Primavera Unifier at Sizewell C

Implementing Contract Management at Mega-Project Scale

28/04/2026

ORACLE PRIMAVERA SPECIALISTS
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What we'll cover

- The Sizewell C context
- The problem to solve
- Why Primavera Unifier
- Implementation approach
- What was delivered
- Challenges and lessons learned
- Value and key takeaways

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Sizewell C

A Project That Demands Robust Controls

- Nuclear new-build, long-term programme
- £bn-scale investment
- Multiple delivery partners
- High regulatory and audit scrutiny
- Long lifecycle with evolving scope

This is not a “normal” capital project.



The Contract Management Challenge

Why Contract Control Was the Priority



Large number of high-value, long-duration contracts

Contracts administered across:

- Multiple standalone systems
- Spreadsheets (Excel)
- Email-based correspondence and approvals (Outlook)



No single, authoritative view of:

- Contract commitments
- Variations / compensation events
- Approved vs potential contractual exposure



Manual tracking increasing risk of:

- Missed approvals
- Inconsistent data
- Loss of audit trail

High regulatory and commercial scrutiny requiring defensible, end-to-end contract governance

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Defining Success for Contract Management

One single, authoritative system

Clear visibility

Structured, workflow-driven contract processes

Strong governance and segregation of duties

Scalable foundation

Success meant moving contract management from personal tools and disconnected systems into a single, governed platform.



Why Primavera Unifier?

A Platform Built for Contract-Centric Governance

Single system of record for contract management

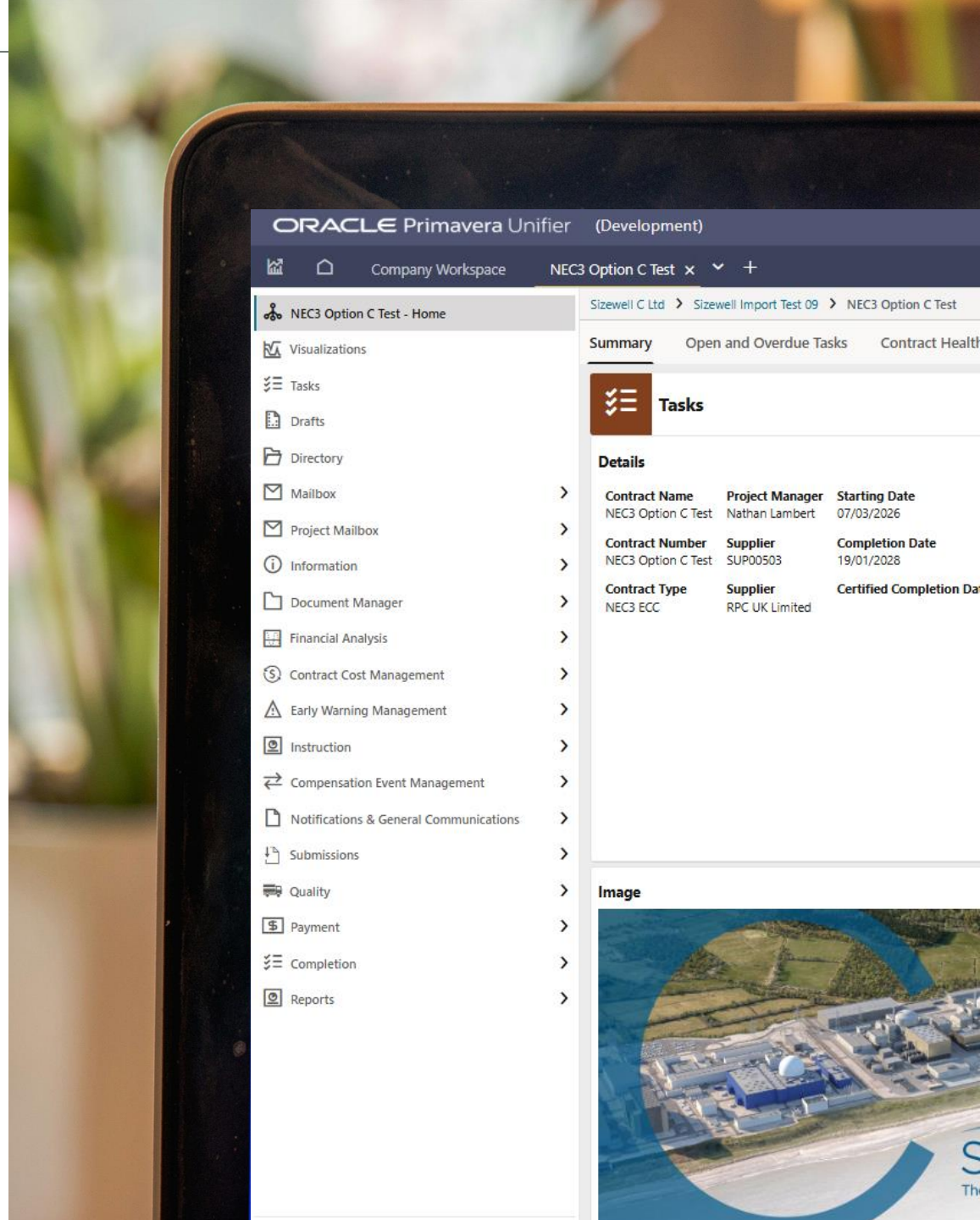
Strong, configurable contract and commercial workflows

Embedded governance and controls

Robust audit trail for all contractual actions

Clear visibility of contractual exposure

Scalable platform



Primavera Unifier was selected not as a project controls tool, but as a robust contract management platform capable of replacing fragmented, manual ways of working.

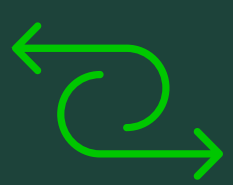
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Implementation Principles

Designing a Contract-First Unifier Implementation



Contract management first, controls second



Replace fragmented ways of working



Configure to agreed commercial processes



Governance built in by design



Keep it simple

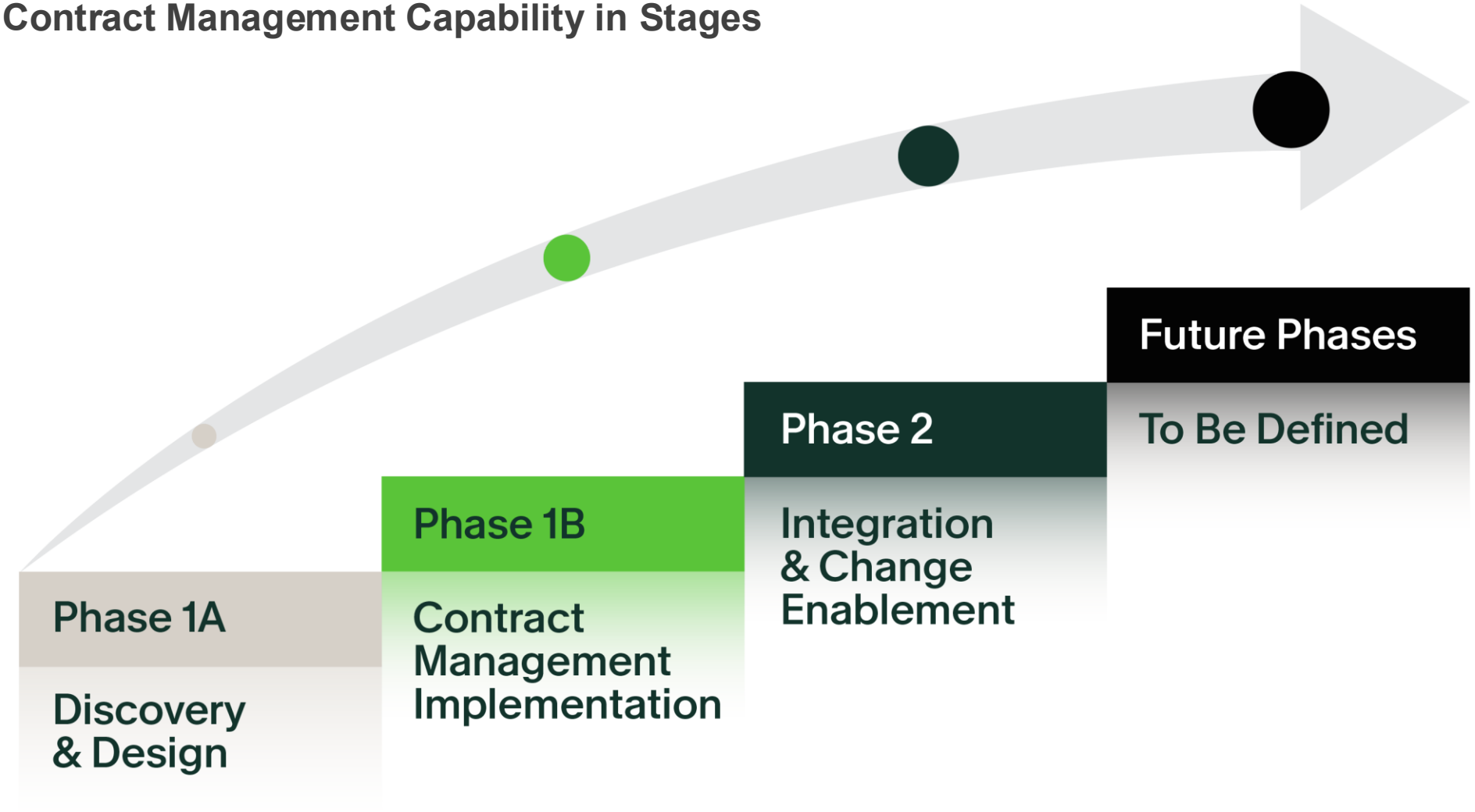


Design for scalability and future integration

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Phased Delivery Strategy

Delivering Contract Management Capability in Stages



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Phase 1A – Discovery & Design

Understanding the problem before building the solution

- Engage stakeholders to establish contract management requirements
- Review existing processes, systems, Excel trackers and Outlook-based workflows
- Identify risks, gaps and opportunities for standardisation
- Define target-state processes and governance
- Propose best-fit Unifier solutions aligned to Sizewell C's commercial needs

Outcome:

A clear, agreed blueprint for contract management in Unifier

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Phase 1B – Contract Management Implementation

Replacing fragmented tools with a governed platform

- Implement contract management in Unifier for all contracts
- Establish and manage the Sizewell C Master Contract List
- Implement workflows for contract administration, variations and compensation events, and dispute resolution
- Enforce approvals, authorisation limits and a full audit trail

Outcome:

A single system of record for contract management

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Phase 2 – Integration & Change Enablement

Embedding Unifier into the wider ecosystem

- Internal change management and user adoption
- Integration with other enterprise tools
- Improve end-to-end visibility from contract to financial commitment

Outcome:

Joined-up contract and commercial data

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Future Phases – To Be Defined

Scaling with the Sizewell C programme

- Further integrations
- Extended commercial and cost controls
- Enhanced Reporting and Analytics
- Capability expansion aligned to programme maturity

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Stakeholders & Governance

Making Contract Governance Work in Practice

Clear commercial ownership

Strong client and programme sponsorship

Discovery-led stakeholder engagement (Phase 1A)

Defined decision-making and approval structures

Governed configuration and change control

IT and integration support

Strong governance and the right stakeholders were essential to moving contract management out of spreadsheets and inboxes into a single, controlled platform.



What Was Implemented

Contract Management Capability in Primavera Unifier

Centralised Contract Register

Standardised contract management while allowing for contract-specific processes and different contract types

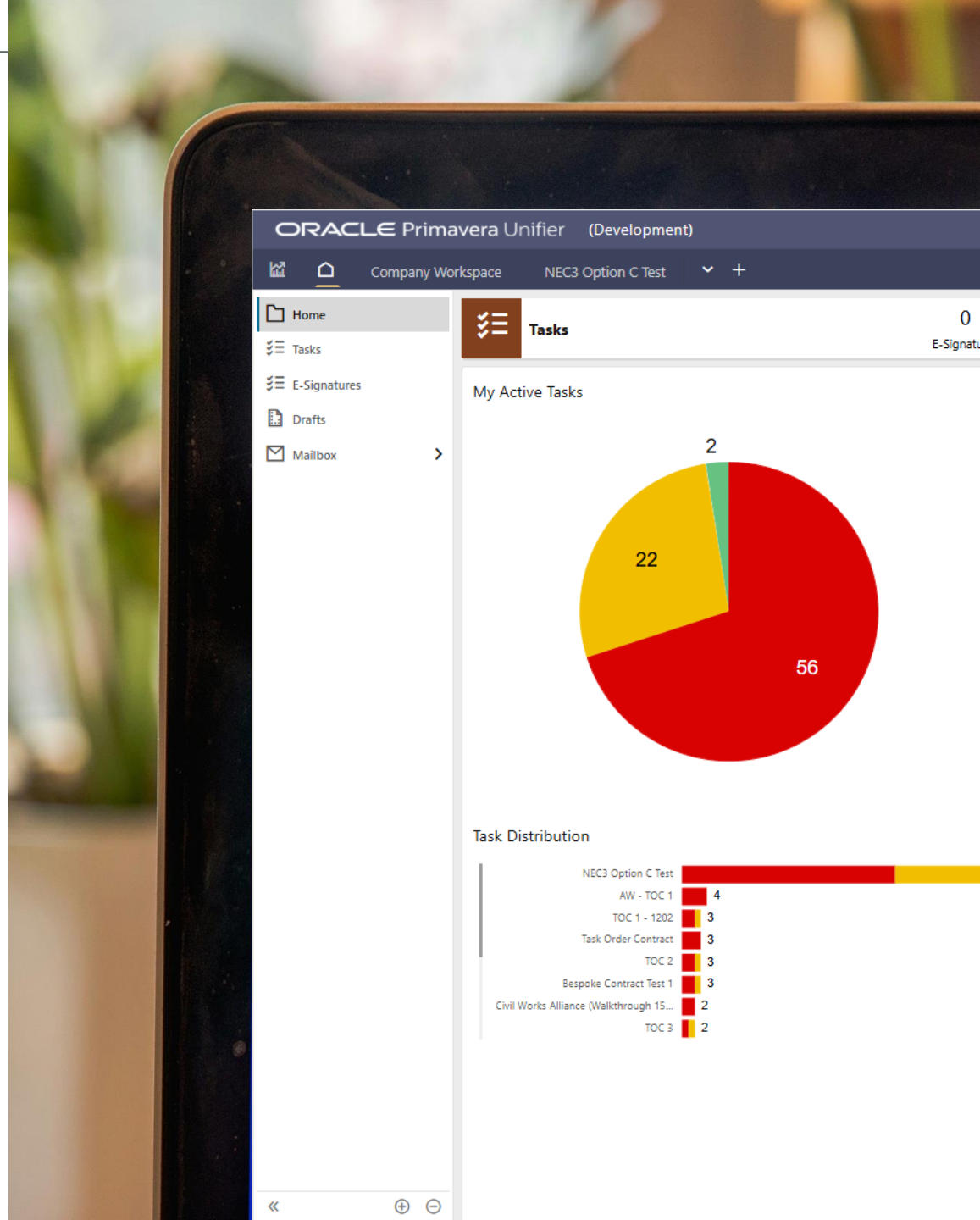
Structured Contract Administration Workflows

Dispute Resolution Management

Governance, Controls and Auditability

Foundation for Integration and Future Growth

Unifier is now the single system of record for contract management – replacing fragmented systems with governed, auditable processes.



Challenges Encountered

What Made This Implementation Hard

Fragmented starting point

Aligning diverse contract types

Changing established behaviours

Defining governance before configuration

Managing expectations of speed vs robustness

The biggest challenges were not technical, they were understanding fragmented processes and driving behavioural change to support consistent, governed contract management.



Key Lessons Learned

What We Learned From Implementing Contract Management First

Discovery is not optional

Contract management must lead the design

Do not recreate spreadsheets in a system

Governance decisions must come before configuration

Behaviour change is harder than system change

Design for the future, but deliver for today

The success of the Unifier implementation was driven more by decisions about contracts, governance and behaviours than by technology.



Value Delivered

Impact of Contract-Focused Implementation in Primavera Unifier

Single Source of Truth for Contracts

Improved Contractual Governance and Control

Greater Visibility of Contractual Exposure

Clear distinction between approved commitments, changes and emerging disputes

Improved confidence in programme data

Reduced Risk from Manual and Informal Processes

Auditability and Regulatory Readiness

Foundation for Integration and Future Phases

Value was delivered by improving how contracts are governed – visible and defensible – not simply by introducing a new system.



Key Takeaways

What Really Mattered in the Sizewell C Unifier Implementation

- Contract management was the real control challenge
- Discovery before delivery enabled success
- The biggest shift was cultural, not technical
- Unifier enforced governance – it didn’t invent it
- Start with what matters most, then scale

The success of Unifier at Sizewell C came from clarity on contracts, processes and governance, with technology used to support, not substitute, those decisions.

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Questions & Discussion

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Thank You

01942 222 001
enquiries@rpc.uk.com

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