on-site.

**Amidst all the challenges and uncertainties, what is the one positive thing you have observed?**

**AS:** Strong team spirit and bonds! Laughter and jokes got us through this tough period as we worked tirelessly together.

**KY:** Teamwork!

**AY:** Definitely teamwork! The most memorable was when we worked till late night via Zoom to plan and collate materials and data for project restart submission within 3 days.

**Saiful (S):** Teamwork and focusing on things that are under your control. There were so many uncertainties, and requirements by the agencies kept changing prior to the restart of the project. The most important was to get updated on the agency requirements and plan for compliance immediately. Many things remained outside of our control. But instead of worrying about the uncontrollable, we re-focused our minds and took action over the aspects that were within our control.

**Julian Khoo (JK):** Work hard & play hard! Nothing is impossible to deal with as long as you try your best to solve it.

**What keeps you going during tough times like this?**

**AS:** I was an ex-army regular for 13 years in a special unit; we always have a saying - “Tough Times Don’t Last, Tough Men Do”. It helps me to stay positive and to face the challenges ahead.

**KY:** Knowing that I have the support of the management.

**AY:** I guess it’s the determination to complete the project at the earliest possible.

**S:** Tough times don’t last forever! The teamwork - staying united to tide through this tough period together as well as the mindset to adapt to the new norms and upholding self-belief keeps me going!

**JK:** Working as a team to find out the best way of segregating the workers and ensuring that they are safe.



Alan Yeo & Kitajima Yuji at Woodleigh Residences



Saiful at Sky Residence @ Dawson

**On a light-hearted note, If you can have a superpower to help you in your work, what would it be?**

**AS:** Observation - so that I can pinpoint issues and their solutions at an early stage!

**KY:** The power to control time, so that I can move back in time to undo any mistakes I've done in the past, or to move forward in time to find out and resolve uncertainties and problems before they happen.

**AY:** To read people's mind? So as to exert influence for a win-win outcome. :->

**S:** With the superpower, I would like to have well-co-ordinated drawings - to make sure all the Structure, Archi and M&E drawings align. A lot of effort and time is needed to regulate the drawings when there are discrepancies in the issued drawings. By having well-co-ordinated drawings, our engineers can make more productive use of their time!

**JK:** To be like Thanos, and use a finger snap to free us from COVID! 🍷



Julian Khoo at Senja Nursing Home

**AT THE FOREFRONT WITH GOH SOO KIAT**  
**DIRECTOR**  
**(IPS PRECAST SDN BHD)**



Have you ever wondered about the daily job routines of other roles, or the happenings at a project site?

At the Forefront is about sharing the different roles that come together to make up Teambuild Group.

In another life, Goh Soo Kiat would be nurturing his skills on the golf course, with his palms wrapped around the sturdy, polished length of a golf club, and his eyes zeroing in on the target a good few metres away. He takes a measured swing, and the careful knock of metal sends the dimpled ball arcing into the air, before it drops, rolls, and comes to a stop on the grassy expanse. Surrounded by greenery, fresh air, and a calming mind, the man never fails to feel at ease and enjoy the sporting experience.

Alas, reality will have to set in. The open, vast outdoor field is substituted for an office environment, where workspaces and cubicles are set up. His wish for a professional golfing career isn't the only unexpected turn of affairs – as it turns out, Soo Kiat (who's also affectionately known as SK) studied civil aviation back in the day, majoring in avionics before dipping his toe into the construction industry.

It has been a fruitful 16 years since then. Now the Director of IPS Precast Sdn Bhd, the veteran first started out as a member

of Teambuild Land Malaysia, and slowly built his career in Teambuild by converting what he had learned as a developer in his previous company.

With SK's current role at IPS Precast Sdn Bhd, besides his main responsibilities at our own main precast plant, he also has to oversee our OEM plant. There's a lot of multi-tasking involved too; because as long as there's an issue regarding Malaysia, he's the man to call.

"I shuttle my time between the office and the factory," he shares. Besides attending various meetings and handling administrative work, I will also be solving various issues that cropped up at our factory or our OEM factory as well as coordinating with IPS Singapore."

As with all things, there's always a beginning. 2018 marked the start of SK's journey at the Malaysian branch of IPS – a memory so deeply etched that he even remembers the exact

date and day.

Transitioning into storytelling mode, the man recounts how that fateful day began, "In 2018 around 28 March – it was a Wednesday afternoon – Mr Seow sent me a message asking me to report to Singapore. So I attended the meeting at our old office at Sungei Kadut without knowing what the agenda was... Eventually, I found out that I was tasked to 'bulldoze' through a project in Malaysia - the construction of our precast factory. I had to complete the project within 4 months and there were many obstacles. I remembered thinking that it was mission impossible."

The project was rendered even more difficult with bad weather conditions, which saw continuous rain for about two months. As the deadline loomed, mission impossible turned mission impossible *and* insurmountable, but thankfully, SK and his team managed to roll everything out by the stipulated month of October, squeezing



SK (second from right) attending the IPS Malaysia Annual Dinner.

every available resource dry amidst periods of toil and mounting stress.

At this, he lets a glimmer of pride shine through his smile, “Do the impossible, and make it into the possible.”

Having weathered the storm (literally), the Malaysia factory was able to kick off operations in a very short amount of time – something SK remembers to thank his lucky stars for.

It’s a given that every job will have its fair share of challenges, and being the director of IPS Malaysia comes with no exceptions. There have been problems that have cropped up along the way, but the recent outbreak of COVID-19 proved, and continues, to be a tough hurdle for the man, who has to constantly monitor and take care of his co-workers’ health while he keeps the factory up and running.

As with most industries, one of the greatest takeaways of COVID-19 is the importance of teamwork and resource management in these crisis-stricken times. This is certainly more than true in the construction line, which involves manpower collaboration and communication across different divisions and departments.

It should come as no surprise, then, that SK regards teamwork to be the most essential trait for the job. “Being a team player who drives the team together to achieve a goal is important,” he explains. “You should also be able to respect alternative opinions from the team, and share your knowledge with them.” To him, communication is a combination of different skills, and shouldn’t be confined to a fixed structure.

The long-time veteran is a strong believer in traditional face-to-face

interaction as well. “Personally, I insist on having my team talk to one another, be it to solve issues or during discussion sessions, instead of using emails,” he says.

There’s sound logic in that approach. With physical communication, there’s no need to wait too long for a response a la email replies, and the presence of expressive cues makes it easier to understand, involve, and listen to the other party.

Considering how interaction is such a constant in SK’s line of work, it’s understandable that the idea of peaceful solitude on a golf course comes off as appealing. The sport is unlike Teambuild’s collaborative culture in that it’s a solo activity, but you know what they say: Once a team player, always a team player. **E**



## JB FACTORY IN ACTION



**BERNARD WEE**  
(GENERAL MANAGER, ABME)

# 10Q IN 60S

10 Questions in 60 Seconds is a fun Q&A with colleagues.

**JANE PANG**  
(HR MANAGER)

**1**

**What is the one thing that people do not know about you?**

I mop the floor every day!

**2**

**If you could make a rule for a day and everyone had to follow it, what would it be?**

Respect each other and do not hurt each other.

**3**

**If there is anywhere you could be right now, where would you be?**

Norway.

**1**

**What is the one thing that people do not know about you?**

I am very auditory so when I need to stay focused, I will have to close my eyes, so please don't be mistaken that I am sleeping during meetings!

**2**

**If you could use a time machine to go back in time to fix one thing or go to the future to see what it is like, which would you do?**

I will choose to go to the future as there's no point going back to the past.

**3**

**If there is anywhere you could be right now, where would you be?**

Amitabha Pureland.

**4**

**If you could have someone to help you with one household chore for the rest of your life, what would it be?**

Mop the floor!

**5**

**If you had a warning label, what would yours say?**

Be positive and always look forward!

**6**

**What is the craziest thing you've ever done?**

Went Mt. Ophir on a Scrambler bike.

**4**

**What is the craziest thing you've ever done?**

Cosplay as a pirate during this year's Teambuild Day.

**5**

**Describe yourself in one word.**

Simple.

**6**

**What was your dream job when you were 10?**

Teacher.

**7**

**What is on your bucket list?**

Visit Norway.

**8**

**What was your dream job when you were 10?**

PE teacher.

**7**

**If you could make a rule for a day and everyone had to follow it, what would it be?**

You can only think and say positive things!

**8**

**What is on your bucket list?**

Pay pilgrimage to the 4 major Buddhist sites (Lumbini, Bodh Gaya, Sarnath, and Kushinagar), bring my family to Hengdian World Studios, learn to play piano and do sky diving!

**9**

**Describe yourself in one word.**

Reliable.

**10**

**If you were a superhero, what powers would you have?**

Magical powers to heal those in pain!

**9**

**If you could have someone to help you with one household chore for the rest of your life, what would it be?**

Ironing.

**10**

**If you were a superhero, what powers would you have?**

The ability to change people to always be wise and kind.



**Desmond Lee** ✓  
15 September at 10:00 · 🌐

During the Fortitude Budget debate in June, I shared that the Government has been pushing for the construction sector to have greater adoption of technology such as through Design for Manufacturing and Assembly (DfMA), Building Information Modelling (BIM) and digitalisation of the sector.

DfMA involves the prefabrication of building components in a highly automated and mechanised manner, just like the manufacturing process, before onsite assembly.

Yesterday, I visited Teambuild's Integrated Construction and Prefabrication Hub (ICPH), which began operations last year. The building technology employed by Teambuild in ICPH reduces manpower at worksites, and allows for better segregation onsite required to prevent a resurgence of COVID-19 infections.

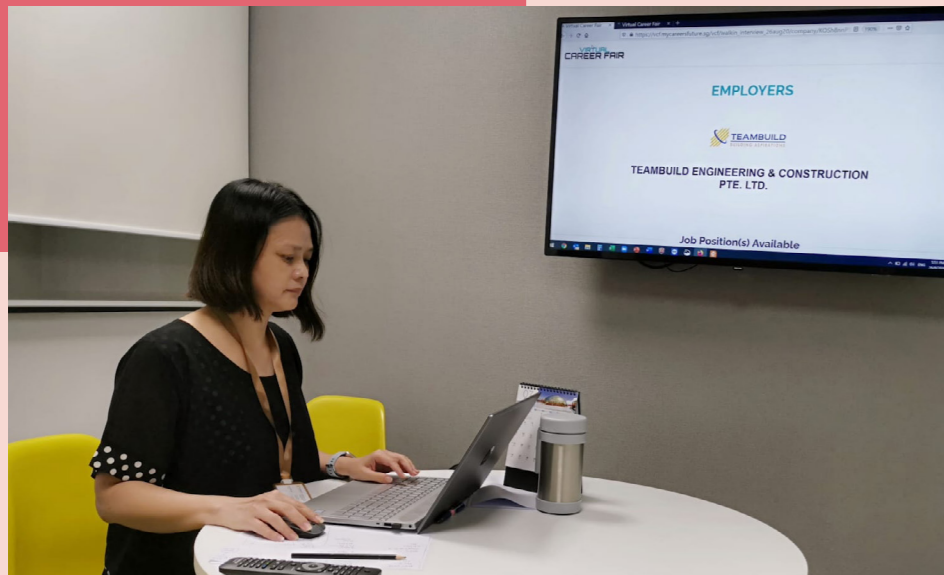
We are on track to increase the adoption rate of DfMA, and we will push further. This will not only boost the viability of ICPHs in Singapore, but also create higher-skill jobs, including many good jobs for Singaporeans, such as production managers, quality assurance personnel, and logistics and supply chain planners at the automated production facilities.

## MINISTER DESMOND LEE VISIT (14 SEP 2020)

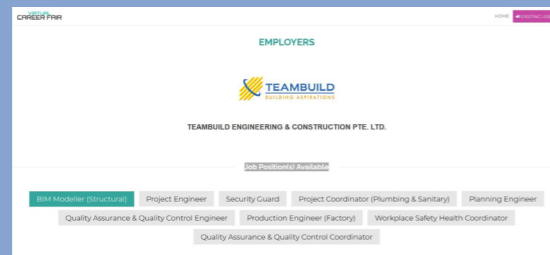
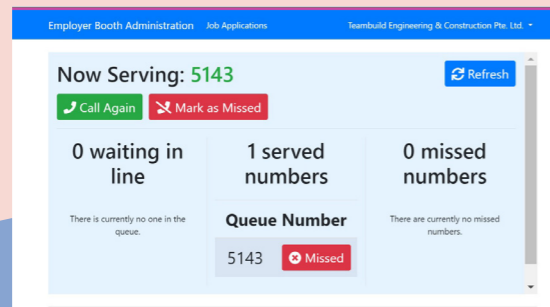
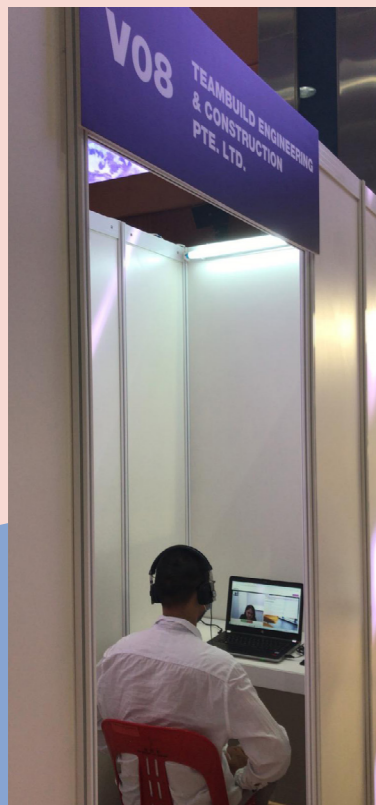
We were honoured to host the Minister for National Development, Mr Desmond Lee, for his visit to our ICPH factory. As part of the tour, we also did a demonstration of how the Ratec PPVC mould work. Minister Lee also dropped in on the dormitory and held a dialogue with us before concluding his visit. We would like to thank him for his time – it was an honour and a pleasure on our part!







## TAKING PART IN WSG VIRTUAL CAREER FAIR



**WSG Workforce Singapore**

Ask Jamie @ WSG (Beta)  
Type your question ...

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- SGUNITED TRAINEESHIPS PROGRAMME
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## CHANNEL 8 NEWS FEATURE (5 SEP 2020)



On 5 September 2020, Teambuild was featured in Channel 8 News for the implementation of several COVID-19 safe management measures, including mandatory temperature checking, SafeEntry scanning, and regular swab tests for the workers.



## BCA-CIJC LEADERSHIP WEBINAR

Teambuild, represented by Raymond, was invited to share on 'Sustaining BE Businesses in the New Normal' at the BCA-CIJC Leadership Webinar on 16 September 2020. The Webinar was graced by various well-known panelists, including Mr Desmond Lim (Minister for National Development), Dr Tan See Leng (2nd Minister for Manpower), and Mr Tan Kiat How (Minister of State, Ministry of National Development).

Thank you to Hong, Allan, Basu, Sheng Jie, Alan, Darren, Saiful and Victoria for contributing to the content for the presentation!

**TEAMBUILD**  
BUILDING ASPIRATIONS

**Sustaining BE Businesses In The New Normal**

TOGETHER, WE CAN

Presented by:  
**Raymond Chan**  
Director, Construction Technology



# LIST OF AWARDS FOR 2020



**YISHUN N3C26**



**CHOA CHU KANG N8C11**



**PUNGGOL NORTH C5**



**SENJA PCNH**



**SENGKANG N4C31**

- ROSPA OCCUPATIONAL SAFETY AWARD (GOLD) - SENGKANG N4C31
- ROSPA OCCUPATIONAL SAFETY AWARD (GOLD) - SENJA PCNH
- ROSPA OCCUPATIONAL SAFETY AWARD (GOLD) - PUNGGOL NORTH C5
- ROSPA OCCUPATIONAL SAFETY AWARD (GOLD) - YISHUN N3C26
- SCAL WSH SUPERVISOR AWARD (SILVER) - SENTHIL KUMAR
- WSH SHARP AWARD - YISHUN N4C22
- WSH SHARP AWARD - PUNGGOL NORTH C5
- WSH SHARP AWARD - SENGKANG N4C31
- WSH SHARP AWARD - SENJA PCNH
- WSH SHARP AWARD - CHOA CHU KANG N8C11
- WSH SHARP AWARD - YISHUN N3C26
  
- MOM WSH PERFORMANCE AWARD (GOLD) - ASIABUILD CONSTRUCTION PTE LTD
- MOM WSH SHARP AWARD - ICPH4
- MOM WSH SHARP AWARD - 1 DRAYCOTT PARK
  
- SCAL INNOVATION AWARD (BRONZE) - INVISIBLE CONNECTION @ ICPH 4

## CREDITS

We would also like to thank the following individuals for their contributions to this issue of ENGAGED!:

- Alan Yeo
- Anthony Saviour
- Bernard Wee
- Goh Soo Kiat
- Jane Pang
- Julian Khoo
- Kitajima Yuji
- Saiful

## STORIES / IDEAS

We would love to hear from you!

If you have any feedback on how we can improve future issues, please write to [engaged@teambuild.com.sg](mailto:engaged@teambuild.com.sg). ENGAGED! would be more engaging if it is for the Teambuild community by the Teambuild community.



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