Social risks for international players in the construction market: A China study

Xiaoling Zhang*

Department of Urban Planning and Design, The University of Hong Kong, Room 823, Pokfulam, Hong Kong

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Abstract

Implementing international projects in a foreign country is a high risk business activity. Research on this subject has tended to emphasize traditional risks. However, an emerging new type of “social risk” in the globalization era has been ignored. With the rapid urbanization progress in China, many international contractors have entered the Chinese construction market due to the huge demand in the market. However, the differences in the social, economic and cultural backgrounds among the international contractors and their partners have led to difficulties and occasional disputes among various participants. In particular, they are presented with various social risks in a new environment. This paper identifies the key social risk factors associated with international contractors from a questionnaire survey and case study. The social risks highlighted from the questionnaire survey include “local protectionism (for local projects)”, “risk of poor social relations between various parties in the local region”, “permit or license risk in dealing with land use and construction planning issues due to policy changes” and “dispute risk with local construction labor”. Several risk response strategies for international contractors are also illustrated by the case study from China. Suggestions developed in the case study can provide useful references to those international contractors who have entered or are planning to operate their businesses in China.

Introduction

Globalization emerges as the fast growing connectivity in economic, social and cultural activities across the world. One crucial result of globalization is the growing opportunities of international contractors (Ngowi, Pienaar, Talukhaba, & Mbachu, 2005). Typically, construction markets operate at a local level. In addition, foreign investors have been using public–private partnerships to fund infrastructure in both developing and developed countries (Drewer, 2001). Agreements such as the Uruguay Round in the General Agreement on Tariffs and Trade (GATT) have fundamentally changed the structure of the construction industry.

Developing countries need new infrastructure and buildings and welcome specialized contractors from developed countries. This has allowed contractors working in the international market to prosper, with Engineering News-Record (ENR)’s Top 225 International Contractors earning $224.43 billion in revenue from projects outside their home countries in 2006, up 18.5% from 2005’s mark of $189.41 billion (ENR, 2007). Nevertheless, as the total number of the international contractors has grown, so has risk.

Working in business environments where the institutional and economic development stages are different, those contemporary international contractors, particularly in developing countries (e.g., China), have experienced many risks in management, technology development, organizational structure and economic aspects. Indeed, it could be suggested that the social relationships, economic activities, and dynamic environment changes have accentuated the risks involved. Risk has therefore been globalized. In contrast to these traditionally attended risks, such as business, strategic and financial risk, in the dynamic realm of risk management, international contractors in China are being confronted with a new concern: “social risk” — a term Booz Allen Hamilton uses to define challenges by stakeholders to companies regarding the social consequences of their business practices (Kytle & John, 2005). Social risk is not a routine event. Social risk occurs when stakeholders identify a company's vulnerability on a social issue — such as a potentially inflammatory policy, ethic, or practice and pressure the organization to change its approach. Social risk often involves human rights, labor, or environmental sustainability, and can destroy a company's reputation if left unchecked (Kytle & John, 2005). Contractors that operate in the new global environment are considered to be subject to more social risks than other companies. For example, many international contractors have business in China, and it is often reported that local workers appealed to the higher authorities for demanding salary-increases and the improvement of work conditions. It is considered that the concept ‘social risk’ is characterized by complexity involving the...
sources, forms and impacts which make it difficult to find coping strategies for international contractors. There are multiple ways to analyze social risks. The factor analysis method is considered to be one of the most effective approaches to address ‘social risks’. According to the previous literature, the Key Risk Indicator, also known as a KRI, is a measure used in management to indicate how risky an activity is — a project or an investment (Alexander, 2001). This employs key factors capable of showing that the organization is subject to or has a high probability of being subject to a risk that exceeds the defined risk appetite. Most of the international contractors face the challenge of identifying key factors that can effectively provide early warnings of potential future losses.

Given the various sources for KRIs, the objective should first be to develop a high-quality set of KRIs or key social risk factors for international contractors, rather than mapping the sources, forms and impacts of social risks from the very beginning. According to Holmquist (2008), a set of key social risk factors can help:

- provide improved risk awareness and early warning metrics,
- allow for more proactive risk management rather than reactive, and
- reduce both expected and unexpected losses.

Therefore, in order to predict and manage those social risks that occur to international contractors, it is reasonably efficient to address, identify and monitor them by finding out a set of key social risk factors which are more accurate for highlighting risky trends and changes in a business market. This paper aims to investigate the key social risk factors for international contractors with reference to the practices in China. The results will help international contractors examine and identify the key social risk factors that may occur when they operate construction projects in China.

The paper is organized into the following sections. First, a review of existing studies is conducted by providing the candidate factors for social risks. This is followed by a brief outline of the research methodology and data collection. Then, the questionnaire survey data are analyzed; a case study is conducted to deepen and verify understanding; and the research findings are presented. Finally, key conclusions are drawn. It is suggested that the research will provide new insights into the means by which international contractors can adopt to mitigate, manage and respond to the social risks in the Chinese construction market.

Many previous research works have been conducted in developing various indicators for examining the risk for contractors. Zhi (1995) identified that “high inflation, bureaucracy, low social security at the location, lack of nearby education and transportation facilities, tax rate changes, lack of legal system” are significant risk factors for international construction projects by using a useful risk assessment technique combining risk probability analysis with risk impact assessment. Ofori (2000) identified several challenges for international contractors running business in overseas markets, such as “higher energy costs, falling exchange rates and rising inflation in the local construction market”. Wang, Tiong, Ting, and Ashley (1999) conducted research into the political risk that contractors may meet while implementing Build Operate Transfer (BOT) projects in the Chinese construction market. Shen, Wu, and Ng (2001) identified a series of potential risks, including “cost increase due to changes of policies”, “improper project feasibility study”, “project delay”, “inadequate forecast about market demand”, “improper selection of project location”, “increase of resettlement costs”, “inadequate choice of project partner”, “design changes” which may be encountered in the Chinese construction market while forming joint ventures with Chinese contractors and contracting for projects. Fang, Li, Fong, & Shen, 2004 identified “capital return difficulty”, “owners’ delayed payment”, “unfairness in tendering” and others as the major risk factors in the construction market of China. In summary, these risk factors can be grouped into “financial risk”, “management risk”, “market risk”, “operating risk”, or “technological risk”. However, it appears that the risk group “social risk” has been largely missed in the existing studies, which plays an increasing significant role in the globalization era.

In this context, international contractors need to identify and mitigate both internal and external threats to the organization and proactively manage various types of risks in order to develop sustainable competitive advantages in the long run. Unfortunately, the work to identify the “social risk factors” in the area of international contractors’ business management seems to have largely been ignored, and it is to these factors that the research objectives relate.

Research method

The research data in the study were collected by using a combination of literature review, questionnaire survey, case study and structured face-to-face interviews with international project managers. The literature review and questionnaire survey were employed to examine the key social risk factors in the international engineering projects. A case study was employed to demonstrate how the identified social risk factors manifest themselves. Data collected by a practical survey can help verify the social risk factors in real practice.

Key social risk factors for international contractors

Content analysis is used for identifying a preliminary list of social risk factors for international contractors. With the assistance of computer technology, the content analysis has been widely utilized in social sciences (Holsti, 1969; Rattleff, 2007). Various social risk factors associated with construction activities have been identified in previous studies (Boyacigiller, 1990; Campbell, 2002; Chan, Masahiko, & Tsuneaki, 1997; Fang, Li, Fong, & Shen, 2004; Shen et al., 2001; Zhi, 1995). In order to avoid any possible ambiguity in meaning, these factors were presented to 20 practitioners and academics in the construction discipline for evaluating readability. The respondents were invited to assess whether the proposed factors were appropriate, whether the terminology was correct, or whether some factors could be deleted from the list or others could be added. Valuable comments were received and amendments were made accordingly, which led to the combined list of 16 social risk factors as shown in Table 1.

A questionnaire survey was conducted in order to determine the relative importance of various social risk factors in their practical application. Questionnaire surveys are commonly adopted for collecting qualitative information from practice. Dillman (1978) suggests using mailed questionnaires as an effective method for obtaining the maximum possible response. The questionnaire survey in this study was conducted among the international contractors who have completed construction projects or are conducting projects in China. Those contractors are selected from the websites, yellow pages, and information supplied by relevant authorities from government agencies in China. Initially, a list of 113 international contractors was identified from the 225 World Top international contractors. Then, invitation letters and e-mails were sent to the project managers of these 113 organizations to participate in the survey. 22 organizations indicated their willingness to participate and therefore the questionnaire was distributed by e-mail or post to the project managers of those contractors accepting the survey invitation. To increase the sample size, a ‘snowball’ sampling approach was adopted. Project managers were invited to help distribute the questionnaire to their senior
managers and their business partners or senior practitioners whom they knew to have rich experience in the area. As a result, 195 managers and their business partners or senior practitioners whom
in the local region
Chan et al., 1997; Fang et al., 2004
between various parties
SR6
Dis honesty of employees
SR7
Risks of bribery or fraud by local employees
SR8
Policy changes’ risk
SR9
Difference of law or regulation risk
SR10
Local protectionism
(SR11)
Risk of language and culture clash
SR12
Public Emergency affairs
SR13
Patchy legal and regulatory regimes of local country
SR14
Restrictive labour markets
SR15
Changing social concern
SR16
Workers appealed to the higher authorities
Boyacigiller, 1990; Chen et al., 2001
Mahajan, 1990; Zhi, 1995
SR1
Dispute risk with local construction labor
SR2
Discrimination risk
SR3
Ethical and Religious strife
SR4
Permit or license risk in dealing with land use and construction planning issues due to policy changes
Chan et al., 1997; Fang et al., 2004
Table 2
The relative significance of social risk factors for International contractors.

<table>
<thead>
<tr>
<th>Code</th>
<th>Responses</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR10</td>
<td>0 0 2 17 15</td>
<td>4.382</td>
</tr>
<tr>
<td>SR9</td>
<td>0 0 7 18 9</td>
<td>4.059</td>
</tr>
<tr>
<td>SR8</td>
<td>0 0 8 21 5</td>
<td>3.912</td>
</tr>
<tr>
<td>SR7</td>
<td>1 15 16 2</td>
<td>3.559</td>
</tr>
<tr>
<td>SR6</td>
<td>0 2 18 14 0</td>
<td>3.352</td>
</tr>
<tr>
<td>SR5</td>
<td>1 5 17 11 0</td>
<td>3.118</td>
</tr>
<tr>
<td>SR4</td>
<td>0 8 20 6 0</td>
<td>2.941</td>
</tr>
<tr>
<td>SR3</td>
<td>2 10 16 6 0</td>
<td>2.706</td>
</tr>
<tr>
<td>SR2</td>
<td>0 14 16 4 0</td>
<td>2.706</td>
</tr>
<tr>
<td>SR1</td>
<td>1 12 18 3 0</td>
<td>2.676</td>
</tr>
<tr>
<td>SR16</td>
<td>1 12 19 2 0</td>
<td>2.647</td>
</tr>
<tr>
<td>SR15</td>
<td>2 14 14 4 0</td>
<td>2.588</td>
</tr>
<tr>
<td>SR14</td>
<td>3 13 17 1 0</td>
<td>2.471</td>
</tr>
<tr>
<td>SR13</td>
<td>3 17 14 0 0</td>
<td>2.324</td>
</tr>
<tr>
<td>SR12</td>
<td>4 19 11 0 0</td>
<td>2.286</td>
</tr>
<tr>
<td>SR11</td>
<td>7 21 6 0 0</td>
<td>1.971</td>
</tr>
</tbody>
</table>

The top three social risk factors are higher than the latter ones, which show that these social risk factors are striking in the present Chinese construction market. It can be noted that the factor “local protectionism (for local projects)” (SR10) is considered as the most important one. This result is expected since Chinese local governmental restrictions have been posing significant obstacles for foreign contractors wishing to enter the Chinese construction market. Since China is too vast and varied with different market characteristics, there are different regulations related to foreign construction activities, different requirements on contracting procedures and different taxation policies in different provinces of China (Feng & Moodley, 2008). This risk factor nevertheless will gradually become less significant with increases in globalization.

The factor “risk of poor social relations between various parties in the local region” is ranked as the second place. “Relation” or guanxi has become one of the most significant social & culture features in China. This has occurred in the Chinese construction market as well. If the international contractors have conducted several construction projects in the local regions of China, the social relations with various parties are vital to its completion. Due to the very bureaucratic system coupled with the slow operation of the local government and other organizations involved, as many of the operational decisions of the contractors have to be approved by the relevant government officials, this will bring about the complexity and inefficiency of the project. The complicated and inefficient procedures may be reduced if the foreign contractors can build up good social relations with local government and other participated parties.

The third top social risk factor is “dispute risk with local construction labor”. This is due to the labor demonstrations in

Survey results

The relative significance of each of the 16 social risk factors was derived on the basis of the mean values of responses, as summarized in Table 2 and illustrated in Fig. 1. It can be seen that the most significant social risk factors among international contractors is “local protectionism (for local projects)”, with the highest mean value rating of 4.382. This is followed by “risk of poor social relations between various parties in the local region” (4.059) and “dispute risk with local construction labor” (3.912). The “public emergency affairs” (3.559) and “permit or license risk in dealing with land use and construction planning issues due to policy changes” (3.352) were ranked as fourth and fifth respectively.

Table 1
A list of proposed social risk factors for International contractors.

<table>
<thead>
<tr>
<th>Code</th>
<th>Social risk factors</th>
<th>Key references</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR1</td>
<td>Dispute risk with local construction labor</td>
<td>Campbell, 2002; Miller, 1992</td>
</tr>
<tr>
<td>SR2</td>
<td>Discrimination risk</td>
<td>Campbell, 2002</td>
</tr>
<tr>
<td>SR3</td>
<td>Ethical and Religious strife</td>
<td>Campbell, 2002; Chan et al., 1997</td>
</tr>
<tr>
<td>SR4</td>
<td>Permit or license risk in dealing with land use</td>
<td>Shen et al., 2001</td>
</tr>
<tr>
<td></td>
<td>and construction planning issues due to policy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>changes</td>
<td></td>
</tr>
<tr>
<td>SR5</td>
<td>Risk of poor social relations between various</td>
<td>Chan et al., 1997; Fang et al., 2004</td>
</tr>
<tr>
<td></td>
<td>parties in the local region</td>
<td></td>
</tr>
<tr>
<td>SR6</td>
<td>Dishonesty of employees</td>
<td>Chan et al., 1997</td>
</tr>
<tr>
<td>SR7</td>
<td>Risks of bribery or fraud by local employees</td>
<td>Chan et al., 1997</td>
</tr>
<tr>
<td>SR8</td>
<td>Policy changes’ risk</td>
<td>Boyacigiller, 1990; Shen et al., 2001</td>
</tr>
<tr>
<td>SR9</td>
<td>Difference of law or regulation risk</td>
<td>Mahajan, 1990; Zhi, 1995</td>
</tr>
<tr>
<td>SR10</td>
<td>Local protectionism (for local projects)</td>
<td>Campbell, 2002; Fang et al., 2004</td>
</tr>
<tr>
<td>SR11</td>
<td>Risk of language and culture clash</td>
<td>Boyacigiller, 1990; Zhi, 1995</td>
</tr>
<tr>
<td>SR12</td>
<td>Public emergency affairs</td>
<td>Campbell, 2002; Chan et al., 1997</td>
</tr>
<tr>
<td>SR13</td>
<td>Patchy legal and regulatory regimes of local</td>
<td>Clark &amp; Tunaru, 2001</td>
</tr>
<tr>
<td></td>
<td>country</td>
<td></td>
</tr>
<tr>
<td>SR14</td>
<td>Restrictive labour markets</td>
<td>Campbell, 2002</td>
</tr>
<tr>
<td>SR15</td>
<td>Changing social concern</td>
<td>Miller, 1992</td>
</tr>
<tr>
<td>SR16</td>
<td>Workers appealed to the higher authorities</td>
<td>Campbell, 2002</td>
</tr>
</tbody>
</table>
Chinese construction market, particularly those protesting nonpayment of back wages, which occurred to many construction projects in China. In fact, the problem of wage arrears in the construction industry has been long regarded as a social problem. This is largely due to the ineffective application of subcontracting systems (or in Chinese, Bao Gong Tou system) in China. These labor contractors lack the knowledge of management and construction. They fail to establish a contractual relationship between the foreign contractors and migrant workers.

**Case study**

A case study was conducted in order to investigate whether or to what extent the identified social risk factors are also important in China. This will help verify the survey results and deepen the level of understanding of the situation. Discussions and findings are presented as follows. The project is the construction of a thick plate welding technique for super high-rise residential-commercial complex building in a northern city in China, which can be named as “SHR Project”. The funding is obtained from the Asian Development Bank loan. The project was offered for open bidding and finally a foreign contractor won the construction contract. The development project includes land acquisition, the removal and compensation of old residential houses, building construction and trial operation activities. The project is directly controlled by the foreign contractor. A piece of land of 8500 m² on the fringes of the city has been acquired. Around 20 local households must be moved away from the site. The whole completed super high-rise building will be rented out for 50 years, and then the whole project will be transferred to the local government. In order to make a full investigation of the project which is selected as the case study, the researchers have conducted several interviews with the project managers working on the project. Based on these discussions, together with the consideration of the social risk factors identified in the questionnaire survey, further classification was made to social risk factors occurring during the construction of the project. The key questions raised in the interviews concern the social risk factors (in referring to the factors listed in Table 1) the contractors may meet by engaging in various project development processes. After the interview discussion and data analysis, the major social risk factors in the case study were identified. Accordingly, various risk response approaches were proposed to help the foreign contractor deal with the various risks. The five major factors and the risk response strategies are described below.

**Dispute risk with local construction labor**

During the interviews, some project managers in the SHR project mentioned that internal labor disputes often occurred between employees and employers. It was identified that the SHR project divided the construction works into different projects and contracted them out to the first-tier construction companies, but failed to monitor the sub-contractors closely. The first-tier construction companies further out-sourced their works to other construction companies, human resource companies and labor contractors. About 90% of the construction workers were the migrant workers who were led by a labor contractor (or Bao Gong tou) to work on out-sourced construction works. These labor contractors lacked the knowledge of management and practical experience in construction. They did not have a legal contractual relationship between the foreign contractor and migrant workers. For example, the signed contract often lacked information such as wages and working hours, and thus the disputes with local construction workers occurred often. In this context, workers are often either under-utilized or face delays in their jobs and the mobility of the labor force is high. This has brought many risks to the foreign contractors on the operation of their activities.

A better solution in dealing with the dispute risk relating to the subcontracting system is to employ influential local organizations or individuals as sub-contractors, which would reduce the problems of poor infrastructure and bureaucracy of the construction activities and mitigate the potential risks. In addition, the legal contract with each of the sub-contractors and the contraction workers should be clearly formulated. Therefore, the dispute risks from the construction workers can be reduced to a certain extent.

**Permit or license risk in dealing with land use and construction planning issues due to policy changes**

It was very difficult to get the land parcel permit in the case study project, and many social problems occurred during the construction process. In China, land acquisition for construction is very complicated and difficult to deal with. This is particularly true in the case study.

There is a fundamental distinction in China between “rights of ownership in land” and “rights to use land”. Land is owned either by the State or by a rural collective. Rights of ownership in land are not transferrable. Land is classified in China as agricultural, construction or unused, and as a general rule only state-owned land for construction purposes may be requisitioned and used for development of commercial or profit-making real estate projects. The document that provides evidence of ownership of land use rights following a land grant (or a land transfer, if the land has been granted previously) is called a Land Use Rights Certificate (Wu, 2001). To obtain a Land Use Rights Certificate a land user is required to obtain permits and approvals from a number of administrative agencies at the local or provincial level. For example, the land user first must submit a project proposal and a feasibility study report to the relevant Development and Reform Commission (DRC). Upon approval, the DRC will issue a Project Approval. The land user then must apply to Construction Bureau for issuance of a Land Location Selection Opinion Letter. After that, the land user must apply to the Land Authority for issuance of a Construction Project Land Use Pre-approval Report (Herrold, 2008). Upon signing the Land Grant Contract, the land user must apply to Planning Bureau for the Construction Land Planning Opinion Letter, with which the land user will apply to the Land Authority for issuance of the Land Use Rights Certificate.

The problem for the SHR Project in the case study comes out when they apply to the local land authority for issuance of the Land Use Rights Certificate. In fact, land policy is also subject to changes. For example, there is a requirement for a detailed environmental impact report in this case study project, which must be submitted for review and approval by the relevant department in charge of the administration of environmental protection prior to the commencement of construction. According to the requirement, the project location, the commencement of the project, and the environmental requirements during the construction process for the project have to be changed. For example, the foundation of the SHR Project has to be re-examined due to the environmental policy changes. Although the risk needs to be shouldered by the owner, the changes have undermined the confirmed construction plan for the foreign contractor since they had already prepared everything for project construction activities.

It is suggested that the foreign contractors should pay sufficient attention to the changes of contract clauses with various parties involved in the project in China. It is more important for them to forecast the possible changes in the process of obtaining various official permits before construction activities. For example, the foreign contractor can leave sufficient time for changing the
preliminary plans, or reasonable design/build estimates. It is also suggested that the foreign contractors should leave enough room for changing the provisions to protect against unanticipated or excessive risks before and during construction activities. On the other hand, the foreign contractors can also claim their financial and time loss due to changes by demanding compensation from the owner.

**Risk of poor social relations between various parties in the local region**

As mentioned above, social relation (or *guanxi*) is the basis of most business transactions (Phen & Leong, 2000). As a foreign contractor, the most important thing is to adapt to the local society as well as culture environment. It is obvious that there are many stakeholders involved in building the construction project, such as the local engineers, local developers, local government, local sub-contractors, and local construction labors. In this context, the social relations with them are vital for the completion of project in China. According to the interviews with the SHR project manager, it is noted that the “social relations” with the local government has brought about risks to the project. After signing contract with various parties, the foreign contractor then starts to prepare for construction activities. In China, prior to the commencement of construction activities, the contractor must apply to the Planning Bureau and obtain a Construction Planning Permit. In this case study, the foregoing documents have been obtained as the foreign contractor has built up good relations with the local Planning Bureau. However, the risks occurred when the local government changed their chief officials during that period. According to previous rules, the contractor can easily get a Commencement of Work Permit when there is pre-construction preparatory work commenced. The result is that the new official was not sympathetic to that agreement (which is quite likely if the past official was corrupt). In this context, the new official asked his staff to re-check every guideline and regulation of the SHR project, which delayed the project commencement date considerably and extra costs was therefore incurred.

Since the reliance on *guanxi* is problematic for contract enforcement because those agreements are often rooted in a particular personal relationship as opposed to the legal structure, it is suggested that the international contractors allow for flexible solutions and that they be more adaptable to the changes of the local governmental policies. It is important to have alternative options of application for various permits for a construction project.

**Public emergency affairs**

When the SHR Project was under construction during the year 2009, one of the public emergency affairs — the “A/H1N1” (or “swine flu”) occurred. According to the interview with the relevant project managers of the SHR Project, the event “A/H1N1” stopped immediately the construction work indefinitely, which brought about the interruption of the construction project. This uncertain event was an unexpected public emergency factor, a risk with little possibility but happened. To respond to such risks, the concerned international contractor should adjust the risk premium, and impose a mechanism of sharing such risk with the owner.

In summary, both project owners and contractors should anticipate potential project risks and determine whether it is more advantageous to retain or transfer them before the project started.

**Conclusion**

With the assistance of a practical survey, this paper has systematically examined key social risk factors affecting the international contractors’ business in China. The identification of the key social risk factors in this paper, supported by examining a practical case study, provides an effective insight and clear picture of the risk profile involved international construction businesses in Chinese construction market.

The research result shows that the impacts of these key social risk factors are significant to the international contractors who have entered to the Chinese construction market. The top social risk factors include “social relations risk with various parties in the local region”, “dispute risk with local construction labor” and “permit or license risk in dealing with land use and construction planning issues due to policy changes”. They are all echoed and emphasized by the project managers in the interview discussions. As an exception, the risk “local protectionism (for local projects)”, which was ranked as the top social risk factor according to the questionnaire survey, has not been considered significant in the interview discussions. Whilst these major social risk factors do not affect the project’s quality, time and cost directly, their influence to project performance is indirect and significant. If they are not properly predicted, or addressed or regulated, their consequences could be severe.

It is also appreciated that the social risk factors occurred to the international contractors could vary from project to project. Thus the methods for responding to social risks should be very flexible when different projects are addressed. The results of the investigation on the social risk factors in this study can provide useful reference to other international contractors who have entered or are planning to operate their businesses in China. The analysis and findings in this paper also present valuable reference for the Chinese Government, Chinese contractors, sub-contractors and local partners to gain insight of the potential social risk factors that may happen in the Chinese construction environment. It can also provide further understanding and guidance to those Chinese contractors who are planning to go to overseas construction market to address social risks effectively.

**References**


