

CONFLICT AVOIDANCE COALITION

Promoting Co-operation in Construction

A coalition of leading international organisations and businesses working to prevent conflict and reduce disputes in Infrastructure and the built environment.

The Conflict Avoidance Coalition brings together over 100 leading organisations - including public bodies, contractors, consultants, and professional institutions - who are united in a shared mission: to reduce the financial, reputational, and relational costs of disputes through better conflict management.

Use the QR code to sign the Pledge and be part of the change.



Conflict Avoidance Pledge

We believe in collaborative working and the use of early intervention techniques throughout the supply chain, to try to resolve differences of opinion before they escalate into disputes.

We recognise the importance of embedding conflict avoidance mechanisms into projects with the aim of identifying, controlling and managing potential conflict, whilst preventing the need for formal, adversarial dispute resolution procedures.



We commit our resources to embedding these into our projects.



We commit to working proactively to avoid conflict and to facilitate early resolution of potential disputes.



We commit to developing our capability in the early identification the use of conflict avoidance measures.



We will promote the value of collaborative working to prevent issues developing into disputes.



We commit to work with our industry partners to identify, promote and utilise conflict avoidance mechanisms.

The Coalition is working tirelessly to embed conflict avoidance mechanisms across the industry to improve project outcomes and strengthen partnerships. By sharing knowledge, promoting best practices, and supporting early resolution methods, we're making the industry more resilient, efficient, and productive.

The Conflict Avoidance Coalition's Bronze, Silver and Gold Recognition Scheme recognises organisations that are putting their commitment to conflict avoidance into practice. Bronze is awarded to all Pledge signatories, Silver recognises organisations embedding collaborative working and conflict avoidance into their business practices, and Gold recognises those going further by incorporating and actively using conflict avoidance procedures within their contractual arrangements.

Together, we are shaping a future where conflicts are managed constructively - and often prevented entirely.

DRIVING THE PLEDGE:

CONFLICT AVOIDANCE COALITION CONFERENCE 2026

Programme

- 9:55 Welcome and Introduction**
Richard Bayfield, Chair of the Conflict Avoidance Coalition (CAC)
- 10:00 The State of the Construction Industry Today**
Tim Tapper, Turner & Townsend | Jeremy Glover, Fenwick Elliott LLP, Vice President of the CAC
- 10:30 How Can Conflict Avoidance Benefit Small Business and So Us All?**
Emma Jones, UK Small Business Commissioner
- 11:00 Coffee Break**
- 11:15 Why Clients Are Adopting Conflict Avoidance Methods**
Martin Burns, RICS | Sue Barrett, Houses of Parliament Restoration Project | Victoria McCausland, Environment Agency | Helen Sturdy, NHS England | Stephen Blakey, Network Rail
- 12:15 Why Sign the Conflict Avoidance Pledge?**
Len Bunton, Bunton Consulting | Mike Ward, The Association for Specialist Fire Protection | Edward Schryver, VVB Engineering
- 12:55 Lunch**
- 13:45 How the Conflict Avoidance Toolkit Can Support Your Organisation**
Ashley Belcher, Balfour Beatty and CAC Toolkit Group Lead | Jim McCluskey, Kier
- 14:15 Getting Your Contract Right**
Anthony Armitage, Thirdway and Head of Contracts Group CAC | Jess Lyons, Laing O'Rourke
- 14:45 Afternoon Break**
- 15:00 Embedding Conflict Avoidance**
Howard Betts, Institute for Collaborative Working | Kim Franklin, KC of Crown Office Chambers and representing the Chartered Institute of Arbitrators (CI Arb)
- 15:30 From Conflict to Co-existence to Collaboration**
Edward Moore, ResoLex
- 16:00 Our Challenge to You: How Can We Change the Culture of Our Industry?**
Richard Bayfield, Chair of the CAC | Julie Forsyth, LexiNexis | Sandi Rhys Jones, Saible | Iain McIlwee, Finishes and Interiors Sector | Stephen Blakey, Network Rail | Mike Ward, ASFP
- 17:00 Post-Conference Networking Reception**
Sponsored by Ridge LLP and hosted at Lord Raglan, 61 St Martin Le Grand, EC1A 4ER

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NOTES

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