



Industry Performance Report 2007

Based on the UK Construction Industry Key Performance Indicators



In Partnership with

DEPARTMENT FOR BUSINESS
ENTERPRISE & REGULATORY REFORM

The KPI Project Management Group:

The data used to compile the UK Construction Industry KPIs is collected under the guidance of the KPI Project Management Group chaired by the Department for Business Enterprise and Regulatory Reform. In 2007, the members of the Group were:



Keith Folwell
(Chairman) Department for Business Enterprise and Regulatory Reform

Jackie Sanders
Department for Business Enterprise and Regulatory Reform

Bob Packham
KPI Consortium

Joe Martin
Royal Institution of Chartered Surveyors

Theresa Burrows
Royal Institution of Chartered Surveyors

Martin Print
KPI Consortium

Peter Cunningham
Constructing Excellence in the Built Environment

Sam Rakusen
Rakusen Design FX Ltd.

Gerry Samuelsson - Brown
Building Services Research & Information Association

David Crowhurst
Building Research Establishment

Rita Singh
Construction Products Association

Susan White
KPI Consortium

Andrew Gibbons
MRM Solutions

Industry Performance Report 2007 - Contents

Economic KPIs - All Construction - Year on Year Comparisons

KPI summary table	02
KPI group trend graph	04

Economic KPIs - All Construction - Individual KPI Trend Graphs

Client Satisfaction - Product, Service & Value for Money	06
Contractor Satisfaction - Overall - Performance, Provision of Information & Payment	07
Defects - Impact at Handover, Predictability Cost - Project & Design	08
Predictability Cost - Construction, Predictability Time - Project & Design	09
Predictability Time - Construction, Construction Cost & Time	10
Profitability, Productivity - (VAPH Current Values) & (VAPH Constant 2000 Values)	11
Gross Productivity (TOPH), Return on Value Added (ROVA) & Return on Capital Employed (ROCE)	12
Safety - Industry & Safety - Contractors - All Companies	13

Respect for People KPIs - All Construction - Year on Year Comparisons

KPI summary table	14
KPI group trend graph	15

Environment KPIs - All Construction - Year on Year Comparisons

KPI summary table	16
KPI group trend graph	17

Economic KPIs - All Housing - Year on Year Comparisons

KPI summary table	18
KPI group trend graph	19

Economic KPIs - All Non-Housing - Year on Year Comparisons

KPI summary table	20
KPI group trend graph	21

Construction Consultants KPIs - Year on Year Comparisons

KPI summary table	22
KPI group trend graph	23

M&E Contractors KPIs - Year on Year Comparisons

KPI summary table	24
KPI group trend graph	25

Construction Products Industry KPIs - Year on Year Comparisons

KPI summary table	26
KPI group trend graph	27

Constructing Excellence Demonstration Projects - Year on Year Comparisons

KPI summary table	28
KPI group trend graph	29

Constructing Excellence Demonstration Projects - Comparisons with All Construction

KPI summary table	30
KPI group trend graph	31

Appendix

How to read the data tables and graphs	33
Data Sources for the UK Construction Industry KPIs	35
About Constructing Excellence	37

Executive Summary

This is the ninth year of publication of the Construction Industry KPIs, based on data from thousands of projects collated from government and industry surveys. These enable individual firms to benchmark their performance with other firms, and they also enable us to measure improvement in the industry's performance through this annual Industry Performance Report.

The report contains annual trend data for economic performance, people performance and environmental performance, as well as for housing, consultants, M&E contractors and construction products, and Constructing Excellence demonstration projects are also included.

For the industry as a whole, the long-term (nine-year) trend is generally very positive, showing an improvement in the majority of indicators. Year-on-year, the 2007 figures paint a mixed picture, as the following summaries show.

Economic indicators

The biggest improvement is in the number of companies reporting a zero accident incident rate is now standing at 62%, up from 51% last year and double the level reported registered in 2002. There are improvements in the time predictability measures at the same time as falls in client satisfaction. Time predictability (project) improved from 44% in 2006 to 58% in 2007, smaller improvements were also registered in time predictability for both design and construction phases of a project. Average client satisfaction shows a fall across all three indicators of product, service and value for money. The biggest fall was seen on service and value for money indicators, which measured a decrease from 79% to 75% and from 80% to 75% respectively.

Environmental indicators

The measures of clients' perceptions of how much care is taken for the environment in the design of the product or facility show a fall, with the proportion of clients giving 8 or more out of 10 for impact on the environment down from 54% to 51% in 2007, impact on biodiversity down from 36% to 34%, and whole life performance down from 41% to 39%. Whilst some improvement was measured in energy and water use during construction, there was also a worsening of waste transported off-site.

People indicators

Staff turnover has improved, dropping from 5.9% in 2006 to only 5.0% in 2007, but days lost through sickness increased from 1.4 days per employee in 2006 to 1.7 days in 2007. Employee satisfaction dropped this year after two years of improvements to 47% compared with 55% in 2006. Training across the industry has remained low at a median rate of 0.9 day per employee per year, marginally down on the full day registered in 2006.

Housing

Project cost predictability in the sector has improved with the percentage of projects on-cost or better rising from 43% last year to 48% in 2007.

Project time predictability is also up from 42% to 46%. In addition, productivity in the housing sector increased from £47,800 median value per employee in 2006 to £54,000 in 2007. At the same time, profitability declined to a median of 7.1% in 2007 from 8.5% in 2006 and 8.9% in 2005. Client satisfaction for product reversed last year's decline and improved slightly from 81% in 2006 to 83% in 2007 (based on the percentage scored by clients at 8 out of 10 or better). However, client satisfaction for service and defects worsened from 78% to 74% and 82% to 74% respectively.

Consultants

Client satisfaction improved in four out of five categories with overall satisfaction now at 52% rated 8 out of 10 or better in 2007 compared to 50% last year. Average training days per employee was reported at 1.2 days per employee, down from 1.4 last year, whilst profitability increased by over 10% (to a median of 10.7%, up from 9.6% last year), as did productivity (unadjusted).

M&E Contractors

Client satisfaction continued the trend of previous years, showing general improvement, with clients scoring 8 out of 10 or more for installation in 74% of projects (compared to 71% in 2006) and service, quality of O&M manuals, and defects performance also improving slightly. Time predictability improved (from 49% to 53% of projects delivered on time or better) as did cost predictability slightly, from 45% to 47% of projects delivered on cost or better. Although the long-term trend shows no substantial improvement over the past seven years. Median profitability declined again for the third year in succession, down from 4.1% to 3.9%, but for the third year in a row, safety performance showed an improvement, with 48% of all companies achieving zero reportable accidents (34% in 2006), and 23% of larger (60+ employees) companies (16% in 2006).

Construction Products

Customer satisfaction continued to improve on most measures, with 79% and 70% of customers now rating product quality and delivery reliability at 8 out of 10 or better, both up by 5% on last year. Value for money and after-sales service were also better. Of the environmental measures in the sector, energy, waste and packaging all showed significant improvements of between 20 and 50%, as did the people measures of qualifications and diversity.

Demonstrations

This year projects in our demonstrations programme continued to exceed the performance of the general industry, as they have since their inception. The industry is closing the gap on a number of indicators, such as client satisfaction, but the gap is greater on others such as cost and time predictability (82%-92% compared with 50%-65% in the industry overall), safety (77% zero accident incidence), employee satisfaction (90% of employees scoring satisfaction at 8/10 or better, compared with 47% of the industry overall), and qualifications and skills (98% of employees qualified to NVQ Level 2 or Higher compared with 33% in the industry overall).

Don Ward

Chief Executive, Constructing Excellence
September 2007

Economic KPIs – All Construction

Year-on-Year Comparisons

KPI	Measure	Performance										Trend	
		1999	2000	2001	2002	2003	2004	2005	2006	2007	Last Year	All Years	
Client Satisfaction - Product	% scoring 8/10 or better	72%	73%	72%	73%	78%	80%	83%	84%	82%	↓	↑	
Client Satisfaction - Service	% scoring 8/10 or better	58%	63%	63%	65%	71%	74%	77%	79%	75%	↓↓	↑	
Client Satisfaction - Value for Money ¹	% scoring 8/10 or better	-	-	67%	69%	73%	74%	79%	80%	75%	↓↓	↑	
Contractor Satisfaction - Performance - Overall ¹	% scoring 8/10 or better	-	-	-	-	64%	65%	63%	62%	62%	→←	→←	
Contractor Satisfaction - Provision of Information - Overall ¹	% scoring 8/10 or better	-	-	-	-	57%	59%	58%	56%	56%	→←	→←	
Contractor Satisfaction - Payment - Overall ¹	% scoring 8/10 or better	-	-	-	-	67%	66%	65%	65%	63%	↓	↓	
Defects - Impact at Handover ¹	% scoring 8/10 or better	-	65%	53%	58%	68%	68%	72%	77%	73%	↓↓	↑	
Predictability Cost - Project ¹	% on cost or better	-	50%	46%	48%	52%	50%	48%	45%	46%	↑	↓	
Predictability Cost - Design	% on cost or better	65%	64%	63%	63%	65%	62%	63%	66%	64%	↓	→←	
Predictability Cost - Construction	% on cost or better	37%	45%	48%	50%	52%	49%	48%	44%	49%	↑↑	↑	
Predictability Time - Project ¹	% on time or better	-	28%	36%	42%	44%	44%	46%	44%	58%	↑↑	↑↑	
Predictability Time - Design	% on time or better	27%	37%	41%	46%	53%	55%	52%	57%	58%	↑	↑↑	
Predictability Time - Construction	% on time or better	34%	62%	59%	61%	59%	60%	62%	60%	65%	↑↑	↑↑	
Construction Cost	% change compared with one year ago	-3.0%	-2.0%	3.0%	2.0%	5.0%	1.1%	-0.8%	-0.8%	-3.8%	↑	→←	
Construction Time ¹	% change compared with one year ago	-	3.0%	1.0%	4.0%	1.0%	-1.7%	1.3%	0.1%	-0.3	→←	→←	

KPI	Measure	Performance									Trend	
		1999	2000	2001	2002	2003	2004	2005	2006	2007	Last Year	All Years
Profitability ²	Median % profit before interest & tax	-	4.4%	5.1%	5.2%	5.4%	7.0%	8.1%	7.9%	8.2%	↑	↑↑
Productivity (VAPH Current Values) ²	Median value added/ FTE employee (£000)	-	27.0	28.0	28.0	31.1	32.6	34.2	38.2	42.0	↑↑	↑↑
Productivity (VAPH Constant 2000 Values) ²	Median value added/ FTE employee (£000)	-	27.0	26.8	26.0	27.9	28.2	27.5	29.3	31.2	↑↑	↑
Gross Productivity (TOPH) ²	Median turnover/ FTE employee (£000)	60.0	59.0	58.0	51.0	54.0	58.3	59.7	58.9	57.5	↓	→←
Return on Value Added (ROVA) ²	Median % PBIT/ value added	-	18.9%	20.2%	21.1%	16.8%	18.3%	15.8%	20.5%	21.4%	↑	↑
Return on Capital Employed (ROCE) ²	Median % PBIT/ capital employed	-	17.9%	24.8%	21.6%	28.9%	34.3%	41.3%	36.2%	37.6%	↑	↑↑
Safety - Industry ³	Accident incidence rate	1354	1271	1318	1217	1097	1172	1023	901	946	↓	↑↑
Safety - Contractors - All Companies ⁴	% achieving zero accident incidence rate	-	-	-	31%	39%	42%	50%	51%	62%	↑↑	↑↑

1 Data not available before the first year shown.

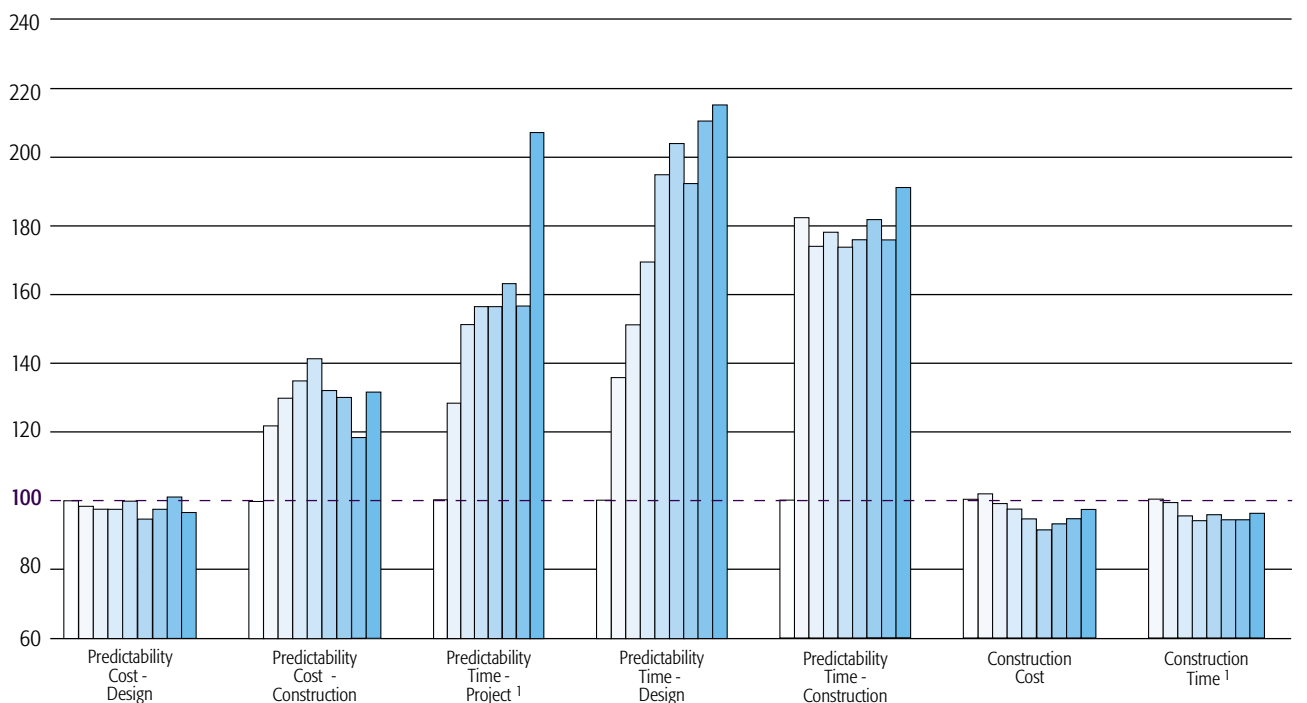
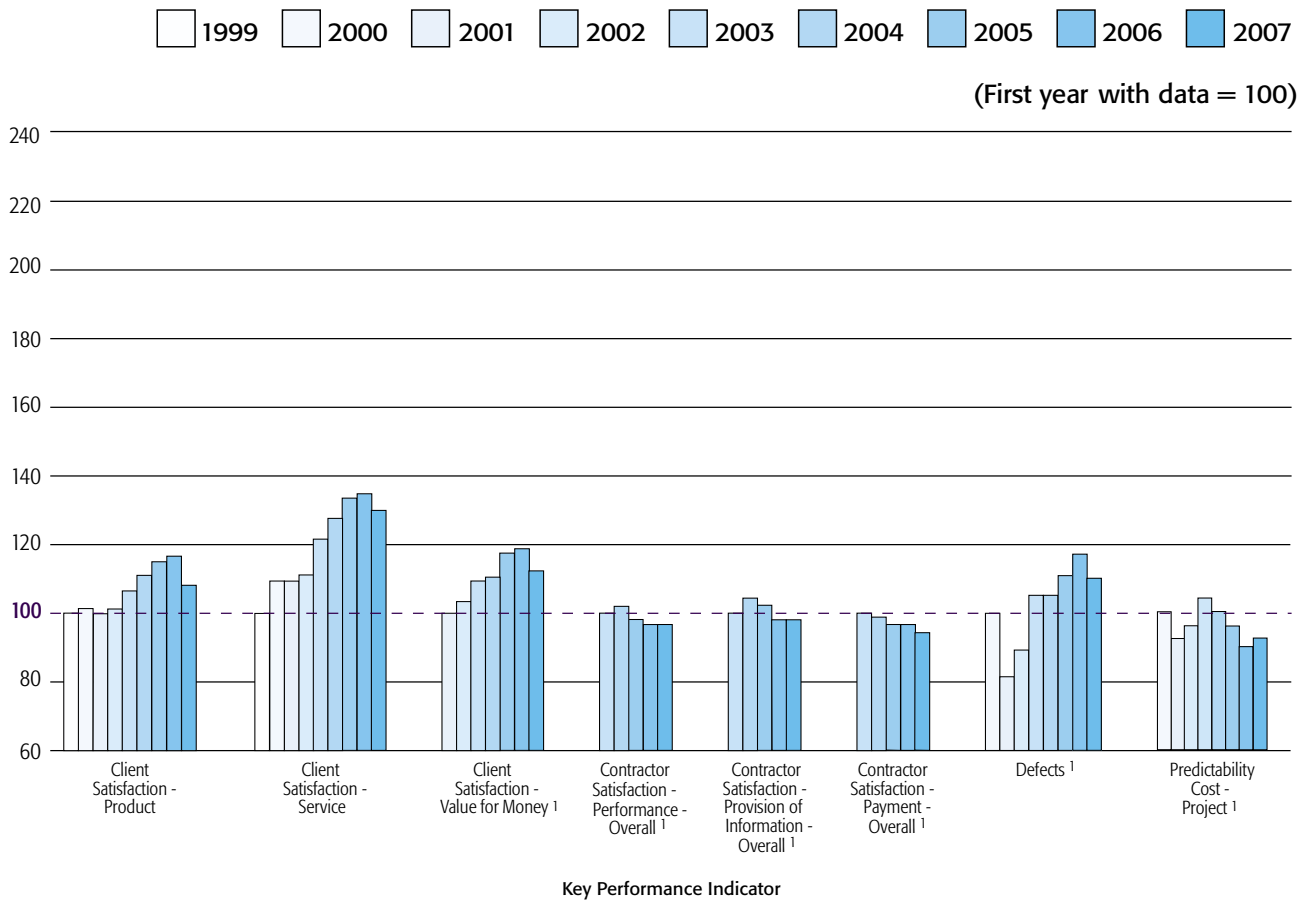
2 The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

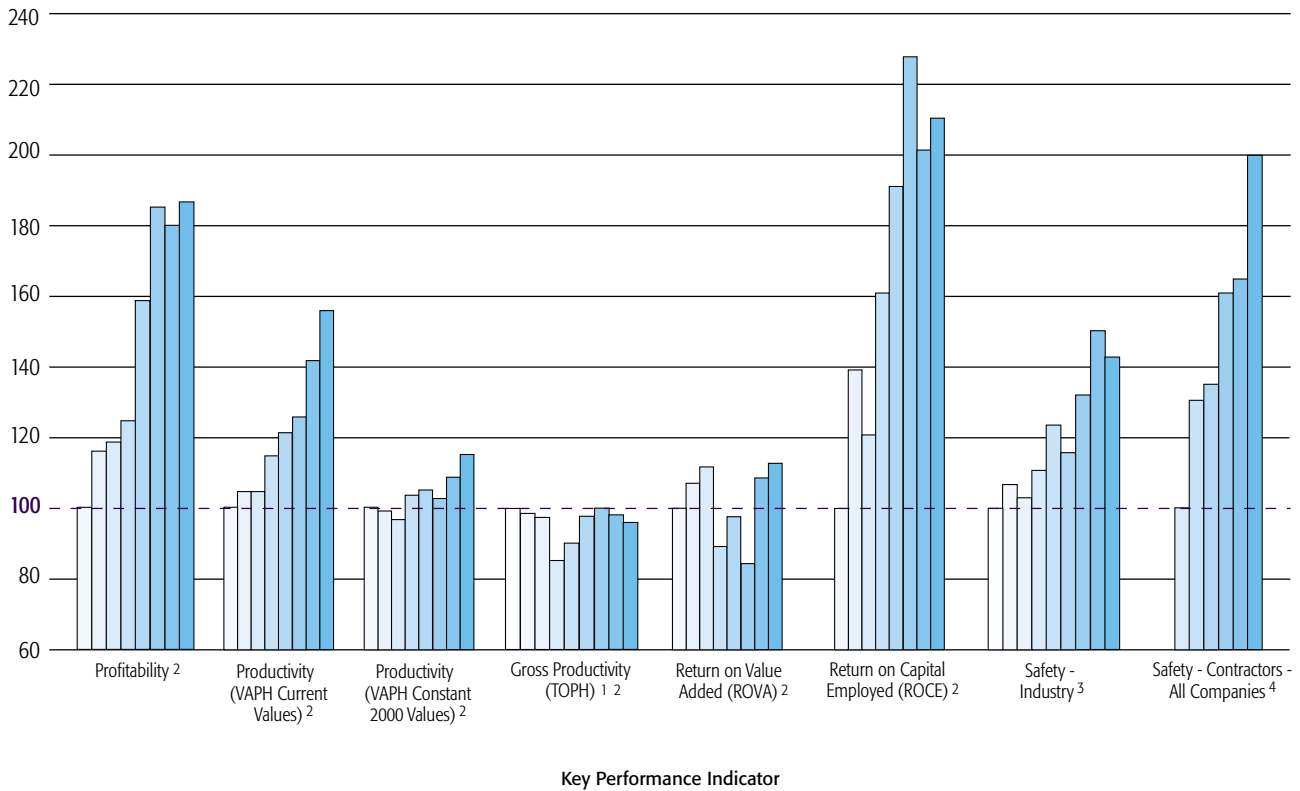
3 This KPI is based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".

4 Data for this KPI was not available before 2002. This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.

Economic KPIs – All Construction

Year-on-Year Comparisons (contd.)





- 1 Data not available before the first year shown.
- 2 The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.
- 3 This KPI is based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".
- 4 Data for this KPI was not available before 2002. This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.

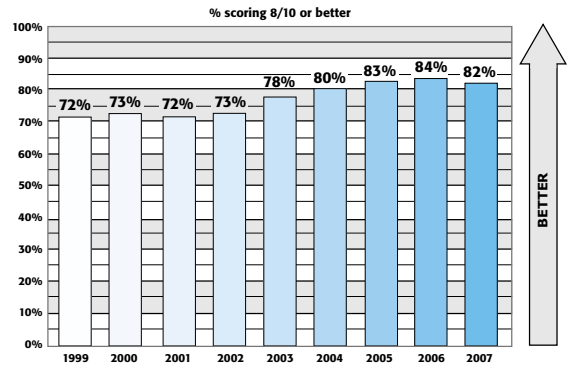
Economic KPIs – All Construction

Individual KPI Trends

Client Satisfaction - Product

The annual KPI surveys ask clients to rate how satisfied they were with the completed facility on a scale from 1-10.

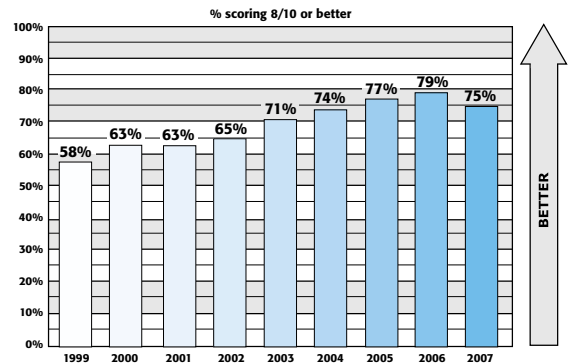
In 2007, 82% of projects were awarded 8 out of 10 or better compared with 84% in 2006. This represents a small decline in performance this year but a steady improvement over nine years.



Client Satisfaction - Service

The annual KPI surveys ask clients to rate how satisfied they were with the service provided by the project team on a scale from 1-10.

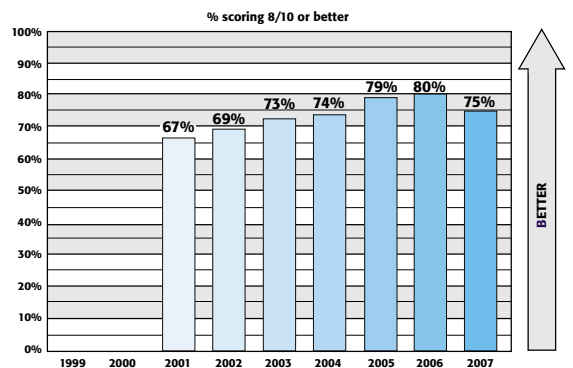
In 2007, 75% of projects were awarded 8 out of 10 or better compared with 79% in 2006. This represents a significant decline in performance this year but a steady improvement over nine years.



Client Satisfaction - Value for Money

The annual KPI surveys ask clients to rate how satisfied they were with the value for money provided on the project on a scale from 1-10.

In 2007, 75% of projects achieved 8 out of 10 or better compared with 80% in 2006. This represents a significant decline in performance this year but a steady improvement over seven years.

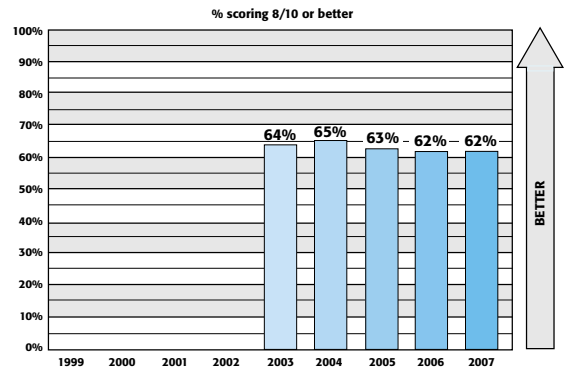


Data not available before the first year shown.

Contractor Satisfaction - Performance - Overall

The annual KPI surveys ask contractors to rate how satisfied they were with the overall performance of the client on a 1-10 scale.

In 2007, 62% of contractors awarded 8 out of 10 or better. This is unchanged since last year and almost unchanged over five years.

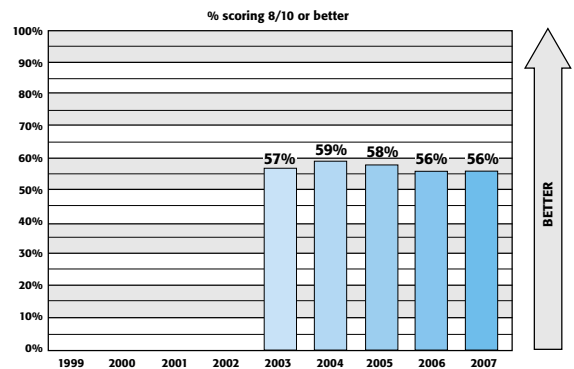


Data not available before the first year shown.

Contractor Satisfaction - Provision of Information - Overall

The annual KPI surveys ask contractors to rate how satisfied they were with the overall provision of information by the client on a 1-10 scale.

In 2007, 56% of contractors awarded 8 out of 10 or better. This is unchanged since last year and almost unchanged over five years.

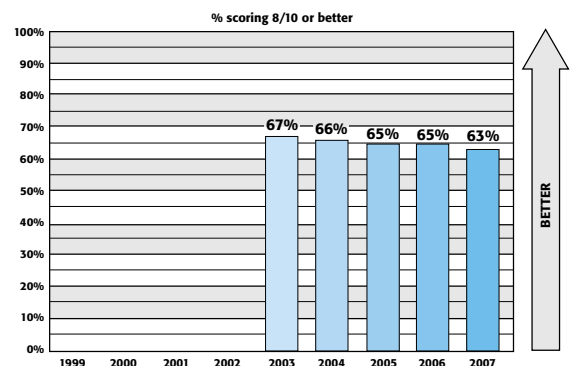


Data not available before the first year shown.

Contractor Satisfaction - Payment - Overall

The annual KPI surveys ask contractors to rate how satisfied they were with the overall provision of payment by the client on a 1-10 scale.

In 2007, 63% of contractors awarded 8 out of 10 or better. This is slightly worse than last year and continues a slight decline over five years.



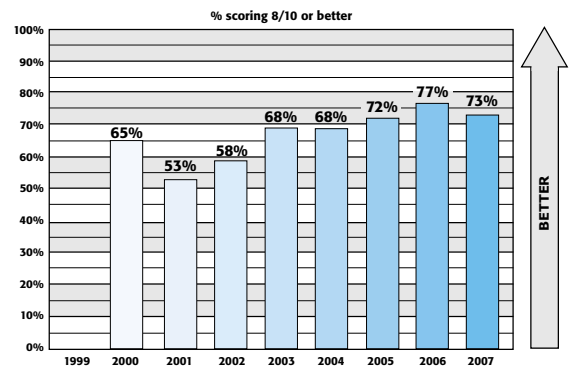
Data not available before the first year shown.

Defects - Impact at Handover

The annual KPI surveys ask clients to rate the impact of defects in the project at the point of handover, on a scale from 1-10, where 10 represents zero defects.

In 2007, 73% of projects achieved 8 out of 10 or better compared with 77% in 2006. This represents a significant decline in performance this year but a steady improvement over eight years.

The proportion of clients scoring 10 out of 10 in 2007 was 15.3%, up slightly on last year.

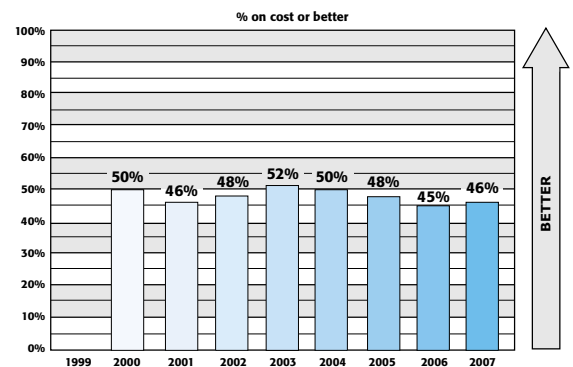


Data not available before the first year shown.

Predictability Cost - Project

Since 2000 the annual KPI surveys have assessed the cost predictability of the whole project (i.e. the combined cost of design and construction).

In 2007, 46% of projects delivered on target or better, compared with 45% in 2006. This represents a slight improvement in performance this year but a small reduction in performance over eight years.

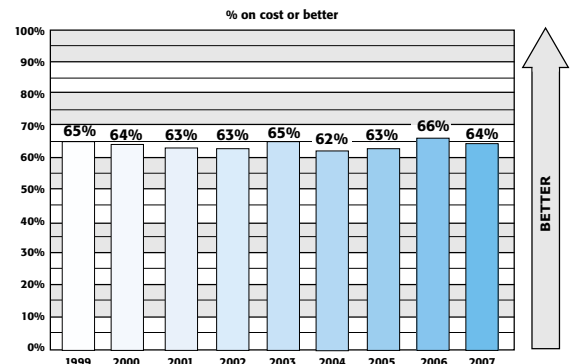


Data not available before the first year shown.

Predictability Cost - Design

The annual KPI surveys ask for the actual out-turn cost of design compared with the figure agreed at the start of that phase.

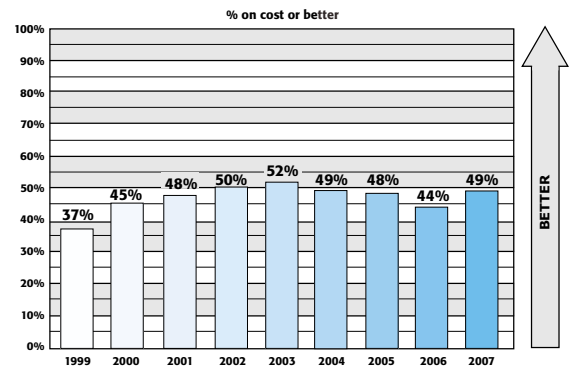
In 2007, 64% of projects delivered on target or better compared with 66% in 2006. This represents a slight decline in performance this year but virtually unchanged performance over nine years.



Predictability Cost - Construction

The annual KPI surveys ask for the actual out-turn cost of construction compared with the figure agreed at the start of that phase.

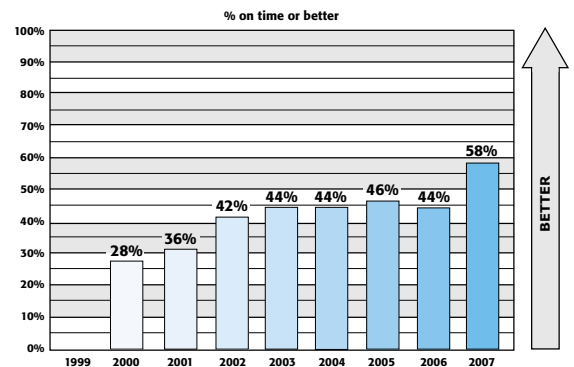
In 2007, 49% of projects delivered on target or better compared with 44% in 2006. This represents a significant improvement in performance this year and a steady improvement in performance over nine years.



Predictability Time - Project

Since 2000 the annual KPI surveys have assessed the time predictability of the whole project (i.e. the combined time for design and construction).

In 2007, 58% of projects delivered on target or better compared with 44% in 2006. This represents a significant improvement in performance this year and over eight years.

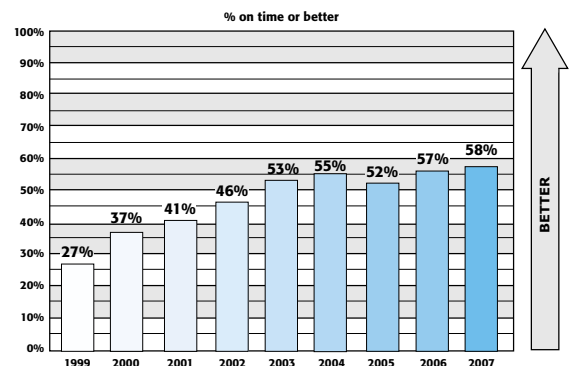


Data not available before the first year shown.

Predictability Time - Design

The annual KPI surveys ask for the actual out-turn time taken for the design phase compared with the length of time agreed at the start of that phase.

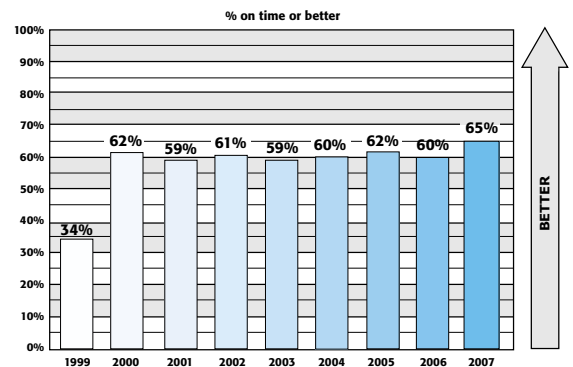
In 2007, 58% of projects delivered on programme or better, compared with 57% in 2005. This represents a slight improvement in performance year-on-year and a significant improvement over nine years.



Predictability Time - Construction

The annual KPI surveys ask for the actual out-turn time taken for the construction phase compared with the length of time agreed at the start of that phase.

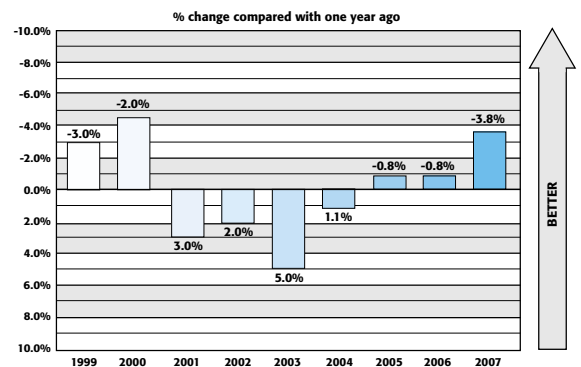
In 2007, 65% of projects delivered on programme or better, compared with 60% in 2006. This represents a significant improvement in performance this year and over nine years.



Construction Cost

DBERR (DTI) collates data on the total cost of construction, and is able to normalise this by type and size of facility and region of the country.

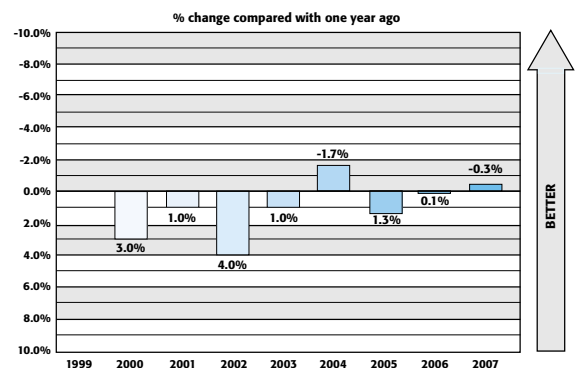
Analysis of this data shows that construction costs in 2007 fell in absolute terms by 3.8% compared with 2006. This represents a significant improvement in performance this year (reflecting the changes evident from tender price indices during 2006) but no significant change in performance over nine years.



Construction Time

DBERR (DTI) collates data on the duration of construction and is able to normalise this by type and size of facility and region of the country.

Analysis of this data shows that construction times in 2007 were 0.3% better on average than in 2006. This represents no significant change in performance this year or over eight years.

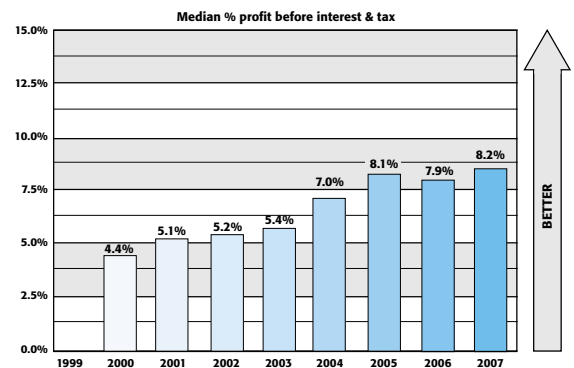


Data not available before the first year shown.

Profitability

Data on profit before interest and tax (PBIT) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year.

In 2007, the median profitability per gross turnover was 8.2%, compared with 7.9% in 2006. This represents a small improvement in performance this year and a significant improvement over eight years.

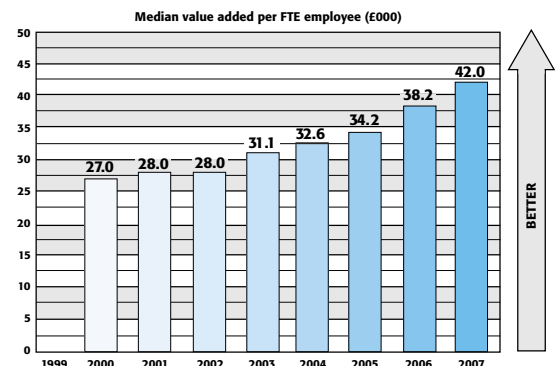


The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Productivity - (VAPH Current Values)

Data on value added (gross turnover less all bought-in supplies) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year.

In 2007, the median value added per employee was £42.0k compared to £38.2k in 2006. This represents a significant improvement in performance this year and over eight years.

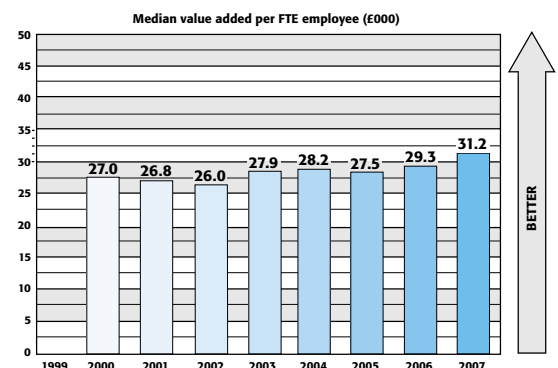


The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Productivity - (VAPH Constant 2000 Values)

Data on value added (gross turnover less all bought-in supplies) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year. The data for each year is adjusted back to the 2000 values to remove the effect of inflation.

In 2007, the median value added per employee (adjusted) was £31.2k compared to £29.3k in 2006. This represents a significant improvement in performance this year and steady improvement over eight years.



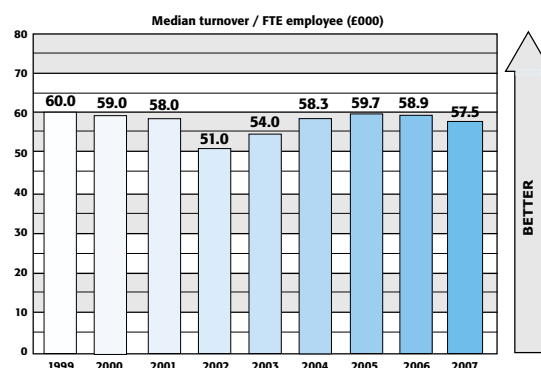
Current values are deflated by the "All Construction Output Price Index" for the first years KPI to arrive at constant values.

The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Gross Productivity (TOPH)

Data on gross productivity (turnover per employee) is obtained from firms filing annual accounts with Companies House. A sample of this data taken each January relates to financial performance reported in the previous year.

In 2007, the median gross turnover per employee was £57.5k compared to £58.9k in 2006. This represents a slight reduction in performance this year but virtually unchanged over nine years.

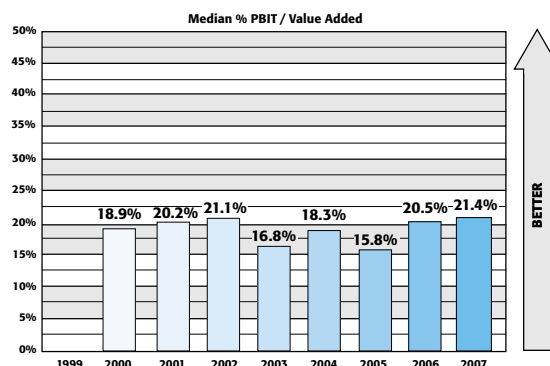


The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Return on Value Added (ROVA)

Data on return on value-added is obtained from firms filing annual accounts with Companies House. A sample of this data taken each January relates to financial performance reported in the previous year.

In 2007, the median return on value added was 21.4% compared to 20.5% in 2006. This represents a slight improvement in performance this year and over eight years.

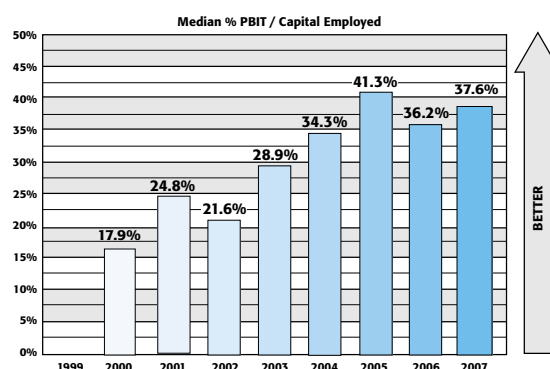


The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Return on Capital Employed (ROCE)

Data on return on capital employed is obtained from firms filing annual accounts with Companies House. A sample of this data taken each January relates to financial performance reported in the previous year.

In 2007, the median return on capital employed was 37.6% compared to 36.2% in 2006. This represents a slight improvement in performance this year and a significant improvement over eight years.

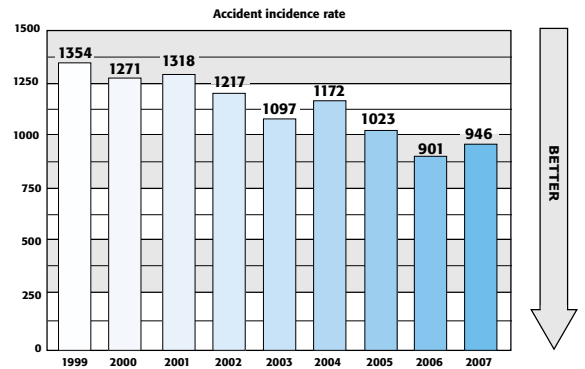


The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

Safety - Industry

The provisional HSE data for all reportable accidents in 2005/06 indicates an accident incidence rate of 946 reportable accidents per 100,000 employed. The equivalent figure for 2004/05 was 901.

This represents a slight deterioration in performance this year, but a significant improvement over nine years.

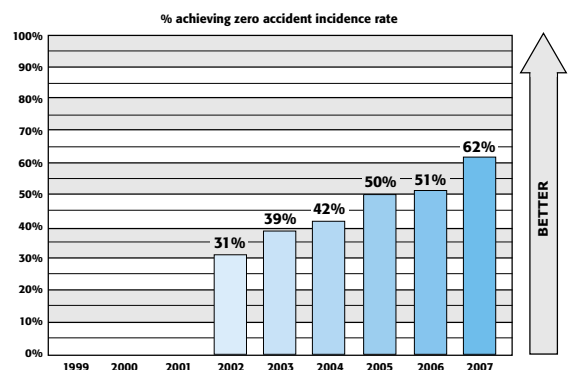


This KPI is based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".

Safety - Contractors - All Companies

The annual KPI surveys ask for company annual accident incidence rates per 100,000 employed. The data set is adjusted for under reporting.

In 2007, 62% of companies reported a zero accident incidence rate compared with 51% in 2006. This represents a significant improvement in performance this year and over six years.



Data for this KPI was not available before 2002. This KPI is based on company annual accident incidence rates collected in the DTI Contractor Survey adjusted for under reporting.

Respect for People KPIs – All Construction

Year-on-Year Comparisons

KPI	Measure	Performance						Trend	
		2002	2003	2004	2005	2006	2007	Last Year	All Years
Employee Satisfaction - All Companies ¹	% scoring 8/10 or better	-	41%	41%	51%	55%	47%	↓↓	↑
Staff Turnover - All Companies ¹	Median % staff turnover	-	7.7%	7.1%	6.7%	5.9%	5.0%	↑↑	↑↑
Sickness Absence - All Companies ¹	Median number of days lost	-	1.8	1.7	1.5	1.4	1.7	↓↓	↑
Safety - Industry ²	Accident incidence rate	1217	1097	1172	1023	901	946	↓	↑↑
Safety - Contractors All companies ³	% achieving zero accident incidence rate	31%	39%	42%	50%	51%	62%	↑↑	↑↑
Working Hours	Median usual hours worked / week	44	41	41	40	40	40	→←	↑
Travelling Time	Median travel time to work / day (mins)	31	24	25	25	25	25	→←	↑
Qualifications & Skills ¹	Median % of direct employees qualified to NVQ Level 2 or higher qualification	-	-	30%	33%	40%	33%	↓↓	↑
Equality & Diversity ¹	% scoring 8/10 or better	-	44%	46%	54%	54%	56%	↑	↑↑
Training ¹	Median annual training days / full-time equivalent employee	-	0.8	0.8	1.0	1.0	0.9	↓↓	↑
Pay	Median gross weekly earnings (£)	365	414	425	441	460	481	↑	↑↑
Investors in People ⁴	Mean % of direct employees covered by IIP recognition	15.4%	16.7%	19.0%	14.9%	11.1%	11.1%	→←	↓↓

¹ Data not available before the first year shown.

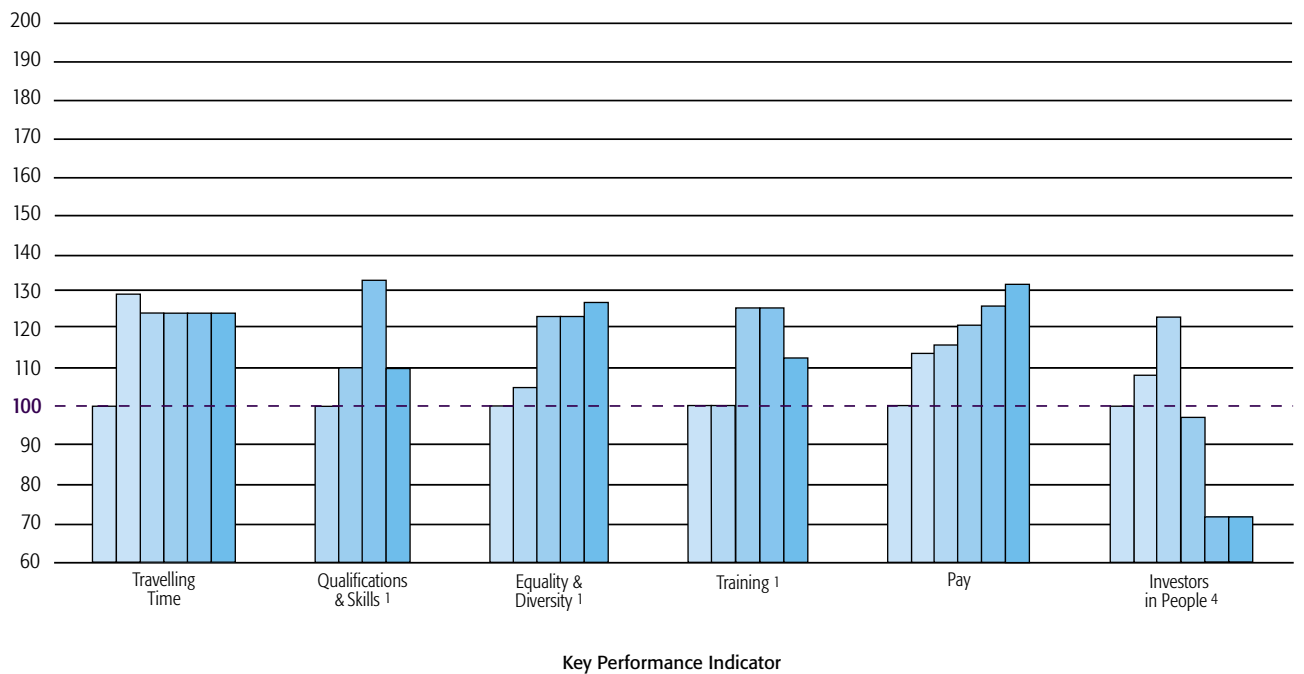
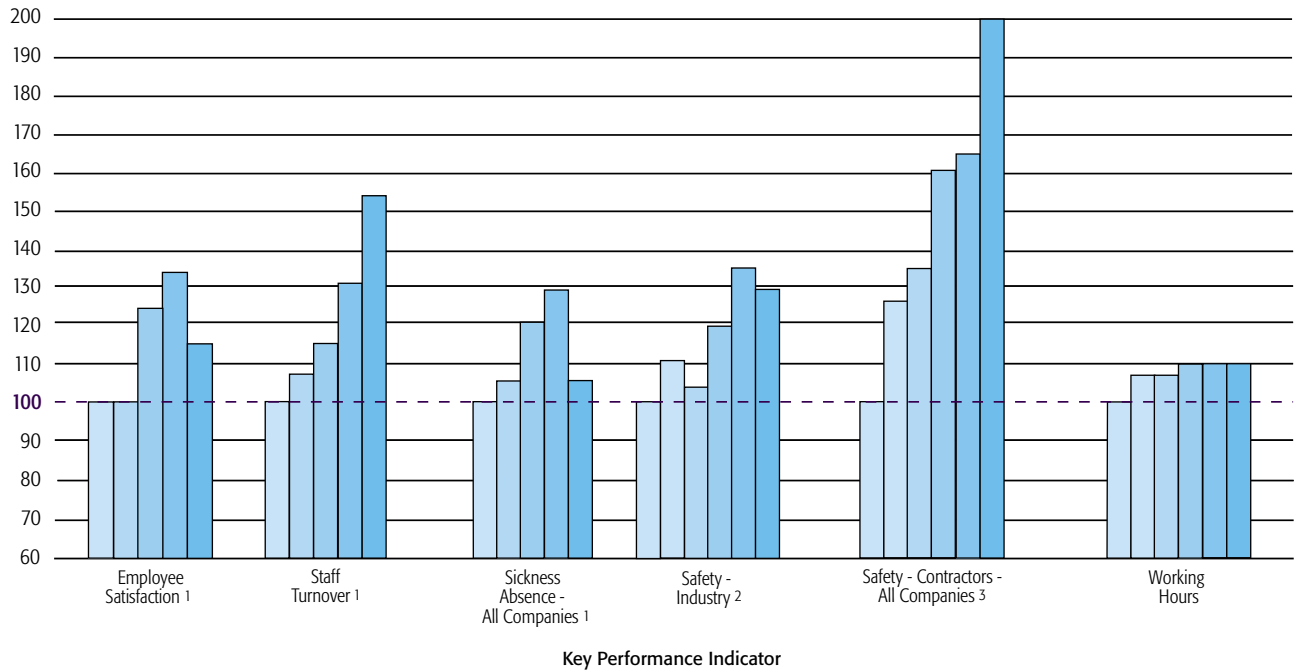
² This KPI is based on company annual accident incidence rates published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".

³ This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.

⁴ This KPI is based upon data provided by Investors in People UK Ltd who made major revisions to the make up of the SIC Code content of their data base of Construction Organisations in 2005 & 2006. Investors in People UK Ltd have not updated their information in 2007, the 2007 KPI is therefore the same as the 2006 KPI.

2002 2003 2004 2005 2006 2007

(First year with data = 100)



Environment KPIs – All Construction

Year-on-Year Comparisons

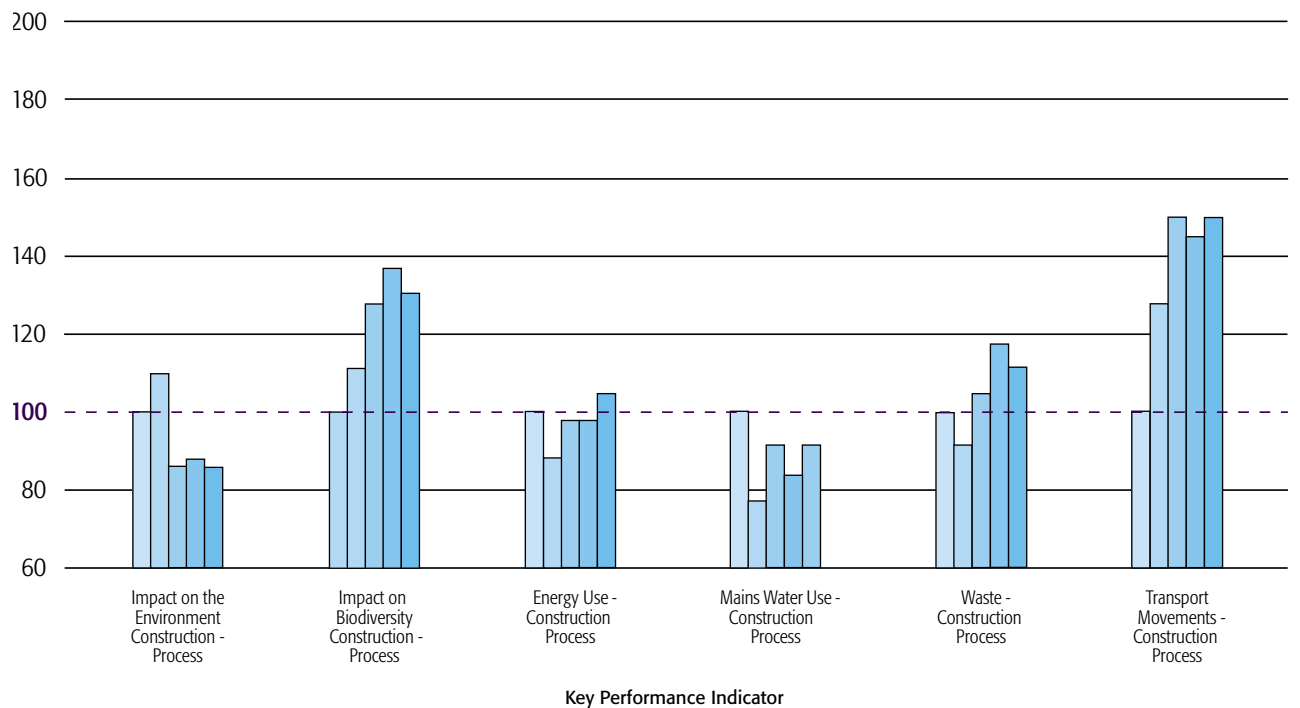
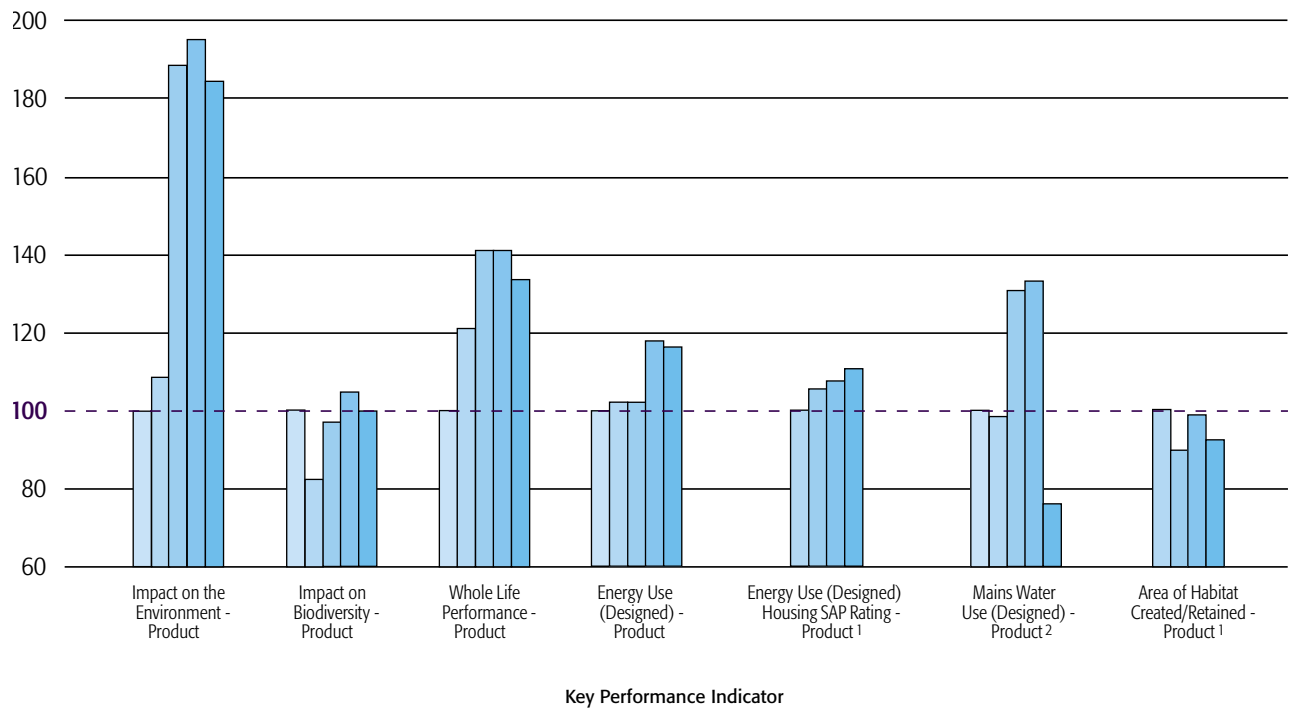
KPI	Measure	Performance					Trend	
		2003	2004	2005	2006	2007	Last Year	All Years
Product Performance -								
Impact on the Environment	% scoring 8/10 or better	28%	32%	53%	54%	51%	↓↓	↑↑
Impact on Biodiversity	% scoring 8/10 or better	34%	28%	33%	36%	34%	↓↓	→←
Whole Life Performance	% scoring 8/10 or better	29%	35%	41%	41%	39%	↓	↑↑
Energy Use (Designed)	Median energy use kgCO ₂ / 100m ² gross floor area	4414	4295	4291	3729	3775	↓	↑
Energy Use (Designed) - Housing SAP Rating ¹	Median SAP rating	-	90	95	97	100	↑	↑
Mains Water Use (Designed) ²	Median water use m ³ / 100m ² gross floor area	69.6	70.4	53.2	52.0	90.4	↓↓	↓↓
Area of Habitat - Created/Retained ¹	% when no change or an increase in area of habitat	-	84%	76%	83%	78%	↓↓	↓
Construction Process Performance -								
Impact on the Environment	% scoring 8/10 or better	51%	56%	44%	45%	44%	↓	↓
Impact on Biodiversity	% scoring 8/10 or better	35%	39%	45%	48%	46%	↓	↑↑
Energy Use	Median energy use kgCO ₂ / £100k project value	288	322	293	293	273	↑↑	↑
Mains Water Use	Median water use m ³ / £100k project value	7.5	9.7	8.2	8.9	8.2	↑↑	↓
Waste	Median waste removed from site m ³ / £100k project value	43.5	47.1	41.6	37.0	39.1	↓↓	↑
Commercial Vehicle Movements	Median movements onto site / £100k project value	44.0	34.5	29.4	30.4	29.4	↑	↑↑

¹ Data not available before the first year shown.

² Limited data use with caution

2003 2004 2005 2006 2007

(First year with data = 100)

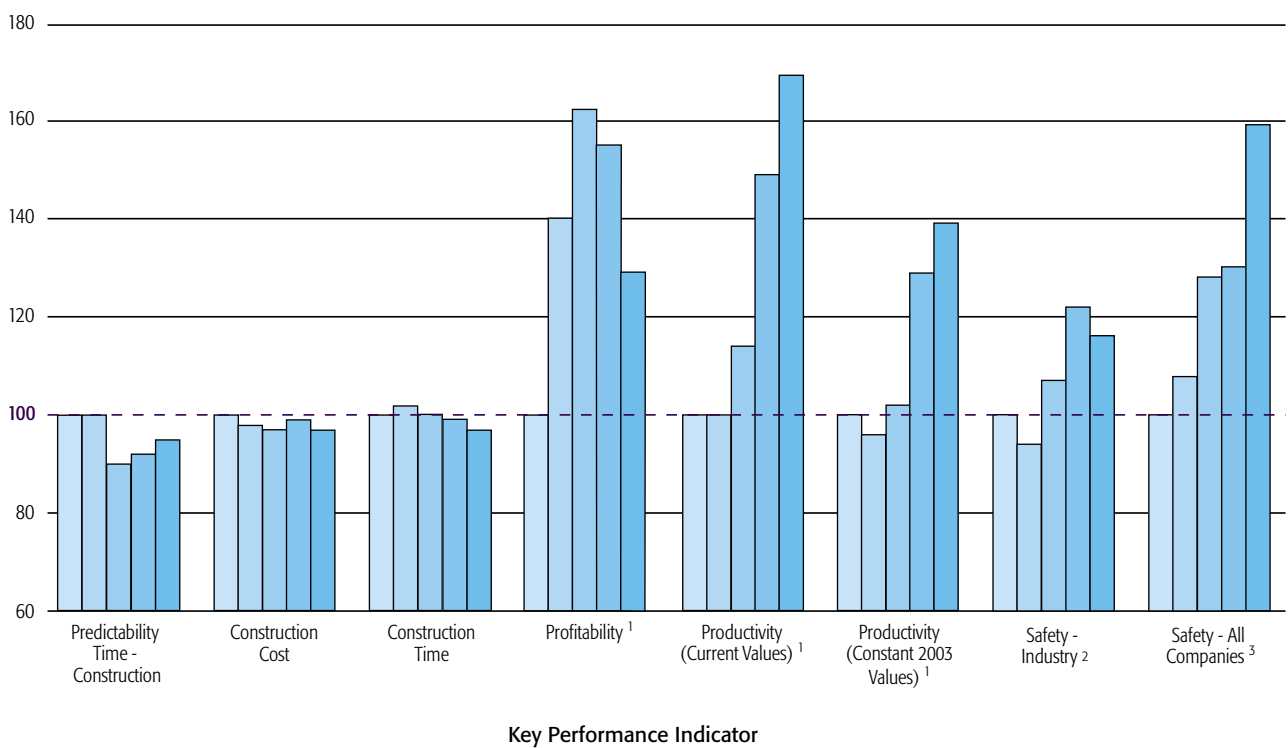
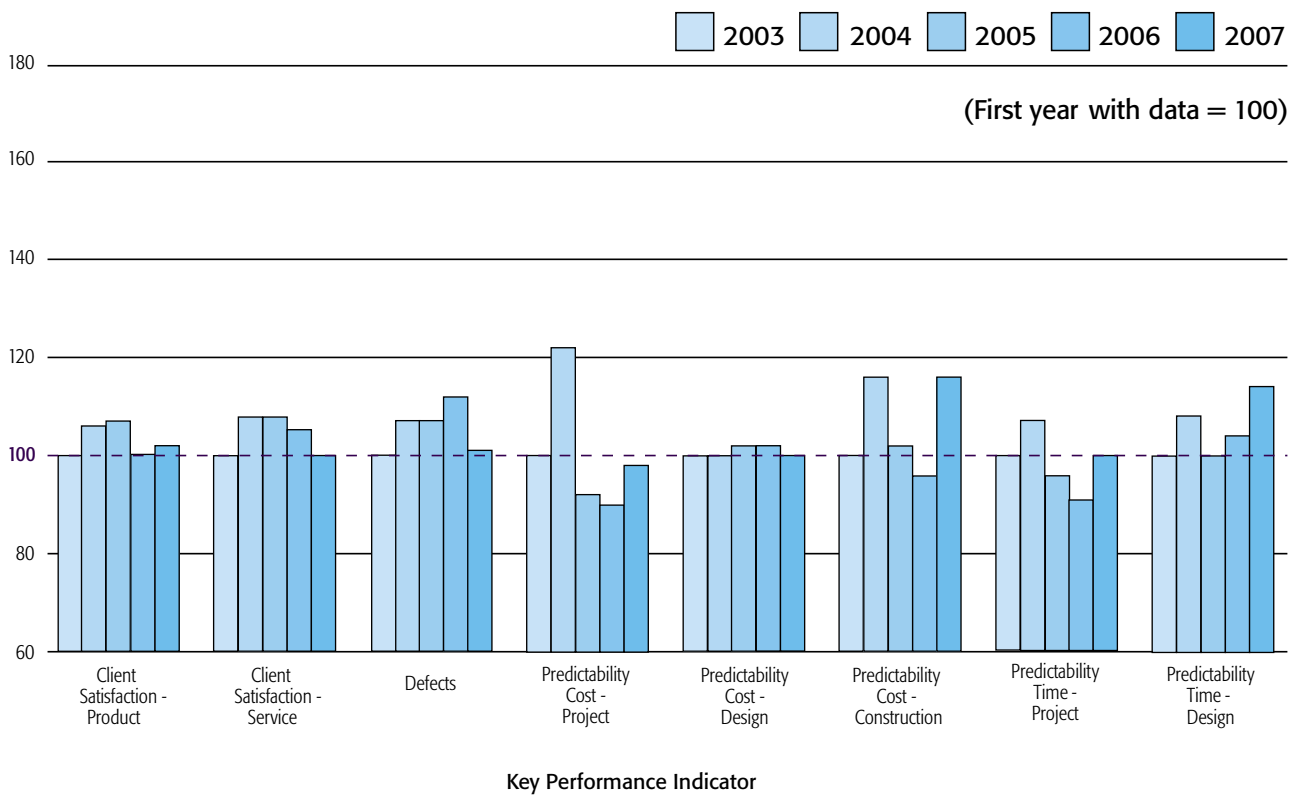


Economic KPIs – All Housing

Year-on-Year Comparisons

KPI	Measure	Performance					Trend	
		2003	2004	2005	2006	2007	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	81%	86%	87%	81%	83%	↑	→←
Client Satisfaction - Service	% scoring 8/10 or better	74%	80%	80%	78%	74%	↓↓	→←
Defects - Impact at Handover	% scoring 8/10 or better	73%	78%	78%	82%	74%	↓↓	→←
Predictability Cost - Project	% on cost or better	49%	60%	45%	43%	48%	↑↑	→←
Predictability Cost - Design	% on cost or better	66%	66%	67%	67%	66%	↓	→←
Predictability Cost - Construction	% on cost or better	48%	56%	49%	46%	56%	↑↑	↑
Predictability Time - Project	% on time or better	46%	49%	44%	42%	46%	↑↑	→←
Predictability Time - Design	% on time or better	51%	55%	51%	53%	58%	↑↑	↑
Predictability Time - Construction	% on time or better	62%	62%	56%	57%	59%	↑	↓
Construction Cost	% change compared with one year ago	0.3%	2.0%	1.0%	-2.1%	1.8%	↓	→←
Construction Time	% change compared with one year ago	-1.8%	-2.3%	2.2%	0.8%	1.0%	↓	→←
Profitability ¹	Median % profit before interest & tax	5.5%	7.7%	8.9%	8.5%	7.1%	↓↓	↑↑
Productivity (Current Values) ¹	Median value added/ FTE employee (£000)	32.0	31.9	36.6	47.8	54.0	↑↑	↑↑
Productivity (Constant 2003 Values) ¹	Median value added/ FTE employee (£000)	32.0	30.7	32.8	40.8	44.6	↑↑	↑↑
Safety - Industry ²	Accident incidence rate	1097	1172	1023	901	946	↓	↑
Safety - Contractors - All Companies ³	% achieving zero accident incidence rate	39%	42%	50%	51%	62%	↑↑	↑↑

- ¹ In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.
- ² This KPI is based on company annual accident incidence rates published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".
- ³ There is no sector breakdown available for this KPI. This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.



Economic KPIs – All Non-Housing

Year-on-Year Comparisons

KPI	Measure	Performance					Trend	
		2003	2004	2005	2006	2007	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	76%	77%	81%	85%	82%	↓	↑
Client Satisfaction - Service	% scoring 8/10 or better	70%	73%	75%	79%	78%	↓	↑
Defects - Impact at Handover	% scoring 8/10 or better	64%	60%	66%	74%	74%	→←	↑
Predictability Cost - Project	% on cost or better	54%	50%	48%	46%	45%	↓	↓
Predictability Cost - Design	% on cost or better	66%	63%	63%	68%	65%	↓	→←
Predictability Cost - Construction	% on cost or better	52%	48%	47%	43%	46%	↑↑	↓
Predictability Time - Project	% on time or better	46%	41%	46%	45%	46%	↑	→←
Predictability Time - Design	% on time or better	57%	60%	54%	60%	54%	↓↓	↓
Predictability Time - Construction	% on time or better	59%	59%	65%	62%	60%	↓	→←
Construction Cost	% change compared with one year ago	3.4%	1.2%	0.4%	-0.8%	-2.9%	↑	→←
Construction Time	% change compared with one year ago	1.5%	-0.3%	-0.3%	1.0%	-1.3%	↑	→←
Profitability ¹	Median % profit before interest & tax	4.9%	6.4%	7.6%	7.5%	8.2%	↑↑	↑↑
Productivity (Current Values) ¹	Median value added/ FTE employee (£000)	29.4	30.1	31.6	35.9	39.0	↑↑	↑↑
Productivity (Constant 2003 Values) ¹	Median value added/ FTE employee (£000)	29.4	29.0	28.3	30.6	32.2	↑↑	↑
Safety - Industry ²	Accident incidence rate	1097	1172	1023	901	946	↓	↑
Safety - Contractors - All Companies ³	% achieving zero accident incidence rate	39%	42%	50%	51%	62%	↑↑	↑↑

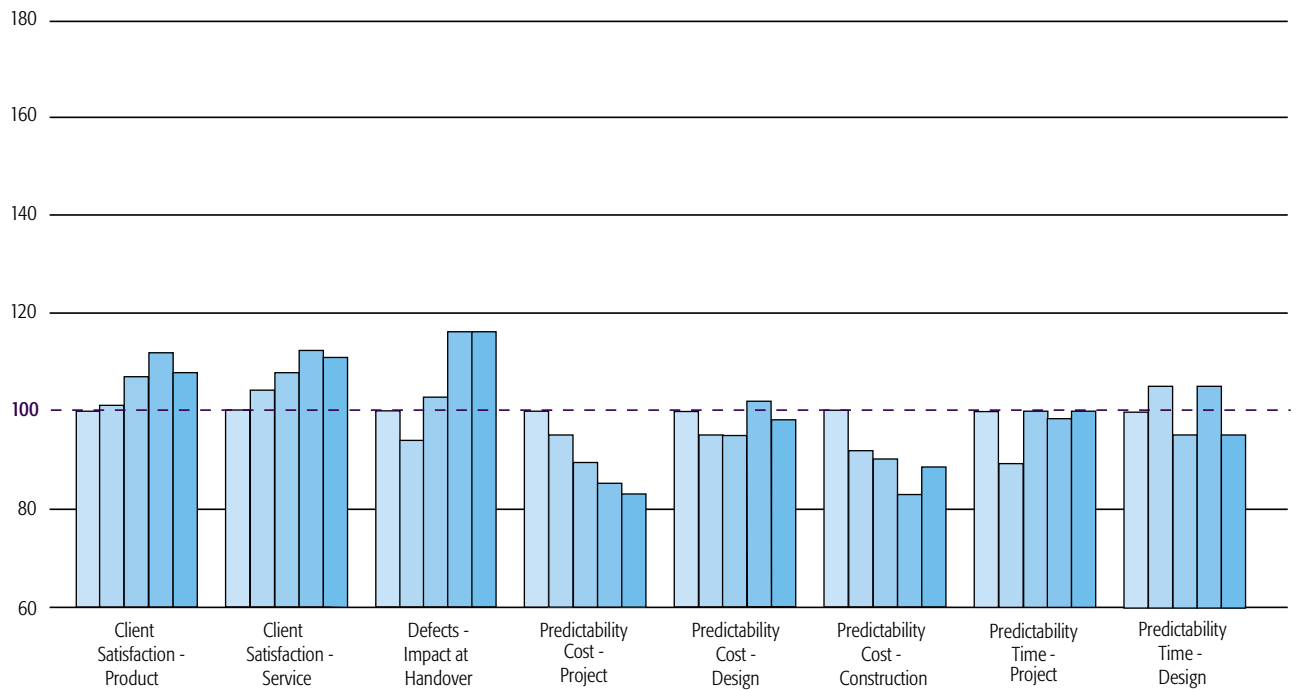
¹ In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

² This KPI is based on company annual accident incidence rates published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".

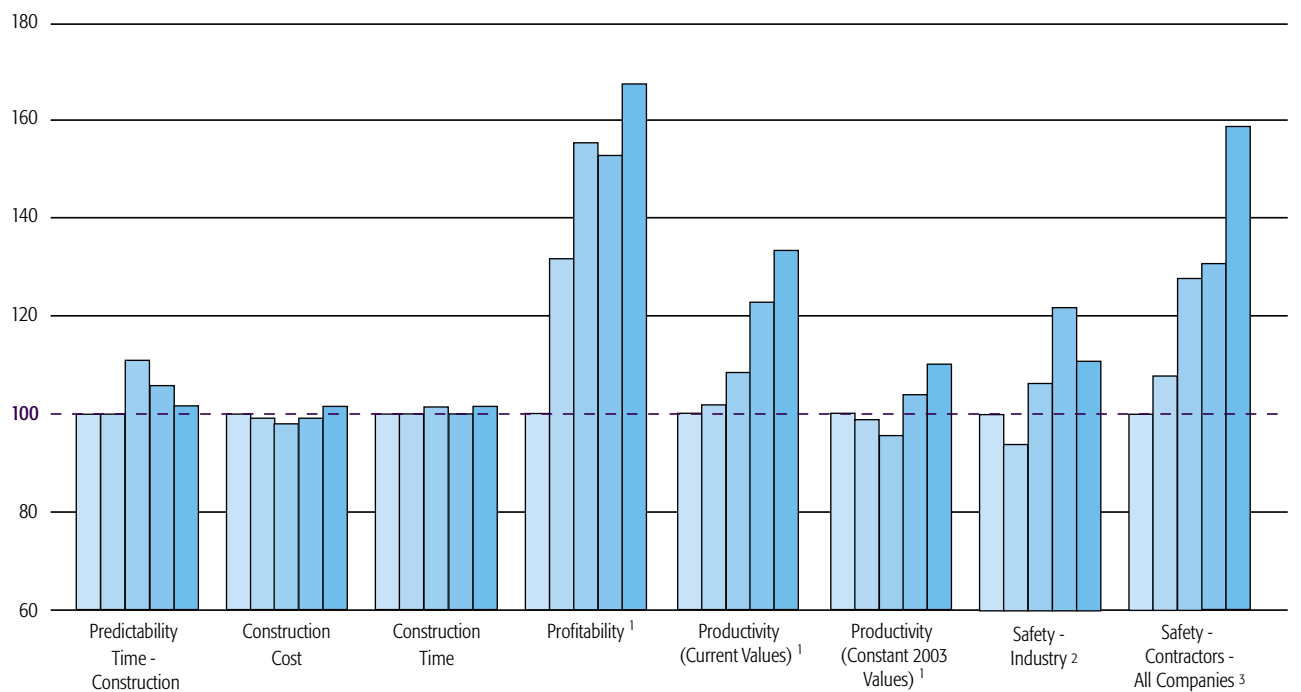
³ There is no sector breakdown available for this KPI. This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.

2003 2004 2005 2006 2007

(First year with data = 100)



Key Performance Indicator



Key Performance Indicator

Construction Consultants KPIs

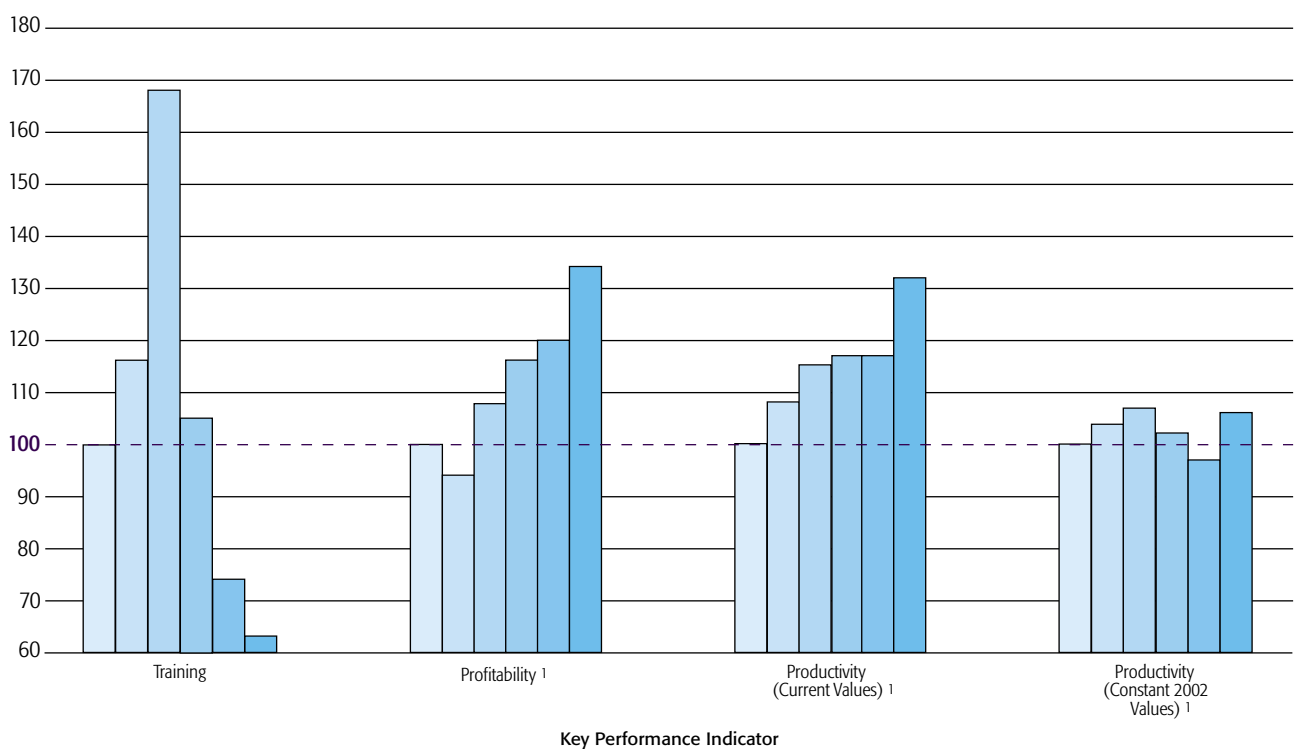
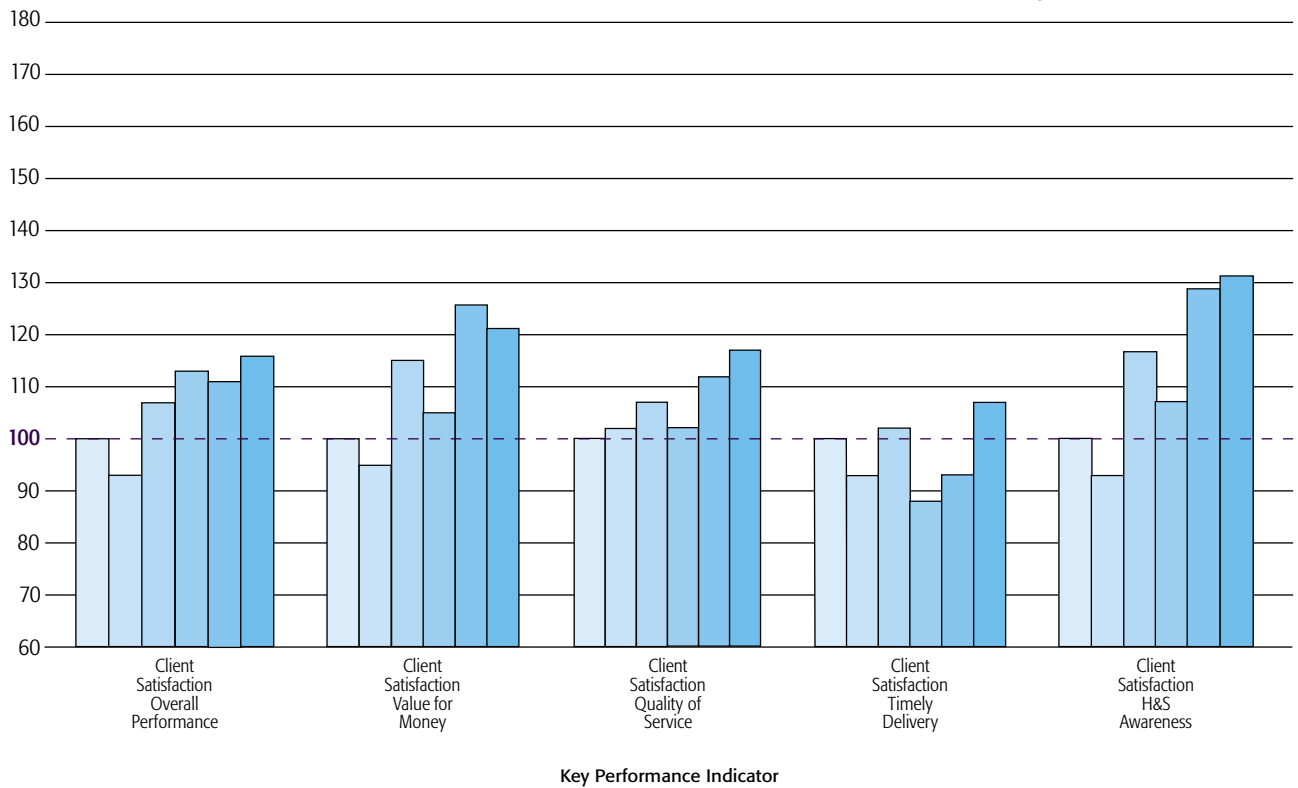
Year-on-Year Comparisons

KPI	Measure	Performance						Trend	
		2002	2003	2004	2005	2006	2007	Last Year	All Years
Client Satisfaction - Overall Performance	% scoring 8/10 or better	45%	42%	48%	51%	50%	52%	↑	↑
Client Satisfaction - Value for Money	% scoring 8/10 or better	39%	37%	45%	41%	49%	47%	↓	↑
Client Satisfaction - Quality of service	% scoring 8/10 or better	42%	43%	45%	43%	47%	49%	↑	↑
Client Satisfaction - Timely delivery	% scoring 8/10 or better	41%	38%	42%	36%	38%	44%	↑↑	↑
Client Satisfaction - H&S awareness	% scoring 8/10 or better	42%	39%	49%	45%	54%	55%	↑	↑↑
Training	Median annual training days per FTE employee	1.9	2.2	3.2	2.0	1.4	1.2	↓↓	↓↓
Profitability ¹	Median % profit before interest and tax	8.0%	7.5%	8.6%	9.3%	9.6%	10.7%	↑↑	↑↑
Productivity (Current Values) ¹	Median value added / UK FTE employee (£000s)	31.0	33.4	35.6	36.4	36.4	40.9	↑↑	↑↑
Productivity (Constant 2002 Values) ¹	Median value added / UK FTE employee (£000s)	31.0	32.4	33.2	31.6	30.1	32.7	↑↑	↑

¹ In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

2002 2003 2004 2005 2006 2007

(First year with data = 100)



M&E Contractors KPIs

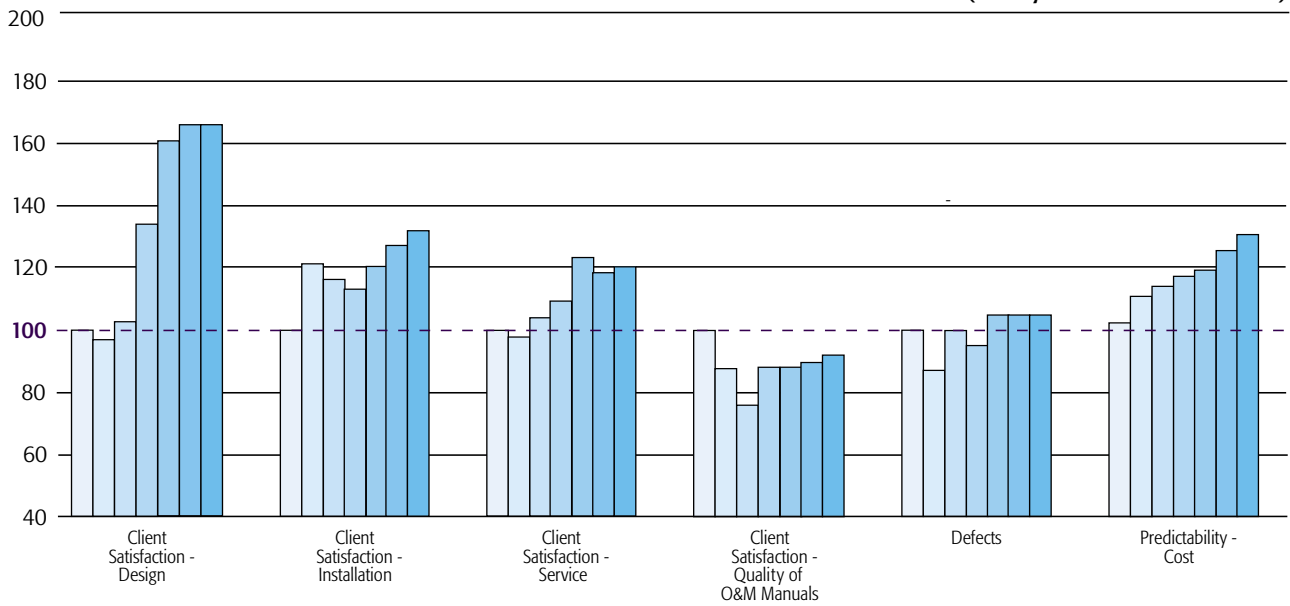
Year-on-Year Comparisons

KPI	Measure	Performance							Trend	
		2001	2002	2003	2004	2005	2006	2007	Last Year	All Years
Client Satisfaction - Design	% scoring 8/10 or better	38%	37%	39%	51%	61%	63%	63%	→←	↑↑
Client Satisfaction - Installation	% scoring 8/10 or better	56%	68%	65%	63%	67%	71%	74%	↑	↑↑
Client Satisfaction - Service	% scoring 8/10 or better	56%	55%	58%	61%	69%	66%	67%	↑	↑
Client Satisfaction - Quality O&M Manuals	% scoring 8/10 or better	50%	44%	38%	44%	44%	45%	46%	↑	↓
Defects	% scoring 8/10 or better	63%	55%	63%	60%	66%	66%	66%	→←	→←
Predictability - Cost	% on cost or better	37%	40%	41%	42%	43%	45%	47%	↑	↑
Predictability - Time	% on time or better	53%	52%	49%	46%	47%	49%	53%	↑↑	→←
Profitability	Median % profit turnover	2.2%	4.2%	3.9%	4.3%	4.3%	4.1%	3.9%	↓	↑↑
Productivity (Current Values)	Median value added / M&E operative (£000)	26.1	34.0	43.0	50.0	50.0	49.8	55.0	↑↑	↑↑
Productivity (Constant 2001 Values)	Median value added / M&E operative (£000)	26.1	32.9	40.3	45.1	42.0	39.8	42.6	↑↑	↑↑
Safety - M&E Contractors - All Companies ¹	% achieving zero accident incidence rate	-	31%	35%	22%	32%	34%	48%	↑↑	↑↑
Safety - M&E Contractors - Companies with 60 staff or more ¹	% achieving zero accident incidence rate	-	7%	14%	4%	13%	16%	23%	↑↑	↑↑

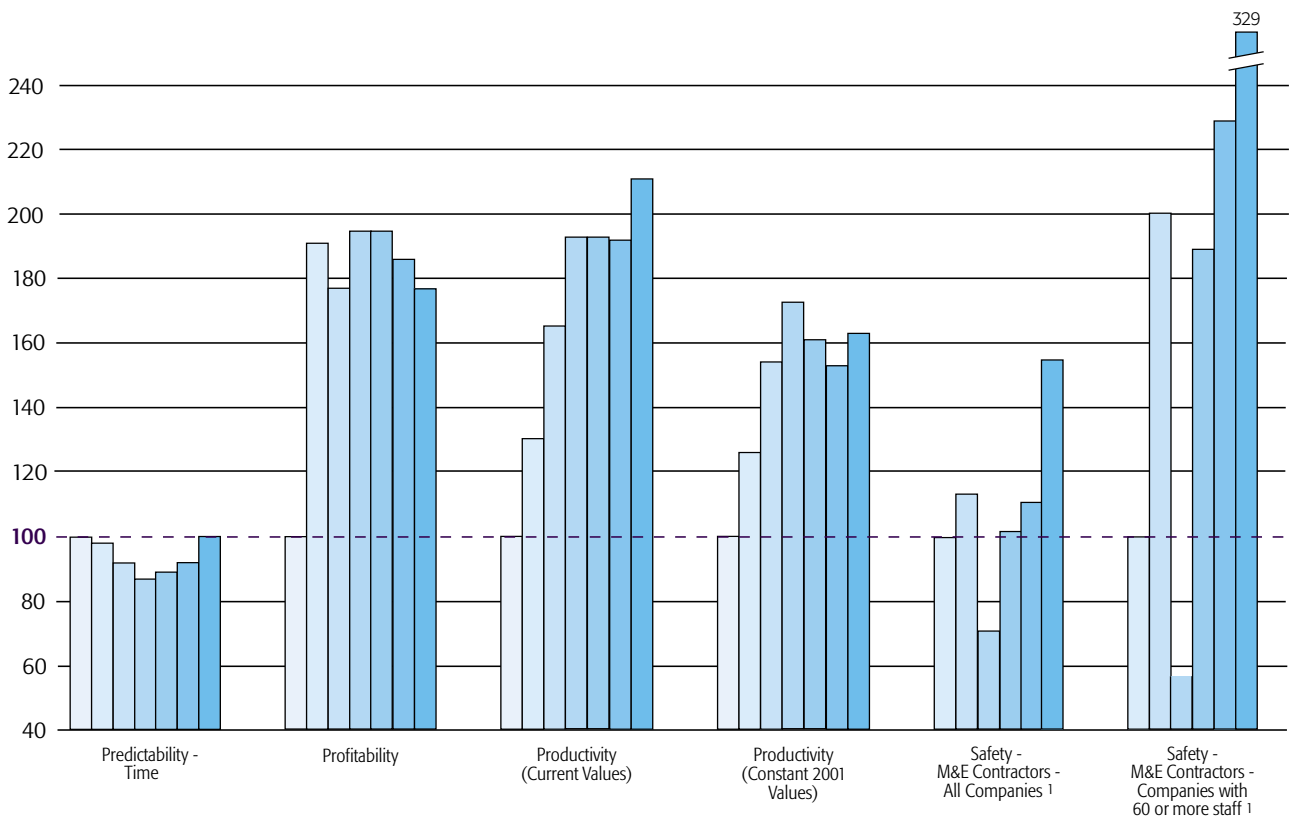
¹ This KPI is based on company annual accident incidence rates collected in the BSRIA M&E Contractors Survey. From 2002 data has been adjusted for under reporting, therefore, direct comparison with 2001 is not valid.

2001 2002 2003 2004 2005 2006 2007

(First year with data = 100)



Key Performance Indicator



Key Performance Indicator

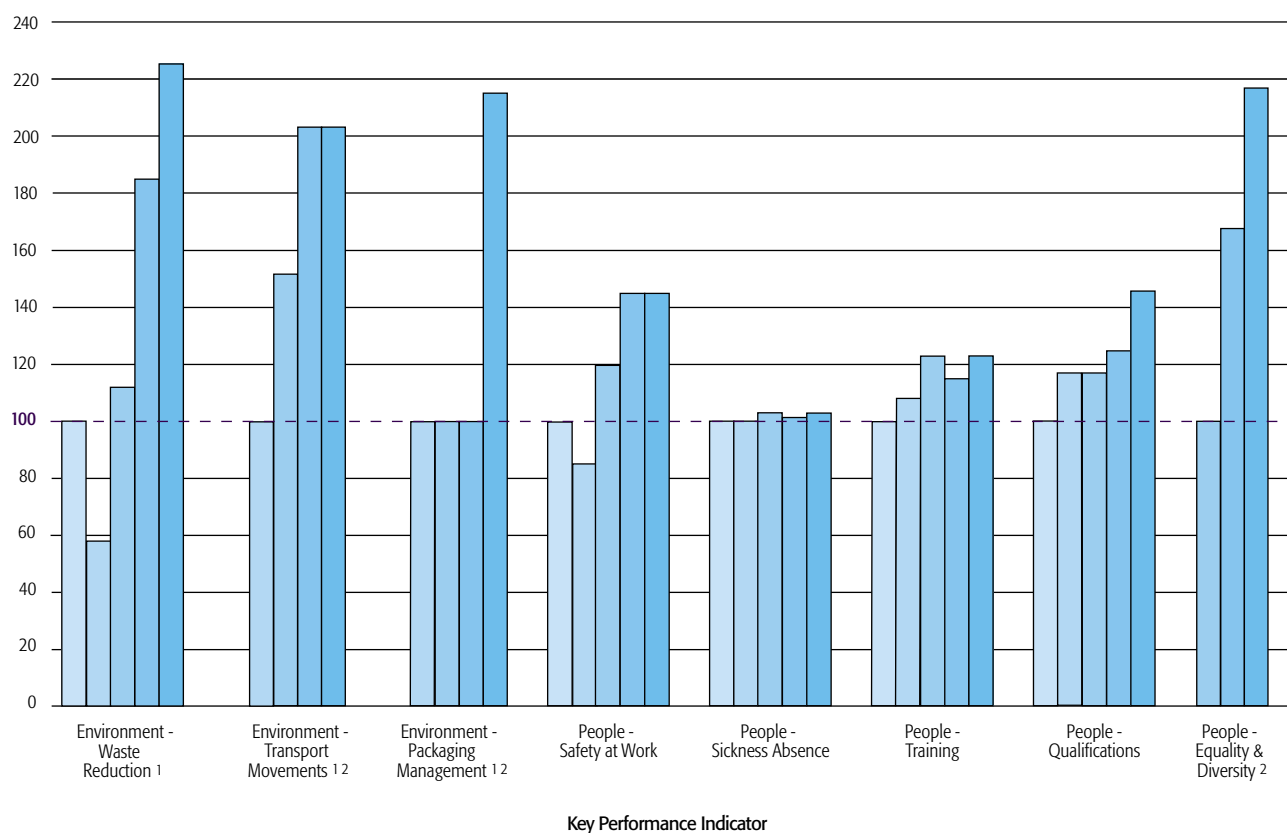
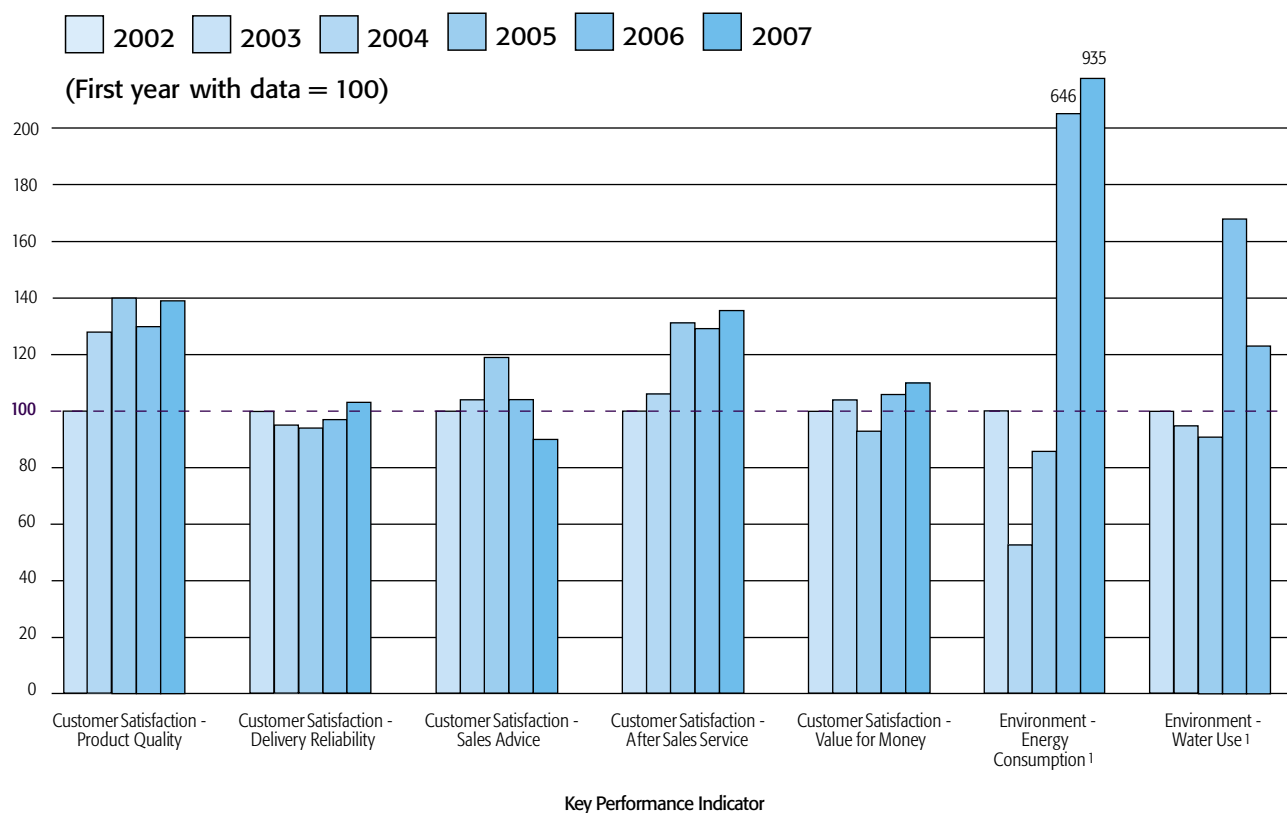
Construction Products Industry KPIs

Year-on-Year Comparisons

KPI	Measure	Performance					Trend	
		2003	2004	2005	2006	2007	Last Year	All Years
Customer Satisfaction								
Product Quality	% scoring 8/10 or better	57%	73%	80%	74%	79%	↑↑	↑↑
Delivery Reliability	% scoring 8/10 or better	68%	64%	63%	65%	70%	↑↑	→←
Sales Advice	% scoring 8/10 or better	53%	55%	63%	55%	48%	↓↓	↓
After Sales Service	% scoring 8/10 or better	49%	52%	64%	63%	66%	↑	↑↑
Value for Money	% scoring 8/10 or better	51%	53%	47%	54%	56%	↑	↑
Environment								
Energy ¹	Median energy consumed KgCO ₂ / 10 tonne of production output	743.40	1397.00	869.10	115.20	79.50	-	-
Water ¹	Median water used m ³ / 10 tonne of production output	1.90	2.00	2.09	1.13	1.55	-	-
Waste ¹	Median tonnes of waste leaving site as a % of total production output	1.33%	2.29%	1.19%	0.72%	0.59%	-	-
Transport ^{1 2}	Median number movements / 10 tonne of production output	-	1.20	0.79	0.59	0.59	-	-
Packaging ^{1 2}	Median tonnes of packaging bought as a % of total production output	-	1.01%	1.01%	1.01%	0.47%	-	-
People								
Safety at Work	Mean accident incidence rate	2050	2412	1702	1416	1416	→←	↑↑
Sickness Absence	Median number of days lost per employee	6.1	6.1	5.9	6.0	5.9	↑	→←
Training	Median annual training days / full-time equivalent employee	1.3	1.4	1.6	1.5	1.6	↑↑	↑↑
Qualifications	Median % of full-time employees qualified to NVQ Level 2 or higher	24%	28%	28%	30%	35%	↑↑	↑↑
Equality & Diversity ²	% scoring 8/10 or better	-	-	18%	30%	39%	↑↑	↑↑

¹ Sample sizes for this KPI have not yet stabilised. Trends are not provided as they may be misleading

² Data not available before the first date shown.



Constructing Excellence Demonstration Projects

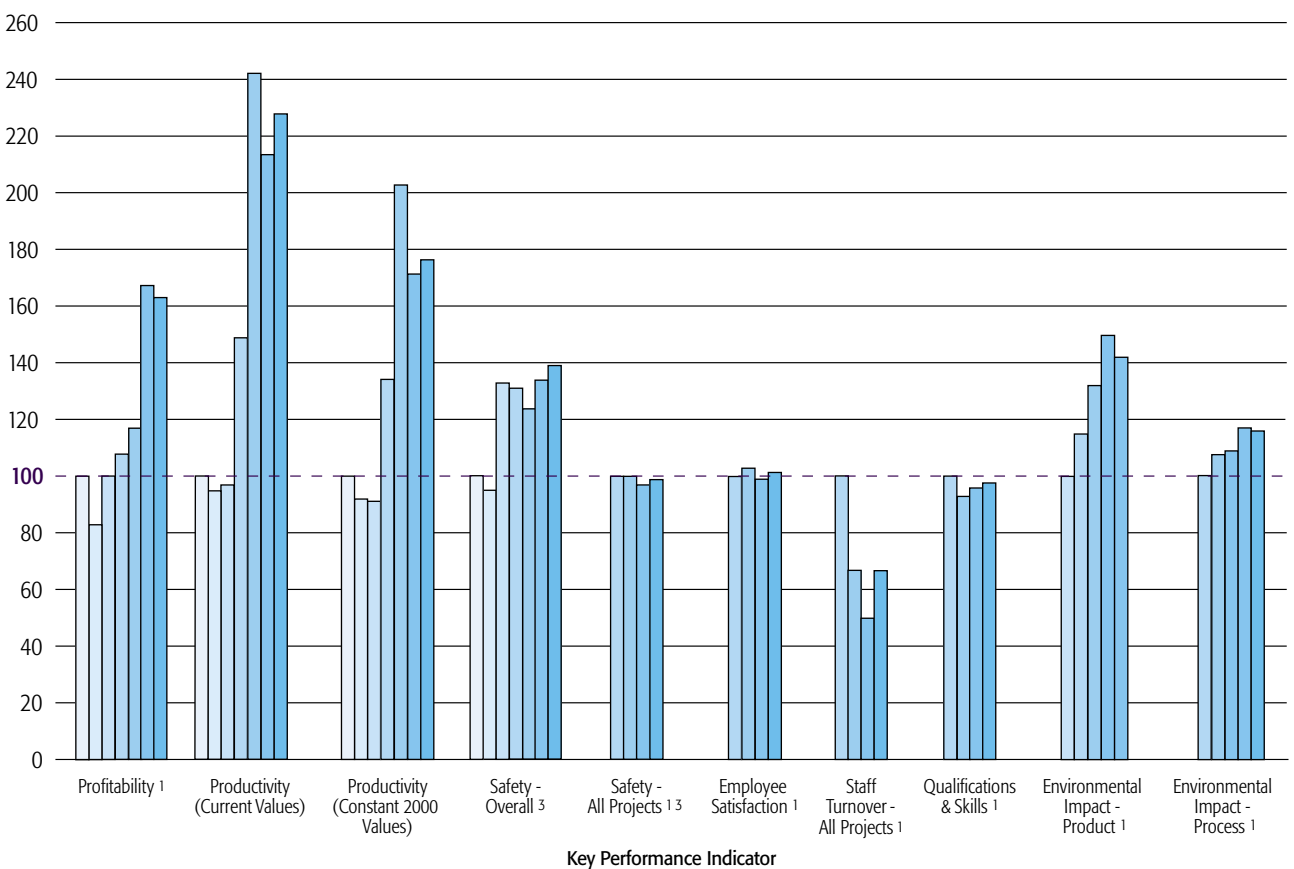
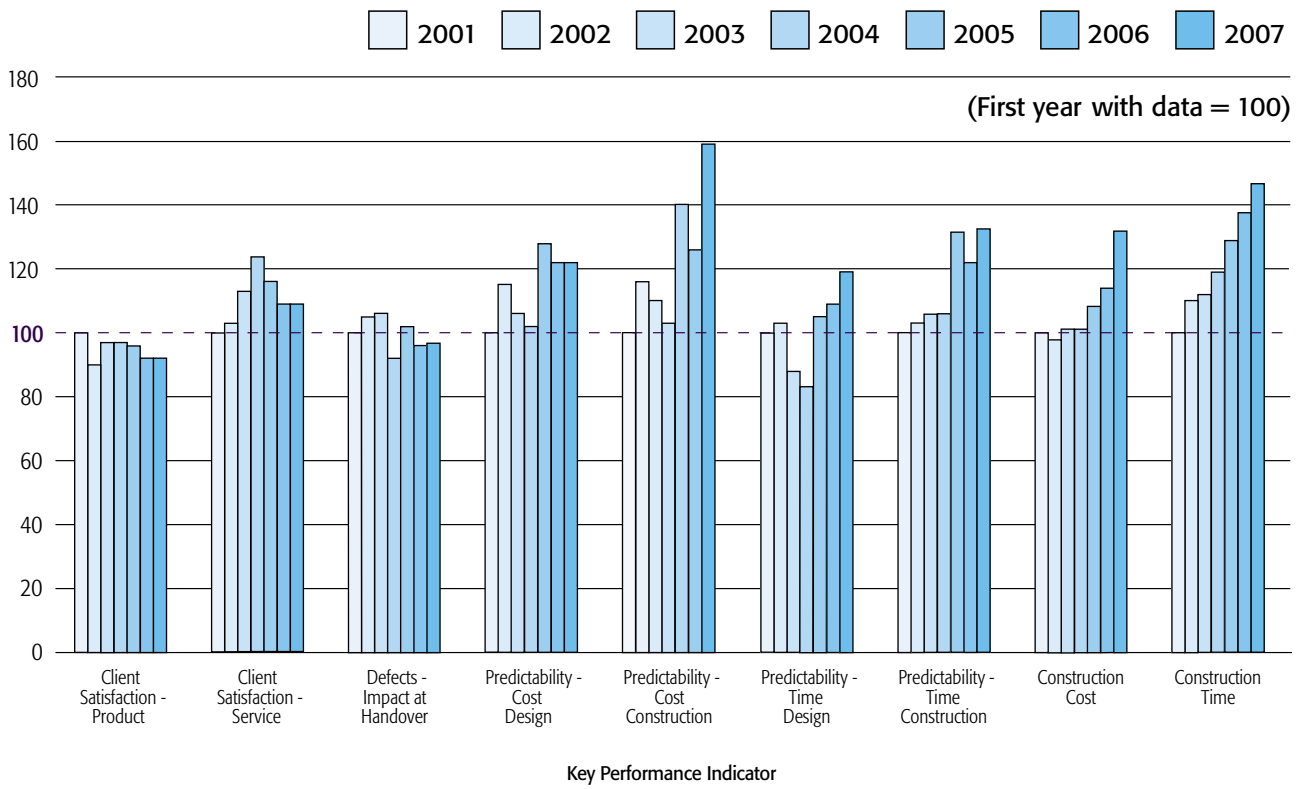
Year-on-Year Comparisons

KPI	Measure	Performance						Trend		
		2001	2002	2003	2004	2005	2006	2007	Last Year	All Years
Economic KPIs:										
Client Satisfaction - Product	% scoring 8/10 or better	93%	84%	90%	90%	89%	86%	86%	→←	↓
Client Satisfaction - Service	% scoring 8/10 or better	76%	78%	86%	94%	88%	83%	83%	→←	↑
Defects - Impact at Handover	% scoring 8/10 or better	82%	86%	87%	75%	84%	78%	79%	↑	→←
Predictability Cost - Design	% on cost or better	67%	77%	71%	69%	86%	82%	82%	→←	↑
Predictability Cost - Construction	% on cost or better	58%	67%	64%	60%	81%	73%	92%	↑↑	↑↑
Predictability Time - Design	% on time or better	74%	79%	66%	62%	78%	81%	88%	↑↑	↑
Predictability Time - Construction	% on time or better	65%	67%	69%	69%	85%	79%	86%	↑↑	↑↑
Construction Cost	% change compared with one year ago	0.1%	2.0%	-3.2%	0.5%	-7.0%	-7.0%	-8.2%	↑↑	↑
Construction Time	% change compared with one year ago	0.1%	-10.0%	-1.5%	-7.0%	-10.0%	-9.0%	-9.7%	↑↑	↑↑
Profitability ²	Median % profit before interest & tax	6.0%	5.0%	6.0%	6.5%	7.0%	10.0%	9.8%	↓	↑↑
Productivity (Current Values)	Median value added/ FTE employed (£000)	37.0	35.0	36.0	55.0	89.7	79.0	84.3	↑↑	↑↑
Productivity (Constant 2000 Values)	Median value added/ FTE employed (£000)	38.2	35.0	34.9	51.3	77.8	65.3	67.4	↑	↑↑
Respect for People KPIs:										
Safety - Overall ³	Accident incidence rate	569	605	428	435	458	425	410	↑	↑↑
Safety - All Projects ^{1 3}	% scoring zero accident incidence rate	-	-	-	78%	78%	76%	77%	↑	→←
Employee Satisfaction ¹	% scoring 8/10 or better	-	-	-	89%	92%	88%	90%	↑	→←
Staff Turnover - All Projects ¹	Median % staff turnover	-	-	-	2.0%	3.0%	4.0%	3.0%	↑↑	↓↓
Qualifications & Skills ¹	Median % of direct employees qualified to NVQ Level 2 or higher	-	-	-	100%	93%	96%	98%	↑	→←
Environment KPIs:										
Environmental Impact - Product ¹	% scoring 8/10 or better	-	-	62%	71%	82%	93%	88%	↓↓	↑↑
Environmental Impact - Construction Process ¹	% scoring 8/10 or better	-	-	76%	82%	83%	89%	88%	↓	↑

¹ Data not available before the first year shown

² Results from clients that do not make a profit on construction activities are excluded.

³ Constructing Excellence safety data is project based while KPI safety data is company based.



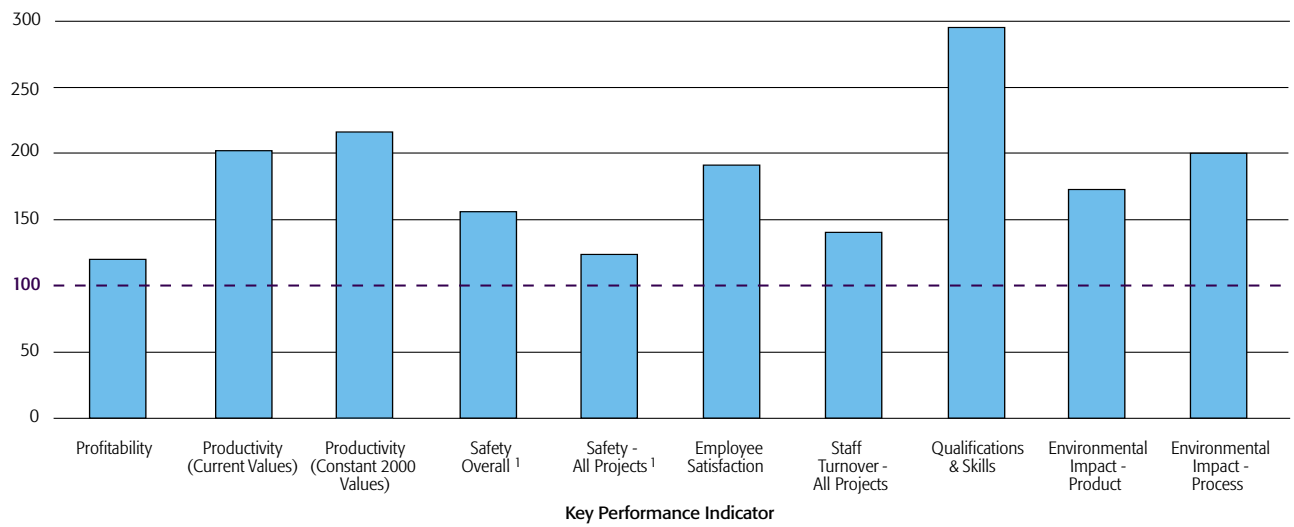
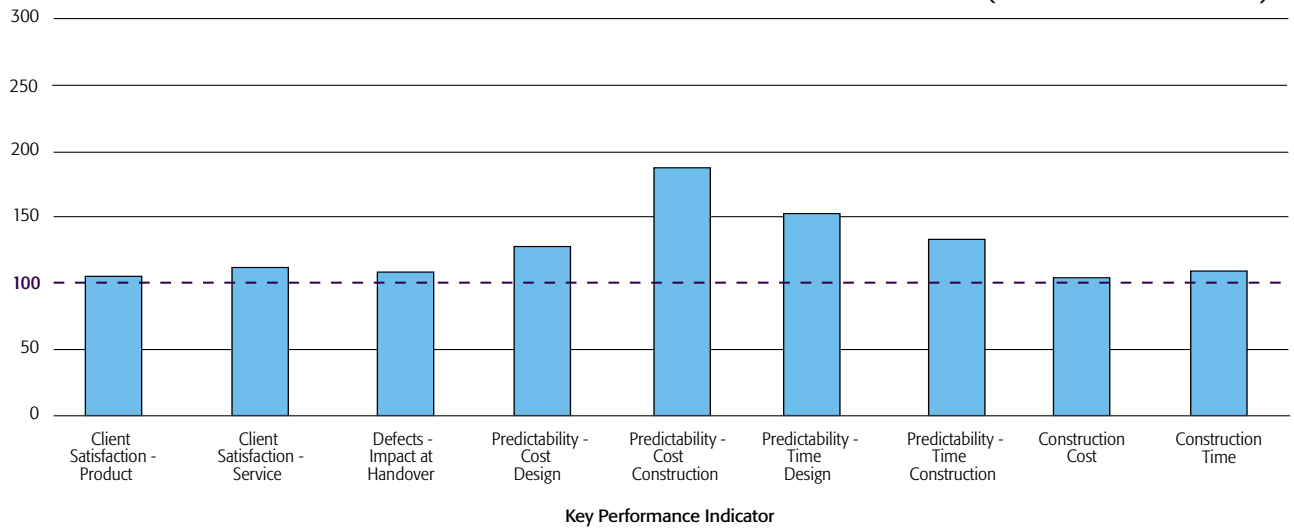
Constructing Excellence Demonstration Projects (contd.)

Comparison with All Construction

KPI	Measure	All Construction Performance 2007	All Constructing Excellence Performance 2007
Client Satisfaction - Product	% scoring 8/10 or better	82%	86%
Client Satisfaction - Service	% scoring 8/10 or better	75%	83%
Defects - Impact at Handover	% scoring 8/10 or better	73%	79%
Predictability Cost - Design	% on cost or better	64%	82%
Predictability Cost - Construction	% on cost or better	49%	92%
Predictability Time - Design	% on time or better	58%	88%
Predictability Time - Construction	% on time or better	65%	86%
Construction Cost	% change compared with one year ago	-3.8%	-8.2%
Construction Time	% change compared with one year ago	-0.3%	-9.7%
Profitability	Median % profit before interest & tax	8.2%	9.8%
Productivity (Current Values)	Median value added / FTE employed (£000)	42.0	84.3
Productivity (Constant 2000 Values)	Median value added / FTE employed (£000)	31.2	67.4
Safety - Overall ¹	Accident incidence rate	946	410
Safety - All Projects ¹	% scoring zero accident incidence rate	62%	77%
Employee Satisfaction	% scoring 8/10 or better	47%	90%
Staff Turnover - All Projects	Median % staff turnover	5.0%	3.0%
Qualifications & Skills	Median % of direct employees qualified to NVQ Level 2 or higher	33%	98%
Environmental Impact - Product	% scoring 8/10 or better	51%	88%
Environmental Impact - Construction Process	% scoring 8/10 or better	44%	88%

¹ Constructing Excellence safety data is project based while KPI safety data is company based.

(All Construction = 100)



Appendix

The UK Construction Industry Key Performance Indicators (KPIs) have been published by Constructing Excellence every year since 1999 using data collected under the guidance of the Department for Business Enterprise and Regulatory Reform.

The Industry Performance Report summarises the trends in performance of the main sets of KPIs to show to what extent the industry is improving in key aspects of economic, social and environment performance. This information can be used by

government departments and organisations committed to driving industry performance forward to inform policy, and also by individual organisations to measure their rate of performance improvement against that of the wider industry.

Between 1999 and 2006, the Industry Performance Report was published in hard copy as part of the UK Construction Industry KPI Pack and UK Housing KPI Toolkit. In 2007, publication of the KPIs was transferred onto the revised KPIzone website (www.kpizone.com). More details of KPIzone can be found on page 35.

How to read the Data Tables and Graphs

The industry KPI performance is summarised into tables and graphs whose key features are summarised below:

KPI name	KPI group and industry sector	How change in the industry is measured	Performance for each year data is available								Trend		
			Performance in year								Last Year	All Years	
KPI	Measure		1999	2000	2001	2002	2003	2004	2005	2006	2007		
Economic KPIs - All Construction - Year on Year Comparisons													
Client Satisfaction - Product	% scoring 8/10 or better		72%	73%	72%	73%	78%	80%	83%	84%	82%	↓	↑
Client Satisfaction - Service	% scoring 8/10 or better		58%	63%	63%	65%	71%	74%	77%	79%	75%	↓↓	↑
Client Satisfaction - Value for Money ¹	% scoring 8/10 or better		-	-	67%	69%	73%	74%	79%	80%	75%	↓↓	↑
Contractor Satisfaction - Performance - Overall ¹	% scoring 8/10 or better		-	-	-	-	64%	65%	63%	62%	62%	→←	→←
Contractor Satisfaction - Provision of Information - Overall ¹	% scoring 8/10 or better		-	-	-	-	57%	59%	58%	56%	56%	→←	→←
Contractor Satisfaction - Payment - Overall ¹	% scoring 8/10 or better		-	-	-	-	67%	66%	65%	65%	63%	↓	↓
Defects - Impact at Handover ¹	% scoring 8/10 or better		-	65%	53%	58%	68%	68%	72%	77%	73%	↓↓	↑
Predictability Cost - Project ¹	% on cost or better		-	50%	46%	48%	52%	50%	48%	45%	46%	↑	↓
Predictability Cost - Design	% on cost or better		65%	64%	63%	63%	65%	62%	63%	66%	64%	↓	→←
Predictability Cost - Construction	% on cost or better		37%	45%	48%	50%	52%	49%	48%	44%	49%	↑↑	↑
Predictability Time - Project ¹	% on time or better		-	28%	36%	42%	44%	44%	46%	44%	58%	↑↑	↑↑
Predictability Time - Design	% on time or better		27%	37%	41%	46%	53%	55%	52%	57%	58%	↑	↑↑
Predictability Time - Construction	% on time or better		34%	62%	59%	61%	59%	60%	62%	60%	65%	↑↑	↑↑
Construction Cost	% change compared with one year ago		-3.0%	-2.0%	3.0%	2.0%	5.0%	1.1%	-0.8%	-0.8%	-3.8%	↑	→←
Construction Time ¹	% change compared with one year ago		-	3.0%	1.0%	4.0%	1.0%	-1.7%	1.3%	0.1%	-0.3	→←	→←

1 Data not available before the first year shown.

2 The measure for this KPI was changed in 2000, 1999 data therefore not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively to past years and, where applicable, their results were revised.

3 This KPI is based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities".

4 Data for this KPI was not available before 2002. This KPI is based on company annual accident incidence rates collected in the DBERR (DTI) Contractor Survey adjusted for under reporting.

KPI summary table

Explanatory notes

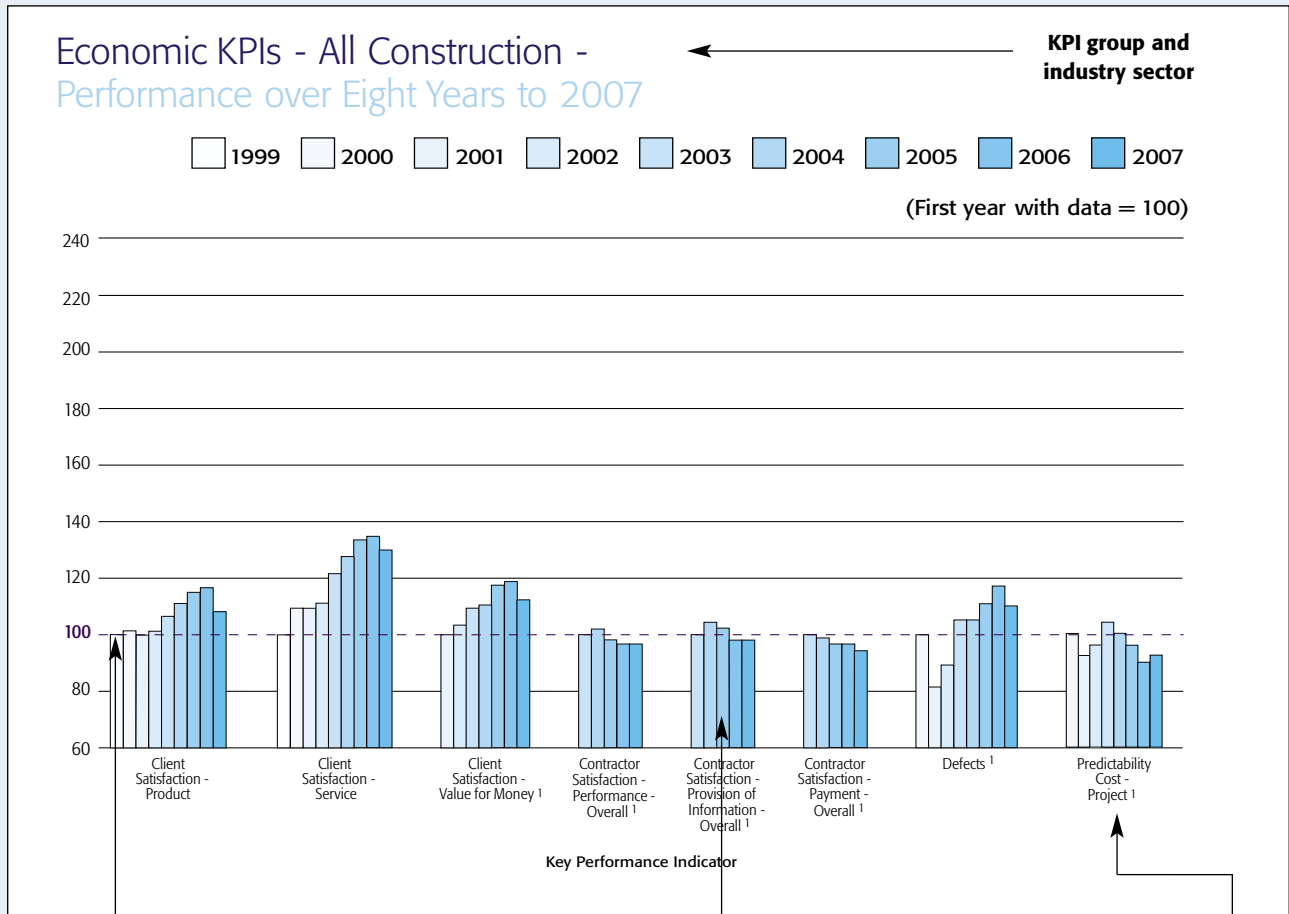
Trend between latest year and previous year's performance

Trend between latest year and first year data available

How to read the Data Tables and Graphs (contd.)

The industry KPI performance is summarised into tables and graphs whose key features are summarised below:

KPI group trend graph



First year result is always indexed to 100

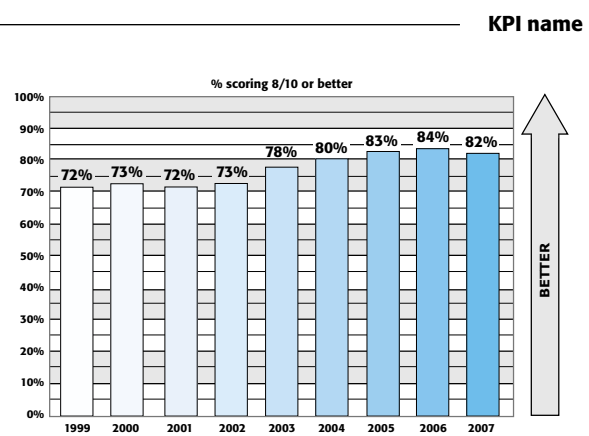
Subsequent year's data shows relative performance compared to first year of data. For example, a result of 120 represents a 20% improvement over the result of the first year. A result of 80 represents a 20% decline in performance

KPI name

Client Satisfaction - Product

The annual KPI surveys ask clients to rate how satisfied they were with the completed facility on a scale from 1-10.

In 2007, 82% of projects were awarded 8 out of 10 or better compared with 84% in 2006. This represents a small decline in performance year-on-year but a steady improvement over nine years.



Individual KPI trend graph

Brief commentary on KPI performance

KPI performance over each year

Data Sources for the UK Construction Industry KPIs

M&E Contractors KPIs <i>Co-ordinated by BSRIA</i>	Construction Consultants KPIs <i>Co-ordinated by the Association for Consulting and Engineering, the Royal Institution of British Architects, the Royal Institution of Chartered Surveyors, the Chartered Institute of Building, the Chartered Institute of Architectural Technologists, and the Chartered Institution of Building Services Engineers.</i>	Construction Products Industry KPIs <i>Co-ordinated by Construction Products Association</i>	Demonstration Projects <i>Co-ordinated by Constructing Excellence</i>
Annual survey of M&E clients	Annual survey of clients	Annual survey of customers (main contractors, specialist contractors, architects and construction clients)	Data submitted by Constructing Excellence Demonstration Projects
Annual survey of M&E contractors	Annual survey of consultancy firms	Annual survey of construction products manufacturers.	

Data Sources (contd.)

Economic KPIs	Data Source (see below)	Respect for People KPIs	Data Source (see below)	Environment KPIs	Data Source (see below)
Client Satisfaction - Product	1,6	Employee Satisfaction	5	Impact on the Environment	1,6
Client Satisfaction - Service	1,6	Staff Turnover	2	Energy Use (Designed) - Product	1,6
Contractor Satisfaction	2	Sickness/Absence	2	Energy Use - Construction Process	2
Defects	1,6	Safety	2,9	Mains Water Use (Designed) - Product	1,6
Predictability - Cost	1,6	Working Hours	10	Mains Water Use - Construction Process	2
Predictability - Time	1,6	Qualifications & Skills	2	Waste	2
Safety	2,9	Equality & Diversity	1,6	Commercial Vehicle Movements	2
Productivity	8	Training	2	Impact on Biodiversity	1,6
Profitability	8	Pay	11	Area of Habitat Created/Retained	1,6
Construction Cost	4,7	Investors in People	12	Whole Life Performance	1,6
Construction Time	3				

The data sources referred to in the table above are:

1. DBERR (DTI) Quarterly Clients' KPI Survey
2. DBERR (DTI) Quarterly Contractor KPI Survey
3. DBERR (DTI) New Orders Survey
4. DBERR (DTI) Quarterly Building Price & Cost Indices
5. DBERR (DTI) Annual Employee Satisfaction Survey
6. BCIS Annual Clients' KPI Survey
7. BCIS Quarterly Review of Building Prices
8. Dun and Bradstreet, Intercompany Comparisons, and Companies House supplied by pH Group Ltd
9. Health & Safety Executive
10. Office for National Statistics - Labour Force Survey
11. Office for National Statistics - Annual Survey of Hours and Earnings
12. Investors in People UK Ltd

About Constructing Excellence

Constructing Excellence provides a range of services to help implement KPIs:

Helpdesk

A direct point of contact to answer initial enquiries about KPIs.

Tel 0845 605 55 56

KPIZone Website

KPIZone is an on-line management tool that provides a straight forward step-by-step process to help companies and organisations from all sectors of the construction industry to choose KPIs, and benchmark performance.

KPIZone makes benchmarking easy, helping you create your own KPI handbook, store and retrieve data and produce and print a comprehensive report of your performance results.

For further information visit www.kpizone.com.

KPI Masterclasses

An introduction to the benefits and use of the Construction Industry KPIs. Each Masterclass explores the importance of measuring performance with the help of practical examples, a step by step guide to their use, and case studies of organisations that have successfully implemented KPIs.

Website

An extensive database of best practice activities, information and resources is available on www.constructingexcellence.org.uk.

At Constructing Excellence we bring distinctive value to our customers' businesses through six core activities:

Innovation and Research:

Members shape and take part in Constructing Excellence's research programme, from major action research projects to working groups and confidential learning clubs.

Measurement and Diagnostics:

Constructing Excellence has led the way in industry performance measurement, with diagnostic tools central to its activities.

Members receive:

- Complimentary KPIZone subscription
- Complimentary introductory Explorer Interactive™ business diagnostic session
- 20% discount on KPI Masterclasses

Tailored Services for Business Improvement:

Constructing Excellence is able to offer members consultancy tailored to their business requirements. This service includes free or discounted access to Constructing Excellence publications, and discounts on facilitation and mentoring services and conferences.

Business-to-Business Networks:

Existing members see real benefits in these networks, meeting with other like minded individuals and companies, building relationships, sharing best practice and developing business contacts.

Showcasing and Exemplars:

One of the key benefits of membership is being able to demonstrate participation to key stakeholders such as customers, employees, suppliers and investors. Constructing Excellence provides members:

- Opportunities to showcase projects
- Opportunities to share and learn from members' exemplars
- Invitations to speak as an acknowledged industry leader at Constructing Excellence events

Leadership and Influence:

Constructing Excellence works closely with government, strategic partners, firms and influences organisations to shape the future of the sector. Members have the chance to take an active role in influencing Government priorities and to have input into the formation of future policy at regular forums and conferences.



CONSTRUCTING EXCELLENCE

Warwick House
25 Buckingham Palace Road
London
SW1W 0PP

email: helpdesk@constructingexcellence.org.uk
www.constructingexcellence.org.uk
www.kpizone.com

0845 605 55 56
(calls charged at local rate)



**CONSTRUCTING
EXCELLENCE**
in the built environment

In Partnership with

**DEPARTMENT FOR BUSINESS
ENTERPRISE & REGULATORY REFORM**

CONSTRUCTING EXCELLENCE

Warwick House
25 Buckingham Palace Road
London
SW1W 0PP

Tel: 0845 605 55 56

Fax: 020 7592 1101

E-mail: helpdesk@constructingexcellence.org.uk

Website: www.constructingexcellence.org.uk

www.kpizone.com