Breaking the Slow-Pay Cycle

Inside Turner's early pay strategy and the Turner Accelerated Payment Program™ Powered by Billd.

Who's at the table

Chai Nakka

Vice President & Treasurer,
Turner Construction Company

Leads treasury and early payment strategy at the nation's largest general contractor.

Jesse Weissburg

Co-Founder & Chief
Commercial Officer, Billd

Eight years building capital solutions purpose-built for the construction industry.

Lydia Adams

VP of Marketing &
Moderator, Billd

Guiding today's conversation and moderating the live Q&A.

The broken payment cycle

Why it stays broken, and what it costs the people doing the work.

The payment gap, by the numbers

51 days
Average time trade partners wait to get paid

83%
of trade partners worry about cash flow

64%
of trade partners report being slow-paid

35 vs 51
Days GCs report paying vs. days trade partners wait

Source: 2026 National Subcontractor Market Report

Why has this cycle stayed broken, and where does the 51-day delay come from?

1 DAY 0

Trade partner fronts the labor and materials

2 ~DAY 25

Pay app submitted for completed work

3 ~DAY 30–45

GC review, approval, and owner funding

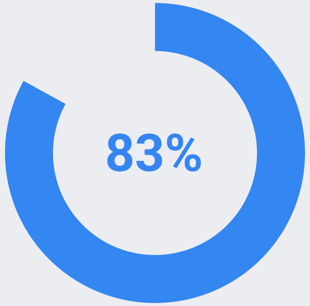
4 ~DAY 51

Trade partner gets paid

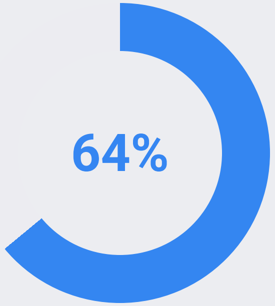
Trade partners carry project costs 75–90 days before payment arrives. **Turner takes on project risk.**

Source: 2026 National Subcontractor Market Report

After eight years building Billd, what's true about this cycle for trade partners?



worry about cash flow



report being slow-paid by their GC

have a bank line covering under 10% of revenue

Source: 2026 National Subcontractor Market Report

Turner's experience and leadership

How the largest GC in the nation navigates slow pay, and built a program around it.

How Turner manages payment risk and keeps capital moving

Mitigating risk

~99%

on-time billing to owners

- Clean, accurate invoices prevent revisions and delays
- Owner early pay holds 30 to 45 day terms, not 90 or 120

Keeping capital moving

Day 1	Trade partner begins work
Day 25	Invoice submitted as usual
Day 30	Invoice approved, no workflow change
Day 31	Paid early, not Day 51+

What's your advice for trade partners caught in the slow-pay cycle?

84%

of trade partners plan to grow their business in 2026

66%

want to pursue larger projects

Source: 2026 National Subcontractor Market Report

Proactive vs. reactive: what changes when a trade partner owns a capital strategy?

Reactive

- Scramble when cash runs short
- Pass on bids you could win
- Strain supplier relationships

Proactive

- Capital lined up before the need
- Bid bigger with confidence
- Pay suppliers on time, every time

Treat the cost of capital as a standard project cost, like materials or labor.
Trade partners who account for it in their bids are 25% more profitable.

Source: 2026 National Subcontractor Market Report

What was the catalyst to co-create an early pay solution for your trade partners?

THE PROBLEM

After the owner approves an invoice, trade partners still wait weeks to get paid.

WHAT TURNER BUILT

Supply chain finance for the trades: early payment, brought to the partners doing the work.

The goal was to fix the broken pay cycle, not just work around it.

Why did Turner choose Billd to power it?

1

EXPERIENCE

Eight years in trade-partner financing

Billd has focused on this exact market since day one.

2

EXPERTISE

Built to engage trade partners

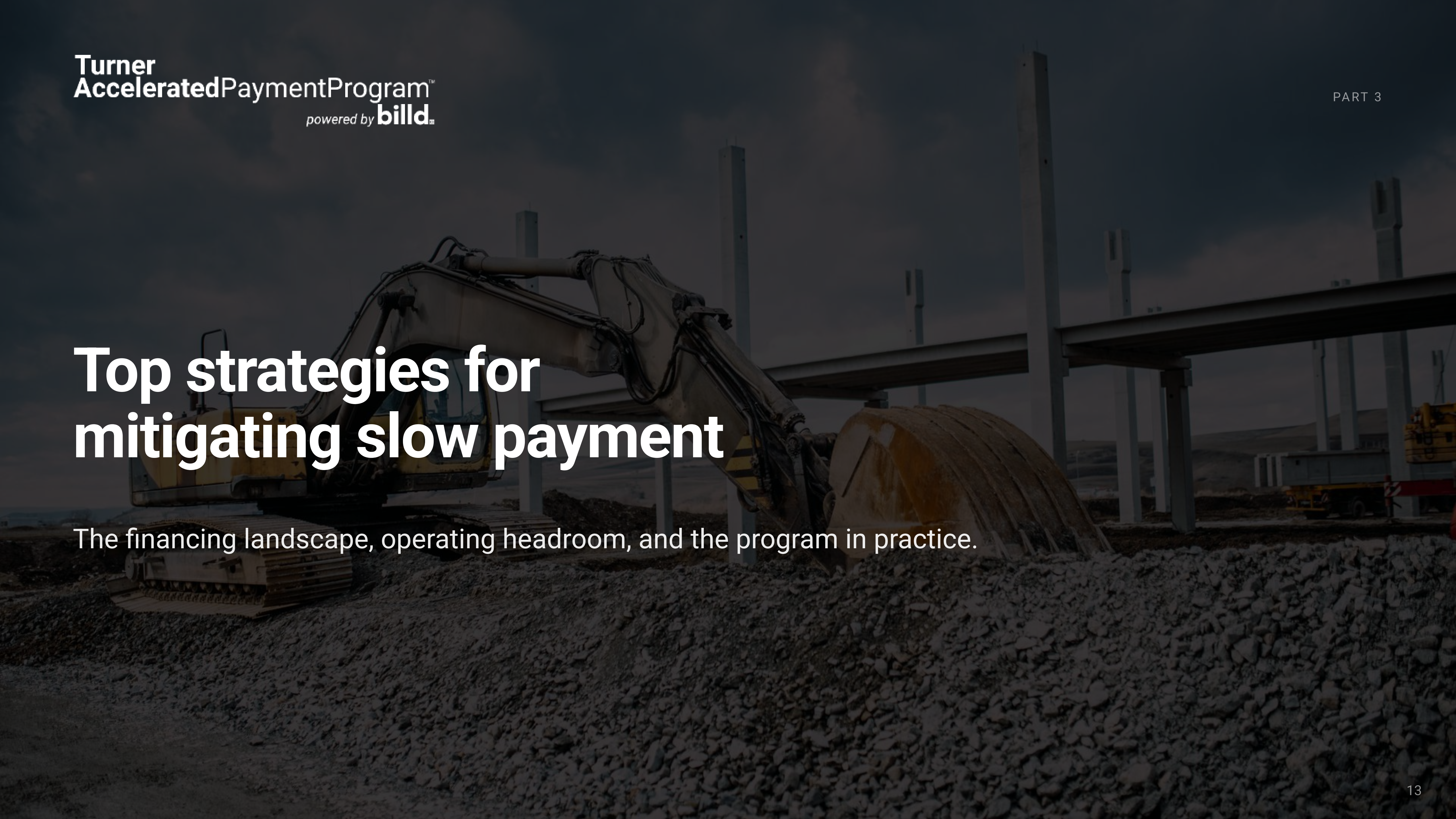
They know the specific cash-flow challenges partners face.

3

THE PAIRING

Largest GC, most experienced partner

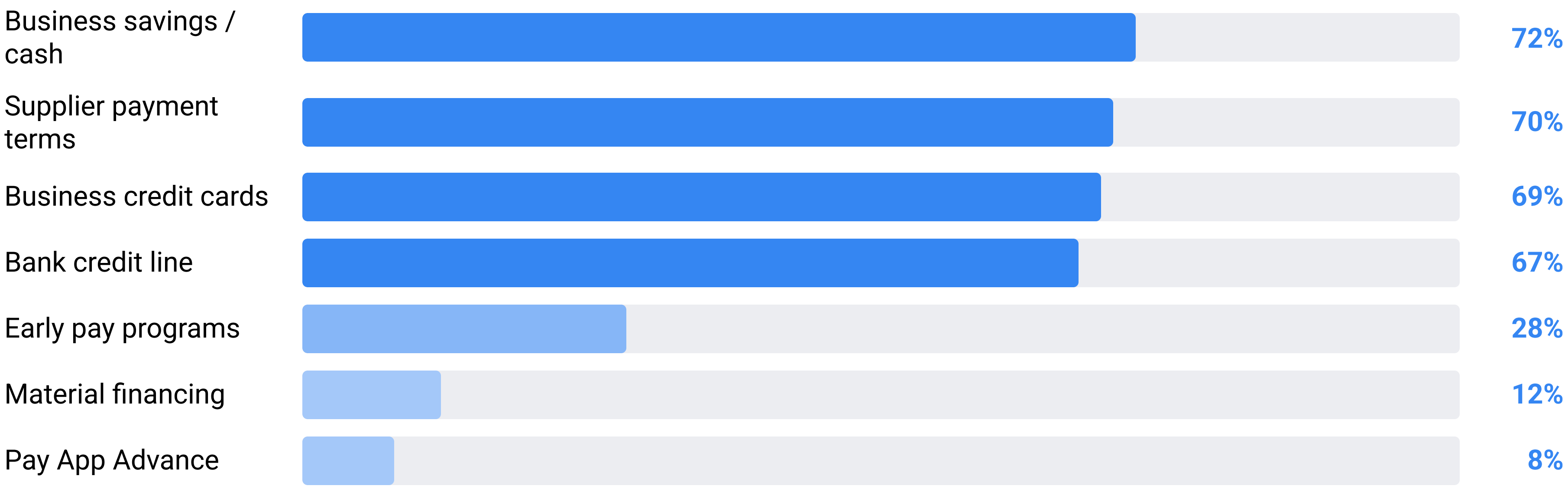
Turner's reach with a partner built for trade-partner capital.



Top strategies for mitigating slow payment

The financing landscape, operating headroom, and the program in practice.

The financing options trade partners actually use, and how to deploy them for headroom.



Source: 2026 National Subcontractor Market Report · share of trade partners using each source

From enrollment to funding, how does the program work in practice?

1 ENROLL

Sign up in minutes

2 APPROVE

Invoice approved on the project

3 ACCELERATE

Opt in to get paid early

4 FUNDED

Payment hits your account

No waiting on the standard payment cycle.

What else should people know?
Start with the two ways to enroll.

Invoice

- Simple to enroll, no cost, no flat fees
- Choose to accelerate invoice by invoice
- Full control, use it only when you want to

Auto Accelerate

- Every approved invoice accelerated automatically
- Set it once for steady, predictable cash flow
- No manual step each cycle

The single most important action item for the rest of 2026.

1

Map your payment timeline

Know exactly when cash comes in and goes out on every job.

2

Line up capital before you need it

Match your payments to your collections, and build the relationships before the crunch.

3

Put early pay to work

Enroll on your Turner projects so approved invoices don't sit and wait.

Turner AcceleratedPaymentProgram™ powered by billd

Questions?

Thank you, Chai and Jesse. Working on a Turner project?
Get paid faster with the Turner APP Powered by Billd.

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