



NJORD LAW FIRM

HOW DO WE REDUCE THE RISK OF
DISPUTES IN INFRASTRUCTURE PROJECTS?

WHO WE ARE

Tobias Kristian Teglborg

- Specialized in large-scale construction, infrastructure and energy projects
- Extensive experience with mega projects, tunnelling, EPC contracts, AB 18, FIDIC and international standard forms
- Represents contractors in high-value arbitration and litigation matters involving delay claims, variations, defects and commercial risk management

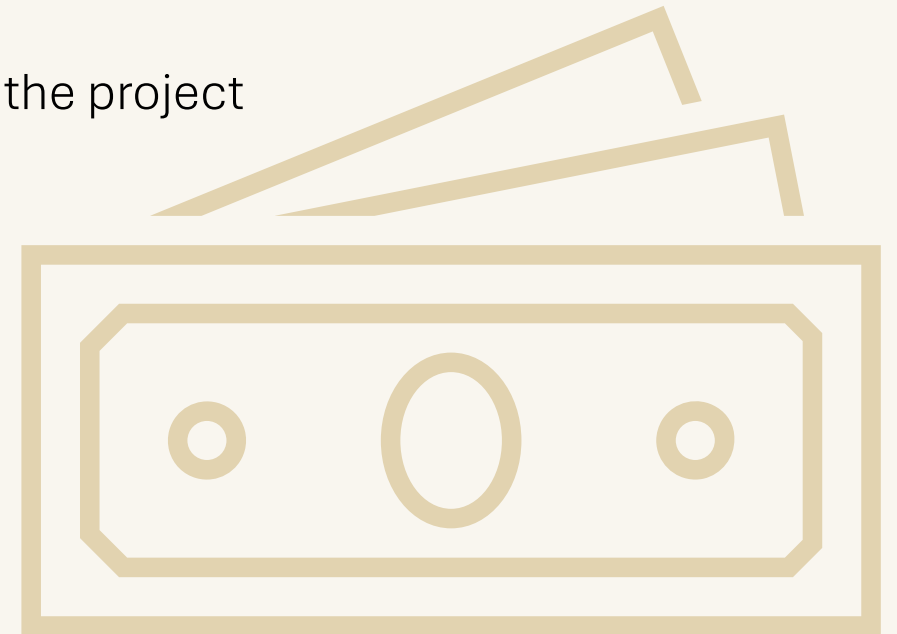
Steffen Hebsgaard Møller, Partner

- 10+ years in technically demanding construction and infrastructure law
- Specializes in FIDIC contracts, high-stakes disputes, and collaborative contract models
- Danish member of the international Alliance Steering Group - working on FAC-1, TAC-1, and PCC 2025
- Collaborates with King's College London on EU strategic procurement guidelines
- Chairman of the board, Arpe Kjeldsholm - giving him firsthand insight into contractor risks and realities



THE REAL COST OF DISPUTES

- Money (2.200.000.000 DKK yearly in Denmark)
- Time and resources that could have been spent on delivering the project
- Relationships and partnerships breaking down
- Years tied up in disputes, claims and arbitration proceedings



WHY DO PROJECTS END UP IN CONFLICT?

1. Different understanding of the project
2. Changes and scope creep
3. Delays



EARLY WARNING SIGNS

- Unrealistic schedules
- Unclear responsibilities
- Late decisions
- Poor communication
- Lack of documentation
- “We’ll solve it later”



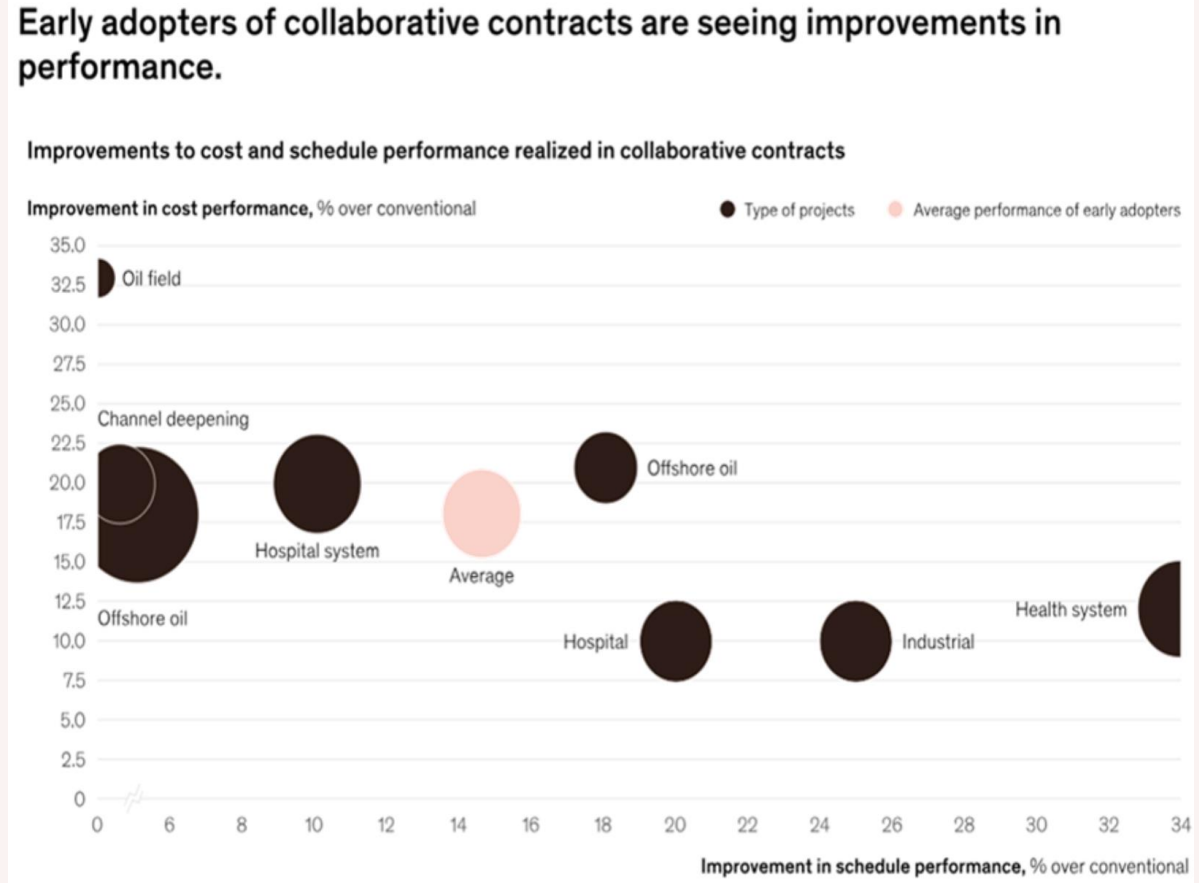
HOW DO WE REDUCE THE RISK?

- Clear allocation of risk from day one
- Strong contract and change management during execution
- Early identification and escalation of critical issues
- Continuous documentation of time and cost impacts
- Commercial focus from management throughout the project
- Solving issues early - before they become disputes



COLLABORATIVE PROJECTS WORK BETTER

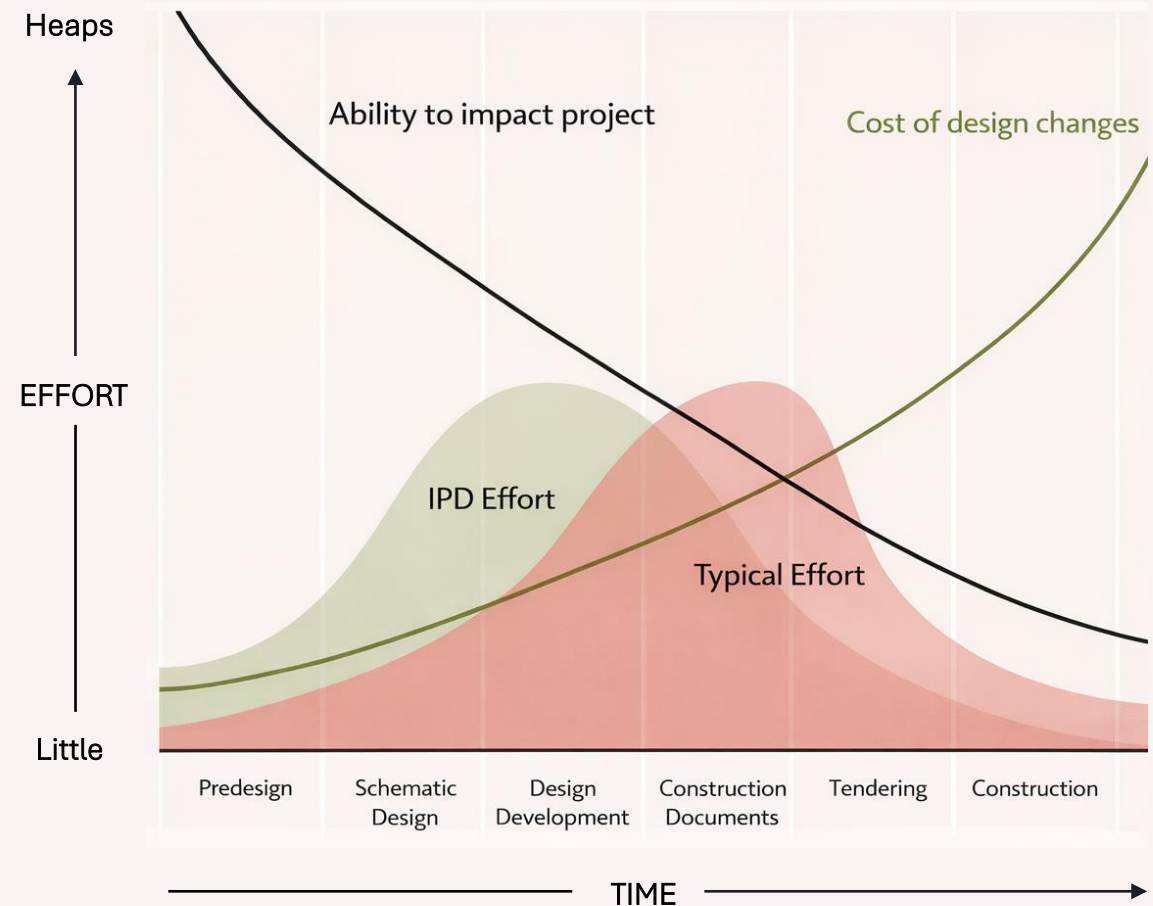
- Experience from the UK, Norway and Australia shows that collaborative models can deliver up to 20% better productivity
- McKinsey & Moody: collaborative models reduce waste and transaction costs by 15–20%



COLLABORATIVE PROJECTS WORK BETTER

Front-loading & early involvement →

- Partnering and strategic alliances improve collaboration culture, but still rely on the same economic and legal logic as traditional projects
- The collaborative model changes the rules of the game - because goals, finances and risk are shared and managed jointly
- We use internationally proven standards, e.g. FAC-1



PUBLIC PROJECTS REQUIRE A DIFFERENT MINDSET

- Procurement rules
- Formal approval processes
- Documentation requirements
- Public accountability



