

Webinar:
Understanding Global Training Trends

Agenda

- Welcome and speaker introductions
- Key findings unpacked
- Insights and advice from our tutors
- Q&A



Speakers

Barry Trebes, Consultant, Trebes Consulting
Barry is a chartered quantity surveyor with over 30 years' experience in major transportation, infrastructure and utility projects. Procurement experience across a wide range of market sectors. He developed and led NEC training and advice support services in Needleman's and initiated a collaboration with MPS Limited in 1998 to develop a web-based NEC contract management system.

Betty K Y Lo, Tutor, NEC Contracts APAC
Betty Lo, a construction management, engineering, and quantity surveying professional, received the NEC Martin Barnes Award – Distinguished Contribution (Highly Commended) in 2025. This award recognises her leadership in advancing NEC adoption and best practices, role in fostering collaboration, sustainability, and improved performance across the NEC community and the wider industry.

Gabriel Kor, Associate Professor (Practice) and Deputy Head (Academic), Department of the Built Environment, College of Design and Engineering, National University of Singapore
Prof Gabriel Kor is Associate Professor (Practice) and Deputy Head (Academic), Department of the Built Environment, College of Design and Engineering, National University of Singapore. He is also an NEC Tutor based in Singapore and accredited NEC4 ECC Project Manager. He has taught collaborative contracting at the BCA Academy.

Steven Evans, Senior construction, commercial and dispute resolution advisor, Concordia Resolution
Steven Evans is a senior construction, commercial and dispute resolution advisor with more than 35 years' experience across project delivery, commercial leadership and complex project disputes. He advises clients across Australia, New Zealand and the wider Asia Pacific region, with particular expertise in NEC4, commercial management, claims and dispute resolution.

The report findings

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Key findings

- **1,000 construction professionals surveyed** across UK, Australia, Singapore, Hong Kong and Peru.
- **85% believe the right training is important to their role.**
- **61% say there is a lack of investment in training across the industry.**

What the research tells us

- Belief in training is universal
- Investment is lacking

Regional breakdown

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Attitudes Towards Training Across Key Markets

Metric	UK	Hong Kong	Singapore	Australia
Believe lifelong training is essential	74%	88%	N/A*	N/A*
Training is important in my role	78%	92%	N/A*	N/A*
Soft skills as important as technical training	71%	78%	80%	85%

*Report highlights UK and Hong Kong figures specifically; **Australia** and **Singapore** were described as close to the global average **(83%)**

The Gap Between Belief and Investment

Metric	UK	Hong Kong	Singapore	Australia
High/very high employer investment in training	29%	12%	21%	44%
Access to training for career progression	42%	32%	27%	49%

Note: *Trained to Deliver* also highlights 28% of **UK** respondents reporting low/very low employer investment in training.
68% of respondents in **Hong Kong** report moderate employer investment in training

Accredited Training Value

Publisher-Accredited Training Seen as Beneficial	
Market	**% Agree**
Singapore	98%
Australia	94%
Hong Kong	89%
UK	80%

Note: *Trained to Deliver* also highlights that in mature markets, **(UK 64% and Hong Kong 65%) over half agree Training Across Project Teams Improves Outcomes** compared to the **global average of 77%**

Collaborative Contract Challenges

Top Collaborative Contracting Challenge	
Market	**Biggest Challenge**
UK	Risk Allocation & Sharing (33%)
Hong Kong	Risk Allocation & Sharing (47%)
Singapore	Risk Allocation & Sharing (47%)
Australia	Risk Allocation & Sharing (53%)

“What this tells me is that generic training isn’t closing the gap, and it was never going to. Knowing that a contract has a compensation event mechanism is not the same as knowing how to spot one forming on your own project, on your own timescale, and act on it correctly. That second part is what role-specific, contract-specific training has to deliver, and it’s exactly where we see the biggest jump in confidence among people who’ve been through it. “

- Renee Paik, Head of Asia Pacific, NEC Contracts

Market-Specific Findings

United Kingdom

- Lowest contract management training uptake (43%), however maturity of market must be taken into account.
- 20% have never heard of collaborative contracts.

Hong Kong

- Highest reported contract skills gaps.
- 54% say they do not understand contract-relevant events as well as they would like.

Singapore

- 73% believe contract management skills gaps are holding back collaborative approaches, however again, maturity of market must be considered.
- Skills gaps linked to cost overruns (46%), poor collaboration (42%) and disputes (40%)

Australia

- Strongest investment culture.
- Highest percentage linking training to improving project outcomes (54%).

Questions



“At NEC Training, we have spent over three decades building the capability that sits behind collaborative contracting, working alongside NEC Contracts to ensure that the people using our contracts understand not just the words on the page but what they mean in practice. This research affirms why that work matters, and points to where we all still have ground to cover in getting the right training to the right people, consistently, throughout their careers.”



Andrea Naylor,
Managing Director, Thomas Telford Ltd

Contact Us

+44 (0)20 7665 2446
info@neccontract.com
One Great George Street, London
SW1P 3AA
neccontract.com