

LEAD SUMMIT
2026



DRIVING VALUE

Leadership in the Age of Intelligent
Built Environment

30 April 2026

9.30am to 1.00pm

Gardens by the Bay

Flower Field Hall

Build SG



GUEST OF HONOUR: MR CHEE HONG TAT

Minister for National Development

PROGRAMME OUTLINE

TIME	PROGRAMME
9.30am	OPENING ADDRESS Mr Chee Hong Tat, Minister for National Development
9.45am	BCA-Industry Workplan 2026 Mr Derek Tan, Chief Executive Officer (Designate), Building and Construction Authority
10.05am	KEYNOTE PRESENTATION Artificial Intelligence: From Adoption to Advantage Dr Ramine Tinati, Director, Google Deepmind
10.35am	Networking Reception
11.05am	ENTERPRISE TRANSFORMATION IN ACTION Closing the Gap: Design, Intelligence and Empowering Your People Mr Matt Warren, Head of Digital, Lendlease, Europe
11.30am	LEADERSHIP FORUM Engineering the Digital Core: Turning Capability into Measurable Enterprise Outcomes PART 1: SPOTLIGHT PERSPECTIVES Consultant Perspective From Project Innovation to Scalable Digital Delivery Mr David Moran, Principal, Asia Pacific Digital Services, Arup Builder Perspective Beyond the Hype: Boustead's Practical Path to Enterprise AI Mr Muhd Khalil Shaiful Bahari, Senior Vice President, Group Technology Office, Boustead Singapore
12.10pm	PART 2: PANEL DISCUSSION Moderator: Ar Kok Su-Ming, Managing Director, BCA Academy, Building and Construction Authority Panel Members: • Mr Matt Warren, Lendlease, Europe • Mr David Moran, Arup • Mr Muhd Khalil Shaiful Bahari, Boustead Singapore • Mr Haresh Khoobchandani, Vice President, APAC & Japan, Autodesk
1.00pm	End of Programme

TOPICS AND SPEAKERS



Mr Derek Tan
Chief Executive
Officer (Designate),
Building and
Construction Authority

BCA-Industry Workplan 2026

Singapore's Built Environment (BE) sector is expected to maintain a robust outlook in 2026, driven by strong construction demand. However, as global geopolitical uncertainties and market volatility continue to create headwinds across industries worldwide, it is important for the BE sector to build resilience while sustaining enterprise growth and transformation efforts. This presentation will outline key capability building areas for BE firms to develop their competitive edge, including advanced technologies to uplift productivity and resilience.

Prior to BCA, Derek held the concurrent appointments of Executive Director (Planning) and Chief Infrastructure Planning Officer (CIPO) at the Ministry of National Development (MND).

At MND, he oversaw the strategic policies of BCA and NParks, as well as optimising subterranean space and improving infrastructure planning coordination across Government.

Between 2022 and 2024, he was the founding CEO of EV-electric (EVe) charging Pte Ltd, a Land Transport Authority (LTA) subsidiary that implements public infrastructure for electric vehicles (EV).

Derek has held various senior roles at MND and HDB. He was Group Director, Housing Management which oversees all lease, carpark and maintenance related issues for all HDB estates. He was also Senior Director, Housing at MND which oversees all public housing related policies.



Dr Ramine Tinati
Director,
Google Deepmind

Keynote Presentation

Artificial Intelligence: From Adoption to Advantage

As AI and digital technologies reshape industries, the key differentiator is how leaders make investment and transformation decisions at the enterprise level. Drawing on cross-industry experience including the BE sector, this session will present the latest in the advancements in AI, and share a framework for prioritising capability gap, aligning technology initiatives with the BE value chain, to enable end-to-end business transformation. It will highlight common barriers that prevent firms from moving beyond pilots and provide a structured approach for making the build, buy or partner choices required to achieve sustained competitive advantage.

Ramine is an Artificial Intelligence and Data Science leader known for bridging the gap between academic research and large-scale enterprise solutions. Based in Singapore, he currently serves as the Director for Google DeepMind AI Impact Accelerator, and was previously a Managing Director in Accenture where he led the APAC Center for Advanced AI, and the EDB-sponsored AI Research Hub. Ramine has also worked at both Microsoft and Amazon Web Services holding various roles across the AI/ML technology and consulting functions. Ramine started his life as a researcher, focusing on developing computational approaches to understand and predict social behaviour in large scale systems. Ramine holds a PhD, MSc (Distinction), and BSc (Honours) in Computer Science from the University of Southampton, UK.

TOPICS AND SPEAKERS



Mr Matt Warren
Head of Digital,
Lendlease,
Europe

Enterprise Transformation in Action

Closing the Gap: Design, Intelligence and Empowering Your People

Lendlease will share its journey in bridging the gap between design intent and built outcomes, through a more integrated, intelligence-driven approach across the development lifecycle. Drawing from real experiences, the session will highlight how design intelligence combined with AI-enabled data analysis can drive better decision-making as well as the important role of leadership and organisational alignment in enabling transformation. The session will conclude with actionable strategies for establishing leadership structures to apply AI and digital capabilities in practice for enhanced project delivery and operational performances.

There has always been a gap between what designers draw and what actually gets built. Matt Warren has spent over twenty years — trained as an Architect and tested in roles in design, construction and development across projects from the 2012 Olympics to multi-billion pound urban masterplans — determined to close it.

As Head of Digital for Europe at Lendlease Development, Matt leads the work of connecting design intelligence to manufacturer data, supply chain capability, and construction reality — closing the gap between what architects imagine and what gets built, faster and better. His conviction is that AI's greatest opportunity in the built environment isn't automation for its own sake, but unlocking the latent intelligence that already exists across design tools, product libraries, and manufacturing ecosystems.

He advises construction and technology firms on responsible AI implementation and speaks internationally on the future of design-led digital transformation.

Matt believes the next generation of great buildings won't just be well designed — they'll be designed with full knowledge of how they'll actually be made.

SPOTLIGHT PERSPECTIVES



Mr David Moran
Principal,
Asia Pacific Digital
Services,
Arup

Consultant Perspective:

From Project Innovation to Scalable Digital Delivery

Arup will share how its 'Total Design' approach integrated AI, parametric design and automated workflows into a unified delivery model that enable rapid iteration and cross-disciplinary optimisation. This case demonstrates how earlier alignment across disciplines accelerated design timelines, reduced embodied carbon, and minimise downstream rework. Arup can also share how project innovation can be scaled into an enterprise digital capability, reshaping the role of consultant to digital integrator who enable more predictable outcomes, stronger capital efficiency and lifecycle value for clients.

David Moran leads the Digital business for Arup's Asia Pacific (APAC) Region.

He partners with client executives and project teams to unlock new value through data and technology, helping them navigate complex change and deliver impactful digital solutions.

David is an experienced digital transformation leader known for driving innovation and delivering strategic outcomes in the built and natural environment. He has over 25 years of experience working across industries including transportation, energy, federal government, and telecommunications.

With a strong background in digital strategy and major programme delivery, David has acted as both technical director and programme manager on a wide variety of projects. He has successfully built and led large-scale, high-performing technology teams – both onshore and offshore – and has lived and worked in many countries including Singapore, Australia and France.



**Mr Muhd Khalil
Shaiful Bahari**
Senior Vice President,
Group Technology
Office, Boustead
Singapore

Builder Perspective:

Beyond the Hype: Boustead's Practical Path to Enterprise AI

Boustead's AI journey is a practical, enterprise-led approach focused on responsible adoption, strong governance, and real business value. Rather than chasing AI as a trend, the Group prioritised solid digital foundations, use case driven implementation, and human centric design—embedding AI into everyday workflows across diverse, regulated, project-based environments. The journey highlights a shift from experimentation to scalable capability, proving that successful AI adoption is driven as much by people, processes, and trust as by technology itself.

Sharing the implementation of AI agents woven into day to day operations, transforming unstructured data into structured data for reporting. This includes streamlining workflows for AI use cases such as project management, cost, and safety reporting. The approach is supported through collaboration with organisations such as Google and IMDA to scale AI implementation and execution, while establishing clear guardrails to ensure a human in the loop model & Group-wide AI policy.

Khalil leads digital transformation strategy at Boustead Singapore and Boustead Projects, driving AI, BIM, robotics, and data strategy across one of Singapore's most established built environment groups.

A recognized Autodesk Construction Champion (2024), he translates frameworks such as CORENET X, ISO 19650, and BCA's digitalization agenda into organization-wide change.

A practitioner-first thinker, Khalil champions purposeful AI adoption in construction – grounded in workflow integrity, data quality, and human judgement.

Quote - "The built environment doesn't have a technology problem. It has a data readiness problem — and AI will only amplify that gap if we don't fix the foundations first."

PANEL DISCUSSION



Ar Kok Su-Ming
Managing Director,
BCA Academy,
Building and
Construction
Authority

PANEL MODERATOR

Managing Director, BCA Academy, overseeing capability development of specialists and professionals of the built environment sector.

She is a Registered Architect, serves on the Examination Panel, Board of Architects and is a member of the Landscape Architects Accreditation Advisory Committee, SILA. Su-Ming is a member of the Professional Consultative Committee for Architecture at NUS and the Programme Advisory Committee for Facilities Management at SUSS.

Prior to joining BCA, Su-Ming was a Senior Architect with CPG Consultants, involved in many institutional building projects including Changi Airport Terminal 3. She holds a MSt in Sustainability Leadership, University of Cambridge, an MSc in Real Estate, a Bachelor of Architecture and a Bachelor of Arts, NUS.

Su-Ming has had a diverse portfolio at BCA including as Deputy Group Director, Construction Productivity & Quality, and as Director, Green Mark (New Development), overseeing the formulation and administration of the environmental sustainability legislation and green building standards.



**Mr Haresh
Khoobchandani**
Vice President,
APAC & Japan,
Autodesk

PANEL MEMBER

Haresh Khoobchandani is the Vice President at Autodesk leading the APAC and Japan regions and a global board member of the Autodesk Foundation. Haresh brings more than 25 years of experience working in the Asia Pacific region, leading and transforming organizations and teams to thrive in the digital age. Prior to Autodesk, Haresh spent 19 years at Microsoft across various senior leadership roles in both the Sales and Marketing disciplines, leading the Asia Pacific region. He was awarded the Global Brand Leadership Award at the World Brand Congress in 2011.

A post-graduate with a Master of Business Administration with Distinction from the University of Stirling and a graduate in Leading Change and Organizational Renewal at the Harvard Business School, Haresh is passionate about driving transformation across people and business. In addition, he is a key believer in the need for education to be a transformation enabler. He is an Adjunct Professor in several business schools on the topics of Culture, Diversity & Inclusion and Leadership. He recently graduated from Oxford University with a post-graduate Diploma in Global Business with Distinction and was awarded the Said Prize for Outstanding Academic Achievement.

A writer and a public speaker, Haresh has had some of his articles published in both online and offline media, some of which included qz.com and venturebeat.com. A regular on the speaking circuit, he has spoken at various events, including the Bloomberg ASEAN Business Summit in Bangkok, the Harvard College in Asia Program, and twice at TEDx Chiang Mai and the University of Malaya. Haresh is also a published author with his first book Growth by Choice, that made the Sunday Time best seller list on its debut.

A passionate advocate on technology as a transformational enabler and a certified coach, Haresh coaches senior executives in the areas of strategy, leadership and transformation in the digital age.