

People, the Driving Force in Construction Partnering

Effective project delivery through collaborative partnering.

20+ years embedded in Hong Kong's largest infrastructure programmes.

www.act-asia.com.hk



▲ THE CHALLENGE

The Construction Industry's Challenges

▲
98%

of megaprojects
face cost overruns
and delays

▲
80%

average cost
increase from
original value

▲
20

months average
schedule slippage

McKinsey & Company, The Construction Productivity Imperative; CII, University of Texas at Austin.

The Solution: Collaboration

The traditional response is to add more process, more reporting, more contractual protection. But the root cause is not technical. It is human. Teams from different organisations, with different cultures and incentives, are expected to collaborate under pressure without any shared framework for how to work together.

The benefits of partnering are recognised by government.

Hong Kong's Development Bureau has adopted the NEC (New Engineering Contract) suite as the standard form for public works, replacing the conventional adversarial contract model with one built on collaborative partnering.

▲ NEC mandates collaboration

NEC contracts require parties to act in a spirit of mutual trust and cooperation. Early warning systems, pain/gain sharing, and open-book accounting replace the adversarial positions that conventional contracts create.

▲ Government has committed

The Development Bureau strongly supports the adoption of NEC for all large-scale public works. The Hong Kong Edition of NEC4 ECC was published in 2023, followed by the Term Service Contract edition in 2024, both tailored to local legislation and practice.

▲ Partnering facilitation is the missing layer

NEC provides the contractual framework for collaboration. But a contract does not build trust, align behaviours, or resolve the human dynamics that determine whether collaboration actually happens. That is what ACT delivers.



Sources: Development Bureau, HKSAR Government; NEC4 ECC Hong Kong Edition (2023); NEC4 TSC Hong Kong Edition (2024).



▲ OUR APPROACH

People-centric partnering for construction delivery.

Technology does not build trust between a main contractor and a subcontractor who have never worked together, *people* do. And people need a framework for doing it well.

01

Build High Trust

Structured trust-building, so teams share risk early instead of protecting position.

02

Align Objectives & Goals

One shared definition of success across every organisation on the project.

03

Communicate & Collaborate

A common language for how teams talk, escalate, and decide under pressure.

04

Challenge & Empower

Permission to question, and the confidence to ACT, at every level of delivery.

05

Preempt Conflict

Surface friction before it becomes a claim, a delay, or a formal dispute.

OUR HEARTBEATS MODEL



Trust is not assumed.

In partnering, trust is the variable that separates coordination from collaboration. Without it, teams comply with process but withhold discretionary effort. ACT's HEARTBEATS model is a structured framework for building and sustaining trust across multi-stakeholder project teams.

H

Honesty

Being true to oneself and others.

B

Balance

Equal time for speaking and listening.

E

Engagement

Fully involved and intentionally present.

E

Empathy

Understanding others to anticipate.

A

Accountability

Taking responsibility consistently.

A

Ask

Openness to vulnerability and growth.

R

Respect

Mindful of others, their time and values.

T

Transparency

Genuine understanding between parties.

T

Trust

The product of everything above.

S

Safety

Physical & psychological safety to speak up.

Choosing the right partners is the first act of collaboration.

The Collaborative Behavioural Assessment (CBA) is our framework for contractor selection that looks beyond technical capability and price. It assesses the collaborative behaviours that predict whether a project team will actually work well together under pressure.

01 Define
Identify the behavioural criteria that matter most for this specific project.

02 Design
Develop the assessment and activities that will best allow us to assess these behaviours.

03 Assess
Evaluate prospective contractors against the criteria during selection.

04 Recommend
Compare, report and recommend best suited partners for optimal project delivery.





▲ OUR TOOLKIT

Data-driven, ACTion-focused. Built for construction.

▲ BEHAVIOURAL PROFILING

Insights Discovery

Four-colour model establishing a common language for how project teams communicate, lead, and collaborate across contractors and interfacing parties.



▲ PROPRIETARY ASSESSMENT

360 Competencies

Measures individual competencies against ACT's Leadership Effectiveness model. Tracks development across the life of a project, not just at a single point.



▲ PROPRIETARY ANALYSIS TOOL

ACTIVE Networks

Applied to project teams. Maps real collaboration patterns, information flows, and isolation points across the stakeholder ecosystem.



▲ PROPRIETARY FRAMEWORKS

HEARTBEATS + CBA

ACT's trust-building and assessment models developed specifically for Construction Partnering.



▲ Partnering Saving Calculator (PSC)

ACT's proprietary tool for quantifying the financial return on partnering investment. Input your project parameters (size, duration, complexity, budget) and model the potential savings.

▲ NEC Simulation App *Clause & Consequences*

Our NEC4 Learning Simulation App delivers immersive, scenario-based training on Early Contractor Involvement (ECI) directly to mobile devices to ensure genuine contractual fluency for all staff.

Are you investing in partnering?

**Project
completion time**

20%

▼ REDUCTION

**Total project
costs**

10%

▼ REDUCTION

**Schedule
changes**

48%

▼ REDUCTION

**Number of
claims**

83%

▼ REDUCTION

**Lost-time
accidents**

1/83rd

▼ REDUCTION

**Job
satisfaction**

30%

▲ INCREASE

Source: Construction Industry Institute, Partnering Research (University of Texas at Austin).

For each \$1 invested in partnering, a project saves on average \$114.



▲ TRACK RECORD

Depth and Experience.



Clients

Rail Operators · Government Services · Construction Councils · Airport Project Office



Contractors

Civils Main Contract · E&M · Building Services · Signaling & Control Systems



Government Entities

Airport Authority · Architectural Services Highway Department Railway Development Office Development Bureau



Consultants & Stakeholders

Design, Safety and Environment Consultants · Communities · Statutory Bodies

Why ACT?

- ▲ 20+ years focused on construction partnering
- ▲ Proprietary frameworks, models and tools
- ▲ Data-driven, people-centred methodology
- ▲ ACTivation workshops for lasting change
- ▲ Diverse, multilingual consulting team
- ▲ Offices in Hong Kong and Singapore



Twenty years of helping clients benefit from partnering across Hong Kong's public works, rail, aviation and building programmes.

HOW TO START



Every partnership starts with understanding the project.

01



Project Scoping

We learn the project: its scale, stakeholder map, delivery pressures, and history. No two projects are the same.

02



Framework Design

We design a programme: HEARTBEATS deployment, leadership development, ACTivation workshops and facilitation.

03



Behavioural Diagnostic

We assess current collaboration dynamics using ACTIVE Networks, Insights Discovery, and 360 Competencies.

04



Engaging Delivery

We deliver effective and impactful workshops and sessions to counter partnering and project fatigue.

05



Empower from Within

We create and coach champion groups to drive change from within.

06



Finger on the Pulse

We stay with the project for the duration, measuring change and tracking collaboration metrics.

You've seen the return. Start investing now.

Partnering isn't a cost you absorb once. It's an investment that compounds, in trust, in collaboration, in every project that follows the first. The teams who start today are the ones earning the return years from now.



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