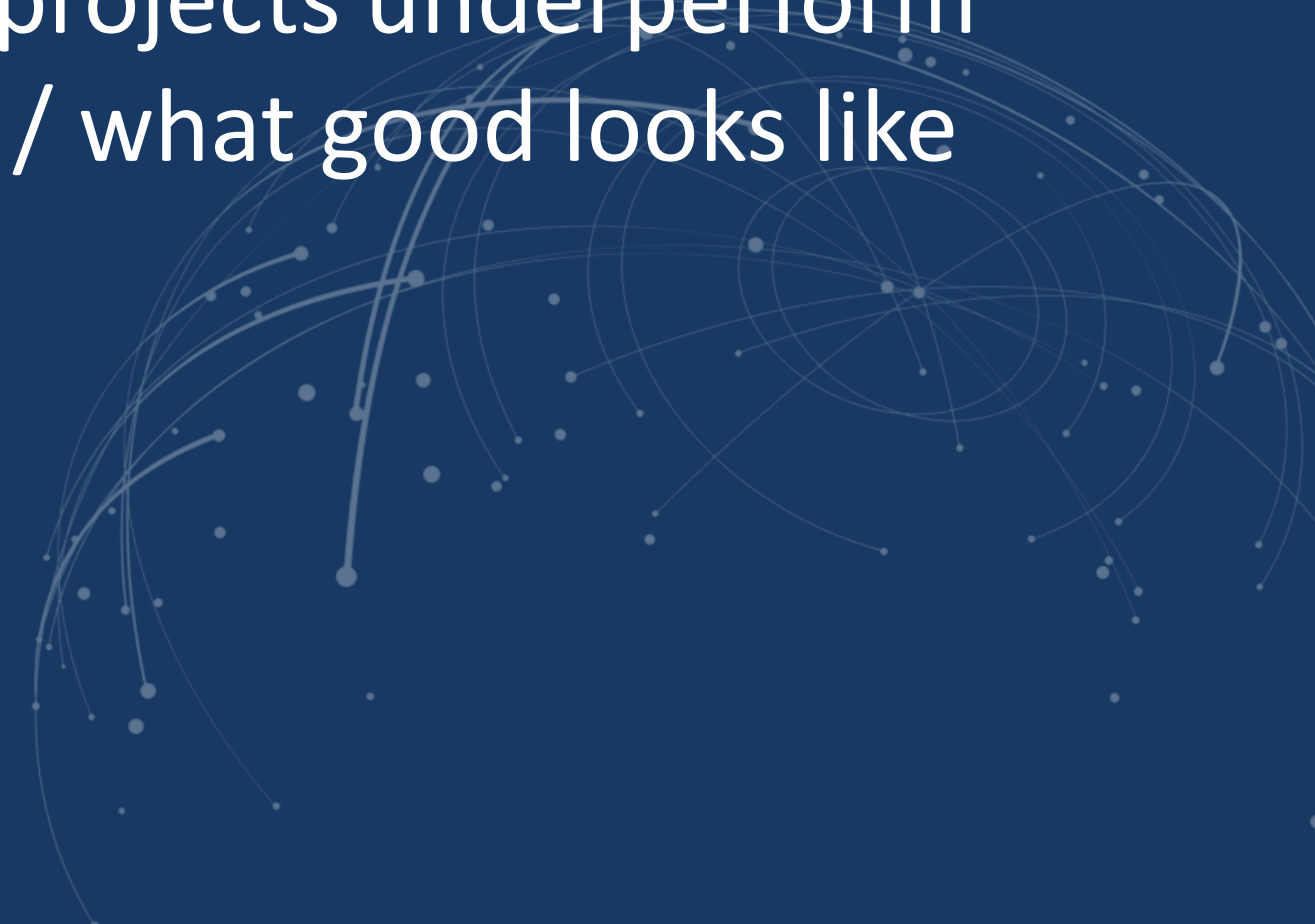




Webinar: What the Data Tells Us About Trust and Collaboration in Construction



Agenda

- Welcome and speaker introductions
 - Key findings unpacked
 - Deep-dive discussion: Why projects underperform
 - Practical recommendations / what good looks like
 - Q&A
- 
- An abstract graphic in the bottom right corner consisting of numerous thin, light-colored lines and dots of varying sizes, creating a complex, interconnected network or starburst pattern.

Speakers

Peter Higgins

Chair, NEC Contract Board and Director, pdConsult

Since 1995 Peter has led the NEC drafting panels set up by the ICE to prepare the NEC forms of contract and guidance, and now chairs the NEC4 Contract Board.

Veronica Flint Williams

Commercial Contract and Risk Manager, Environment Agency (EA)

Veronica works in the Commercial Centre of Excellence in the Environment Agency. She has a particular focus on commercial and contractual risk and acts for the Environment Agency to ensure that a balanced risk stance is taken to support successful project delivery through the Delivery Partners.

Helen Sturdy

Head of Construction, NHS England

Helen has wide experience working for the NHS directly in NHSE and in consultancy at director level covering capital project management, technical engineering consultancy, estate and facilities services.

The home of collaborative contracting

The report findings

Trust, Contracts and Outcomes

A Global Study of Construction
Supply Chain Relationships



Discover more at [neccontract.com](https://www.neccontract.com)

Key findings

What the research tells us

- Strong support for collaborative contracting principles
- Broad recognition of the benefits

However

- Limited adoption at scale

Key findings



TOP THREE REASONS FOR BUSINESS INSTABILITY, FINANCIAL STRESS AND DISPUTES ACROSS SUPPLY CHAINS.

UK



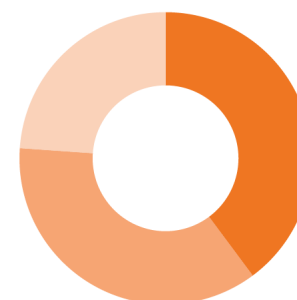
- Poor estimating and job costing (38%)
- Late payment culture (38%)
- Inflationary pressures (33%)

SINGAPORE



- Uncontrolled changes in project scope (42%)
- Poor estimating and job costing (42%)
- Inflationary pressures (37%)
- Late payment culture (36%)

PERU



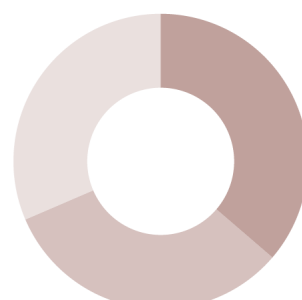
- Uncontrolled changes in project scope (45%)
- Late payment culture (41%)
- Inflationary pressures (27%)

HONG KONG



- Poor estimating and job costing (43%)
- Late payment culture (32%)
- Legal disputes and defect claims (32%)
- Uncontrolled changes in project scope (31%)

AUSTRALIA

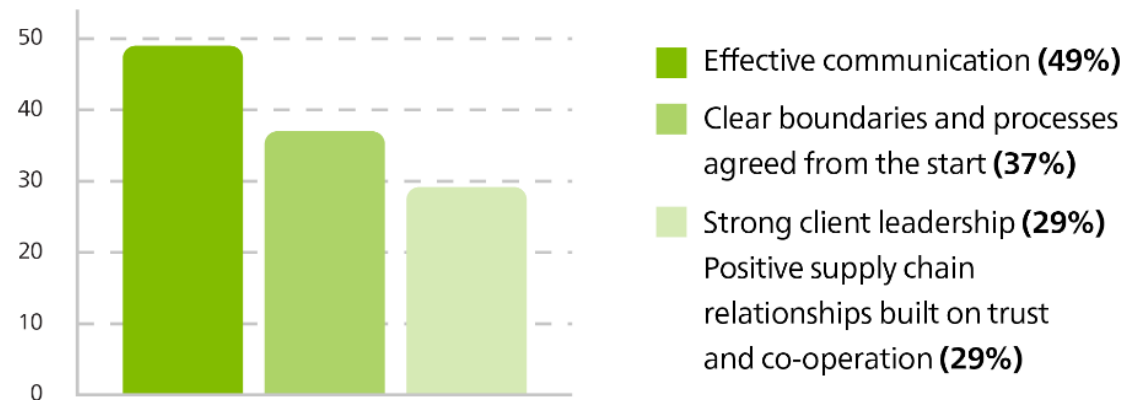


- Poor estimating and job costing (45%)
- Inflationary pressures (40%)
- Uncontrolled changes in project scope (39%)

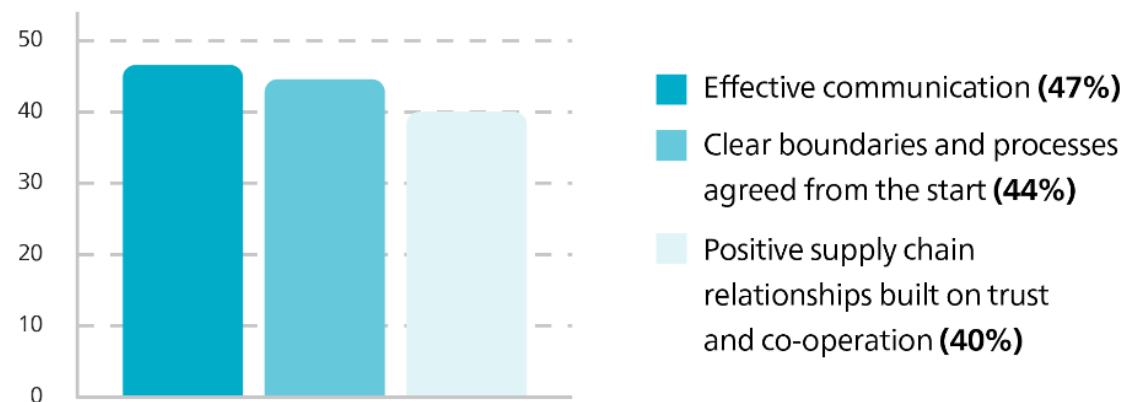


THE THREE MOST IMPORTANT FACTORS FOR MINIMISING DISPUTES

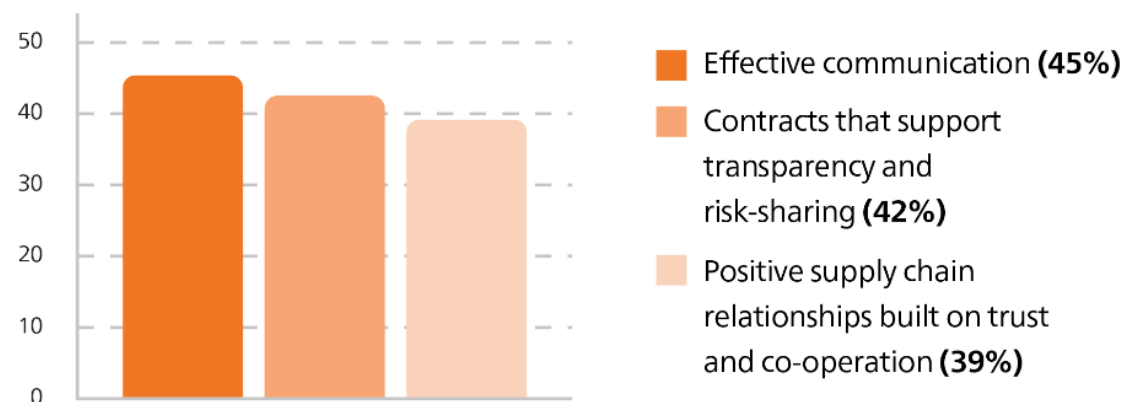
UK



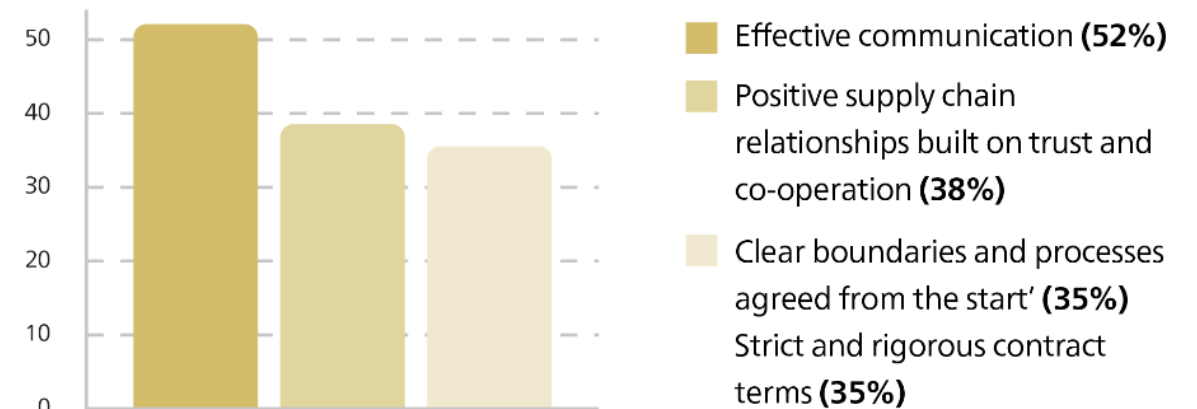
SINGAPORE



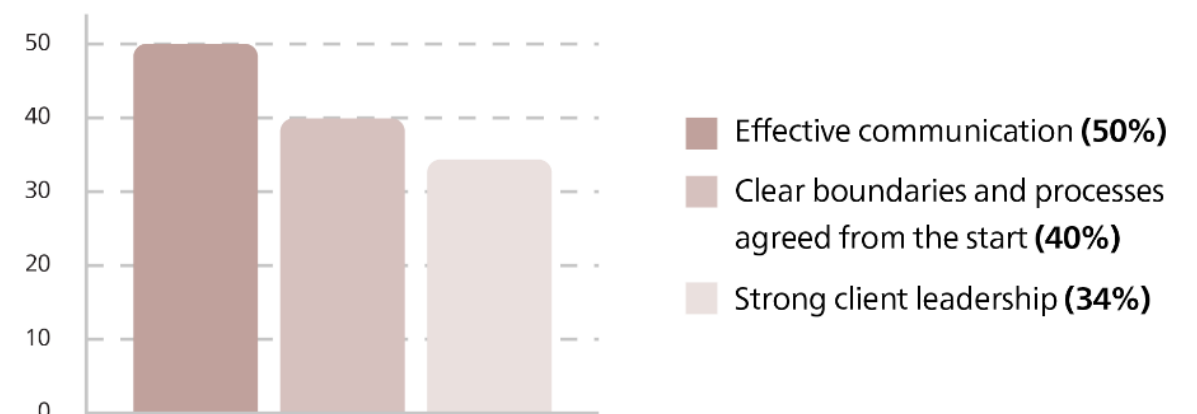
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HONG KONG

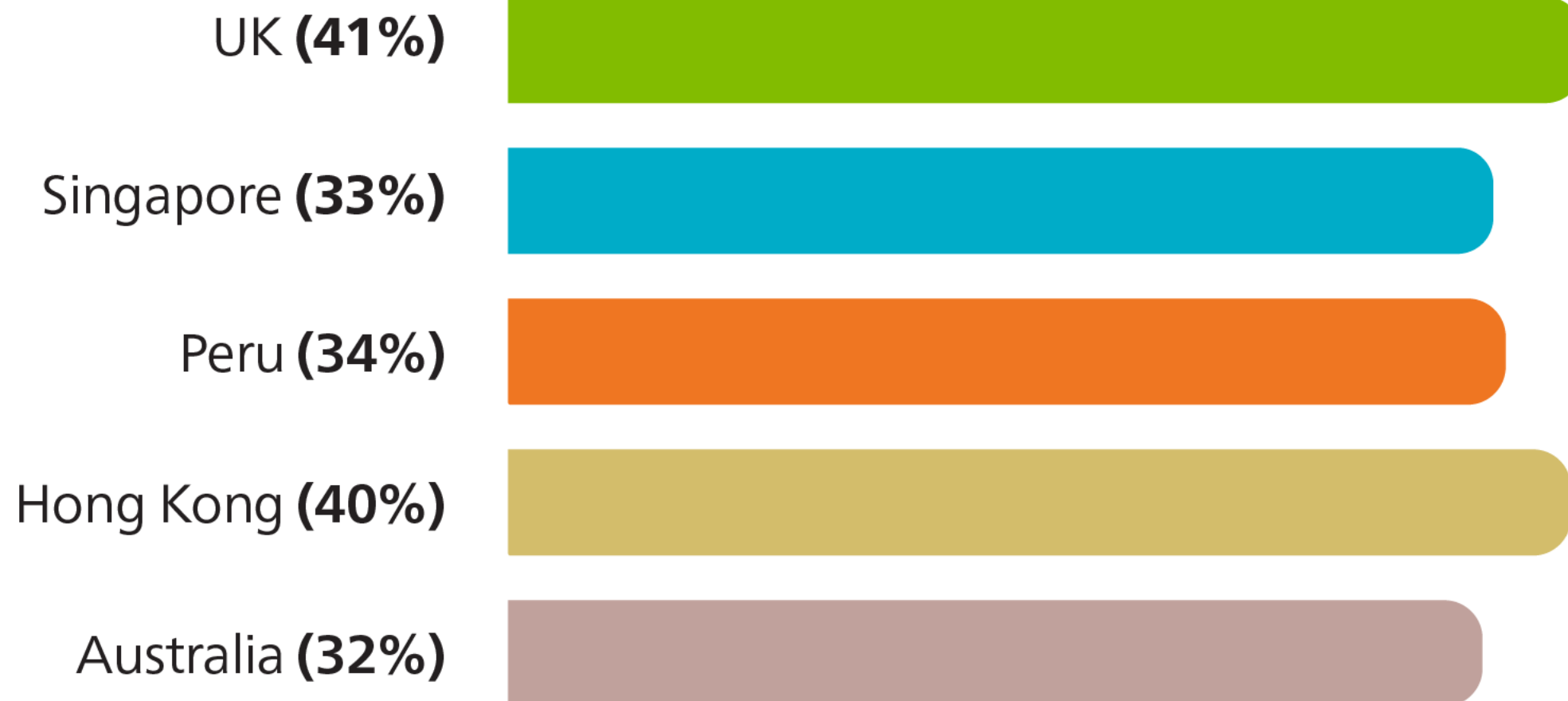


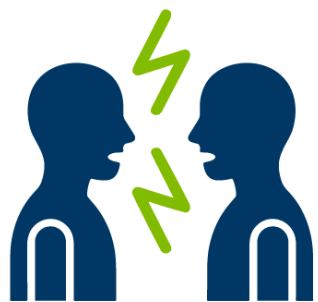
AUSTRALIA





PERCENTAGE OF RESPONDENTS THAT STATED LESS THAN HALF OF THE PROJECTS THEY'VE WORKED ON IN THE LAST THREE YEARS WERE DELIVERED ON SCHEDULE AND TO BUDGET





**BUILT ENVIRONMENT PROJECTS
CREATE SUPPLY CHAINS THAT ARE
INHERENTLY ADVERSARIAL IN NATURE**

UK



SINGAPORE



PERU



HONG KONG



AUSTRALIA



Key findings



AGREED BENEFITS OF TRUST AND COLLABORATION IN SUPPLY CHAINS



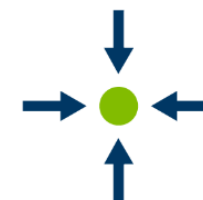
Higher levels of collaboration help issues to be resolved more quickly'



Trust between parties is important for achieving successful project outcomes



Collaboration positively influences multiple areas of project performance



The most effective supply chain relationships are based on trust and co-operation

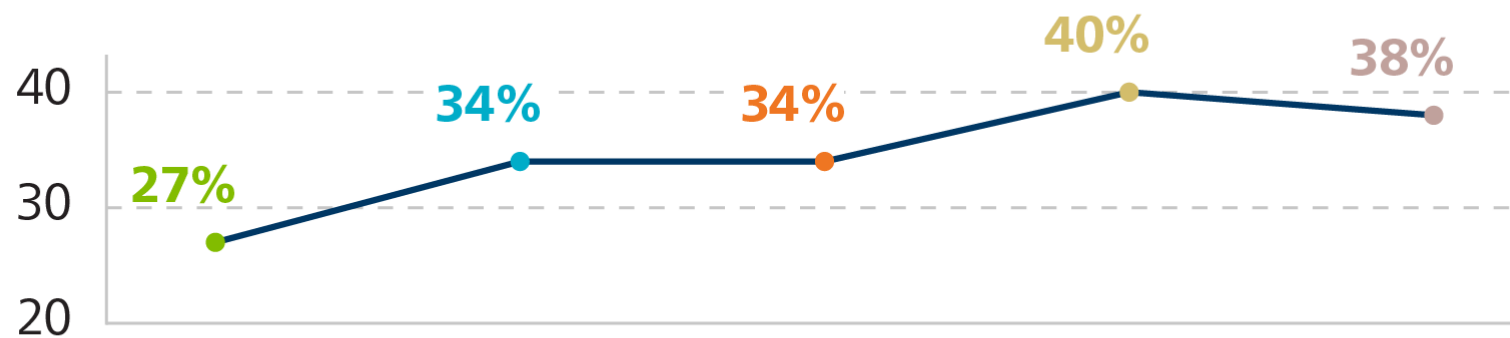


Key findings

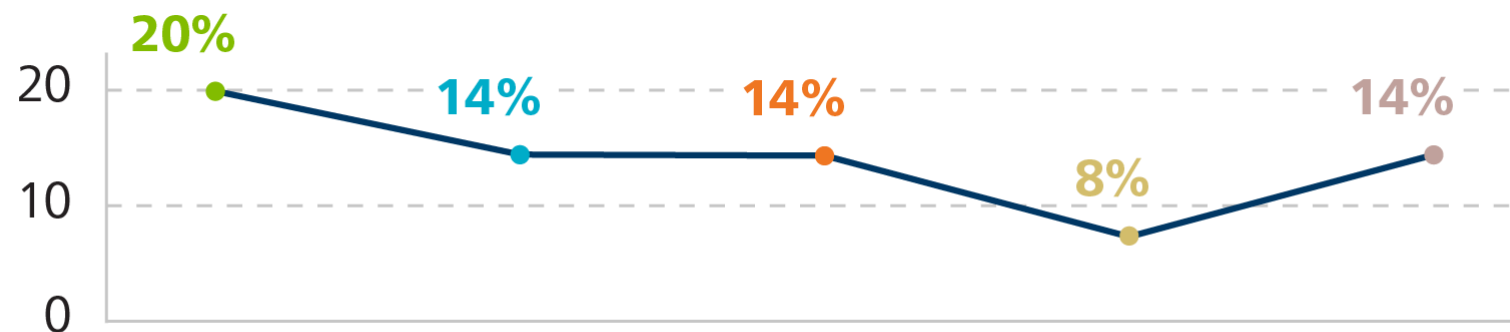


PERCENTAGE WHO HAVE WORKED ON PROJECTS WITH COLLABORATIVE CONTRACTS

UK Singapore Peru Hong Kong Australia



PERCENTAGE WHO HAVE NEVER HEARD OF COLLABORATIVE CONTRACTS





PERCENTAGE WHO FEEL POSITIVE ABOUT MORE **WIDESPREAD ADOPTION** OF COLLABORATIVE CONTRACTS



UK



Singapore



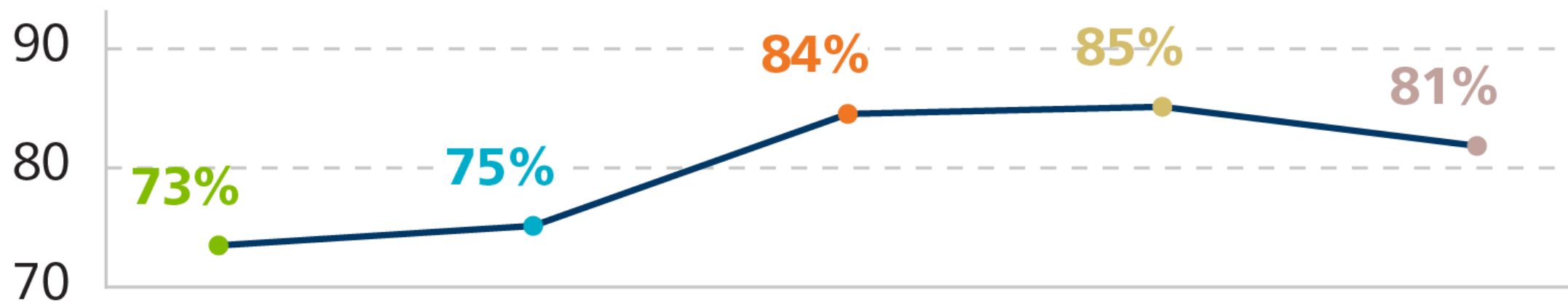
Peru



Hong Kong



Australia



Can the industry create the right conditions quickly enough?

To accelerate adoption we need:

- stronger client leadership
- clearer procurement choices
- investment in capability
- commitment beyond rhetoric



What is stopping wider adoption in your organisation?

- Culture?
- Procurement models?
- Capability?
- Leadership?
- Risk appetite?



Questions





NEC Annual Conference & Martin Barnes Awards

Thursday 18th June 2026



neccontract.com/conference26

“ *The industry understands the value of collaborative contracting. What it now needs is the education and training to put that understanding into practice.* ”



Andrea Naylor
Managing Director,
Thomas Telford Ltd



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