



# UK Industry Performance Report

Based on the UK Construction Industry  
Key Performance Indicators

2015



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## UK Industry Performance Report 2015

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# Ministerial Foreword

Nick Boles (BIS)



Construction Key Performance Indicators (KPIs) have long been regarded as an important tool for the construction industry. They allow construction firms to win new work and maximise their productivity, as well as target areas for improvement. Once again, it is great to see that Glenigan, in partnership with CITB, are contributing to the success of the construction industry by publishing these construction KPIs.

Growth in construction over the past few years has led to strong business confidence and new opportunities, with private housebuilding output now at a record high. Nonetheless, the industry must continue to adapt to changing demands. With expansion comes the challenge of meeting rising workloads, and companies must work with government to address skills shortages and meet future demand. There has never been a more important time for KPIs as firms look to plan for the future, taking opportunities and mitigating risks. KPIs will allow businesses to benchmark themselves against the industry, and drive improvement.

The outlook for the construction sector and wider economy is strong. Those contractors, sub-contractors and consultants who assess and improve their performance against industry KPIs will be best placed to take advantage of these new opportunities.

A handwritten signature in blue ink, appearing to read 'Nick Boles', with a stylized flourish at the end.

**Nick Boles**

Minister of State, Department for Business, Innovation and Skills



# Introduction

CITB



The construction sector was hit hard by the downturn of 2008, but the latest economic measures indicate it is now in full recovery, and views from within industry are notably more optimistic. While the majority of the most recent Key Performance Indicators (KPIs) paint a positive picture, some foreshadow challenging trading conditions.

Although profitability has not yet returned to pre-recession levels, it has risen to just under three percent, suggesting that the sector has benefited from the improved economic conditions. A rise in productivity further indicates that construction is coping well with the increased demand.

This year's results also show that the industry continues to make progress on safety and on environmental performance. But there is no room for complacency on safety as activity continues to grow and employment increases. Greater efforts to limit energy use and waste will also benefit the industry, not only through lower levels of pollution, but on bottom-line performance.

It is encouraging to see that training levels are up, which is good news for qualifying the existing workforce. But at a median of 1.2 days per full time employee, this figure must increase even further to maximise the industry's potential, especially considering the need to improve productivity.

Staff retention, which has also improved, can help too, especially if companies can keep training people in the most-needed skills. CITB, through its reform of employer funding, is helping employers invest in the skills most important to their business.

Despite a buoyant outlook for contractors, clients report a decrease in satisfaction levels. Although the decline is small, the results suggest that the pressure of an increased workload may cause firms to struggle to maintain client satisfaction.

To ensure project results do not fall further, firms need to improve the skills available to them by investing in training and widening their talent pool. To do otherwise could risk a deepening skills gap that ultimately undermines sustainable growth.

It is disappointing to see that the number of women and proportion of people under the age of 24 working in construction have both fallen by 2% compared to last year. With an aging workforce, the industry needs to do more to attract people from all backgrounds. Later this month, CITB will launch a new service to help employers achieve this, by providing clear information on the many opportunities available in construction.

Continued growth in construction is essential to strengthening the economy and underpinning the success of other sectors. But this can only be achieved if all the necessary skills are available. In this sense, the current results should not only be seen as providing construction clients, contractors and consultants with a rigorous benchmark, but also presenting targets for continuous improvement across the industry.

While the KPI results for 2014 are largely positive and the prospects for growth this year are significantly brighter, profit margins are tight and expectations are high. The latter will only intensify. It is our job to work with industry to support and encourage training which helps build a safe, professional and fully qualified workforce.

A stylized, handwritten signature in blue ink, appearing to read 'Lee Bryer'.

**Lee Bryer**

Research & Development Operations Manager, CITB

# Executive Summary

Glenigan



As the construction industry looks towards strengthening market activity over the next few years, the latest set of KPIs provide a valuable assessment of how the industry has been responding to the recent upturn as it has begun to emerge from recession. They also highlight the challenges that the industry now faces if it is to seize emerging opportunities. Overall, the KPIs point to an industry working hard to meet rising workloads whilst maintaining recent levels of performance and client satisfaction. Unfortunately in a number of areas the industry's KPIs have declined.

The latest set of KPIs is based upon projects completed during 2014, a period of resurging construction output volumes and expansion in the development pipeline. However many of the projects reaching completion started on site in earlier years, often based on contracts which were negotiated during the depths of the downturn.

The rapid upturn in activity during 2014 put pressure on capacity, manifesting itself in rising material and labour costs and extended delivery times. Evidence from this year's KPIs suggests that construction firms have managed to keep control of costs, but delays to schedule have worsened. Project costs were on budget or better for 69% of projects; on a par with the 2013/14 result and maintaining performance at a survey record high. In contrast projects only came in on time or better 40% of the time; markedly below an average of 45% since 2003 and one of the worst levels of performance recorded by the survey.

The impact of accelerated industry growth is most evident in the workforce indicators. Staff turnover was up to 5.3%, the highest level since 2008, and staff loss is down to 6.3% from 9.1% when this KPI was first measured in 2012. The previous survey showed the construction workforce contracting as departing staff went un-replaced; this has reversed sharply in the latest data. However the rise in hiring has not been accompanied by an increase in workforce diversity. The proportion of women and people from black and minority ethnic backgrounds, as well as those aged under 24, has fallen in the latest results.

The latest indicators suggest that the challenging economic environment continues to undermine the industry's efforts to deliver an improved product and service to clients. Clients' satisfaction overall has now fallen for the last three consecutive surveys, and ratings of service and value for money received have both declined during the last year. Clients rating of their consultancy teams was unchanged this year, and remains below previous peaks. Contractors' overall satisfaction with clients and the consultancy team has also fallen, despite high levels of satisfaction with payment and information provision.

Looking ahead the industry now has a more stable foundation to build upon. Industry profitability has risen to 2.8%, from 2.1% in the previous survey. After falling for four consecutive surveys, this uptick suggests that construction firms' margins have moved past their nadir. Nevertheless profitability remains far below a peak of 9.9% recorded in 2009 and a quarter of respondents reported losses during the year surveyed; illustrating the continued impact of the downturn and the threat from loss making contracts negotiated during the downturn.

The construction industry is looking to a progressive growth in workload over the next few years. However the anticipated recovery presents fresh challenges: Growing and up-skilling the workforce, delivering improved productivity and containing costs will be priorities.

As the industry responds to these challenges, the Construction Industry Key Performance Indicators provide firms with the benchmark against which they can appraise their own performance and help identify where they can secure future improvements that will help safeguard their competitive position and win work.

A stylized, handwritten signature in blue ink, appearing to read 'Tom Crane'.

**Tom Crane**

Economist, Glenigan

# Key Performance Indicators

## 2015

### Economic Indicators

Overall, the economic KPIs point to an industry working hard to meet rising workloads whilst maintaining recent levels of performance and client satisfaction. Unfortunately in a number of areas the industry's KPIs have declined. Client satisfaction slipped only modestly, but for the second consecutive year. Cost certainty overall was sustained after reaching a new survey high in 2013/14, however performance slipped when isolating either the design or construction phase. Time predictability has declined markedly since the last set of indicators, with one of the weakest set of results in the 16 year series.

Contractors are similarly less satisfied with their clients and consultancy teams, despite rating their information provision and payment as good as or better than in the previous KPIs.

### Client Satisfaction

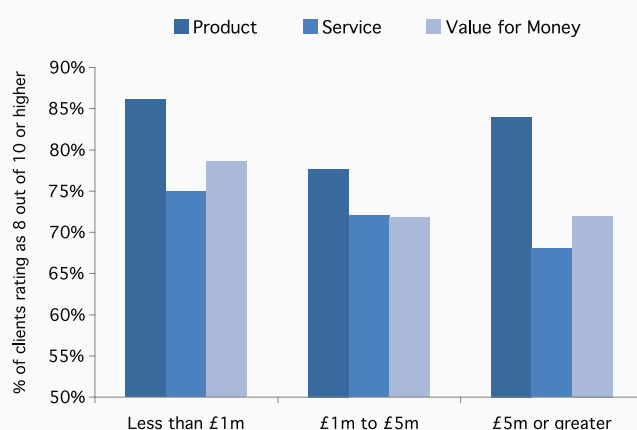
Clients rated their 'overall satisfaction with the finished product' as 8 out of 10 or higher on 81% of surveyed projects. This is a slight 1 percentage point (pp) decline since the 2013/14 survey, which also saw this KPI dip by 1 pp compared to the previous survey. Performance on this measure has moved in the wrong direction since the record 87% achieved during 2010 and 2011.

Client Satisfaction with the service received from contractors also fell modestly to 73%, from 75% last time around. This resumes a steady decline in performance since 2009, when 84% gave a rating of 8 out of 10 or higher.

On 74% of projects, clients scored 'value for money' as eight out of ten or higher. This is down 1 pp from 2013/14, to one of the lowest levels recorded by the KPI survey. Only in 2001-03, the first three years that this KPI was measured, has the industry performed worse against clients' expectations of value.

The KPI for the clients' rating of the 'condition of the facility in respect to defects' has improved, although in line with other indicators client satisfaction remains off the peak level recorded in 2009. 73% of clients rated the impact of defects as 8 out of 10 or better, up from 71% in the 2013/14 survey. Clients on small projects (valued at less than £1m) recorded the highest levels of satisfaction across all four KPIs. These clients rated performance at least an 8 out 10 for 86%.

**Client Satisfaction by Project Size, 2015**



However satisfaction does not seem to simply decline as projects get larger. In terms of overall satisfaction with the finished product, clients on schemes valued at £5m or greater awarded an 8 or more to 84% of projects, just 2pp worse than the performance for small schemes. Lower levels of satisfaction with medium sized schemes, valued between £1m and £5m dragged down the average- just 78% of these scored an 8 or higher.

# Key Performance Indicators

## 2015 (cont.)

### Contractor Satisfaction

Contractors' satisfaction with their clients and consultancy teams deteriorated in the latest survey. This is a surprising result, given that their perception of information provided for the project was unchanged and they were more likely to be satisfied with payment.

Overall contractor satisfaction with the performance of the client and consultancy team fell during 2015, with 69% of contractors rating performance as 8 out of 10 or better, significantly below 74% in 2013/14 and 75% in 2012. This year's performance is on a par with the levels recorded in 2010 and 2011, and higher than any prior year within the data series.

In line with previous survey findings, contractors on schemes worth up to £1 million were more likely to be satisfied overall than those working on larger projects. 73% of contractors on these smaller schemes gave a rating of 8 or more, compared to 67% and 66% for the other two value ranges. However this cohort did not tend to be more satisfied with either information provision or payment, in contrast to previous findings.

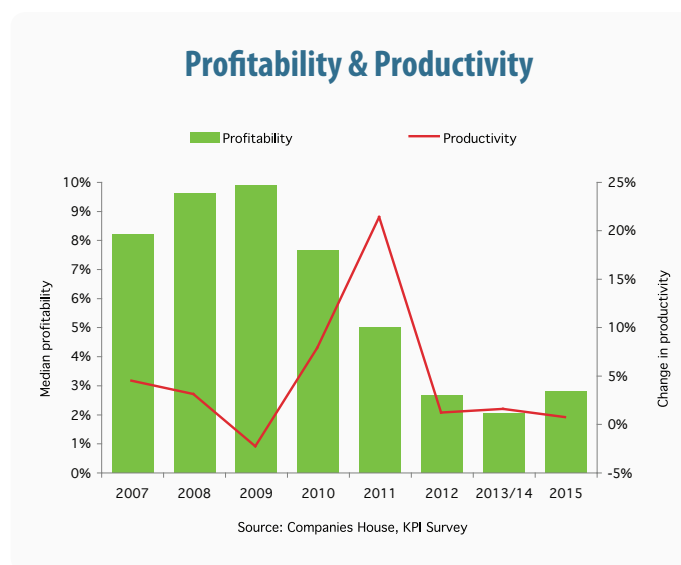
Contractor satisfaction with the client's provision of information was unchanged on the previous survey at 69%, but down from the survey high of 81% recorded in 2012. Nonetheless this is the second best score for this KPI and continues a long-run trend of improvement.

Contractor satisfaction with payment improved, with 81% of contractors giving a rating of 8 or above. This is up from 79% last time and narrowly beats the previous survey high for this KPI of 80%, set in 2012.

### Profitability

**Industry profitability has risen to 2.8%**, from 2.1% in the previous survey. The last four surveys has charted a progressive decline in profit margins as a result of falling tendering prices through the downturn. While profitability remains far below a peak of 9.9% recorded in 2009, the latest result suggests that the previous survey result was the nadir for construction firms' margins, and that the rise in workloads and tender prices that began in 2013 is starting to restore finances. That said, a quarter of respondents reported losses during the year surveyed, illustrating the continued impact of the downturn and the threat from loss making contracts negotiated during the downturn.

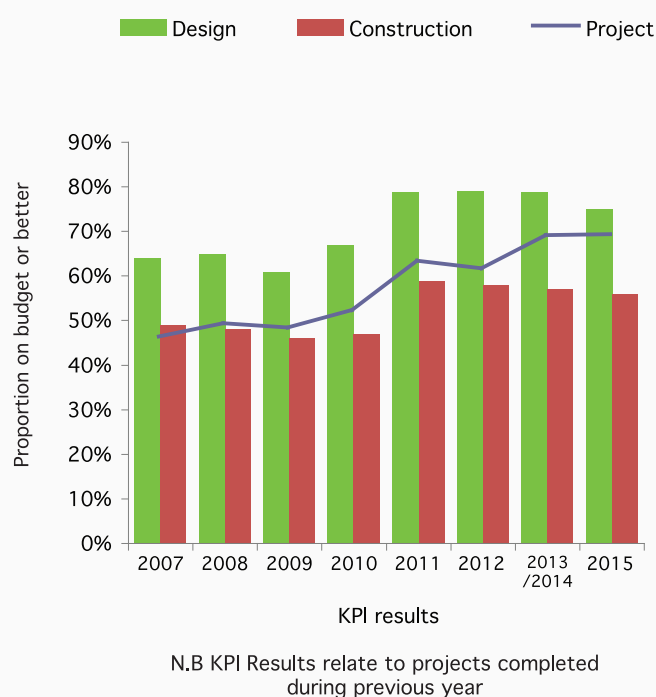
The initial sharp jump in productivity seen in the 2011 survey results was due to contractors making more efficient use of a slimmed down workforce. The latest research, covering projects that completed in 2014, saw productivity rise by 0.6%. Revisions to the ONS' implied output price deflator mean that the productivity increase of 2.3% estimated by the previous survey has been revised downwards to a 1.5% increase in real terms.



# Key Performance Indicators

## 2015 (cont.)

### Cost Predictability



### Predictability

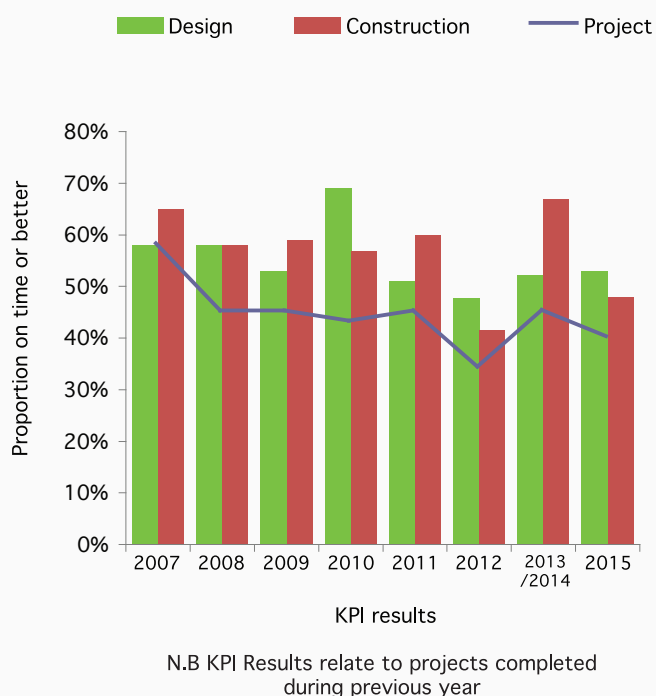
The latest results show that, while cost predictability of construction projects has held steady or diminished slightly, time predictability has deteriorated as result of the construction phase running beyond schedule on over half of all projects. This has partially reversed the more positive results from the previous survey.

**Project costs** were on budget or better for 69% of projects; on a par with the 2013/14 result and maintaining performance at a survey record high.

**Design costs** came in on or under budget 75% of the time. This is a deterioration from 79% recorded in the three previous surveys. However performance remains well above that seen in any year prior to 2011.

Predictability in the **cost of construction** dipped to 56%. The proportion of projects where construction was to budget or better has declined by one percentage point in each of the last three surveys, from a survey high of 59% in 2011.

### Time Predictability



The last set of **time predictability KPIs** showed some recovery after a poor performance across all three areas in 2012. However this year's results suggest that rather than improving further, the industry has lost much of this ground again.

**Projects, as a whole**, came in on time or better 40% of the time. This is markedly below an average of 45% since 2003.

The predictability of the **design phase** was somewhat more positive. The design was delivered on time or better for 53% of all projects, a one percentage point increase from the 2013/14 survey and the best result since 2010.

The **construction phase** was on time or better for 48% of projects, a sharp drop from 57% in 2013/14. Only two years have seen a lower proportion of schemes built on time since the inception of the KPIs: 2012 (42%) and 1999 (34%).

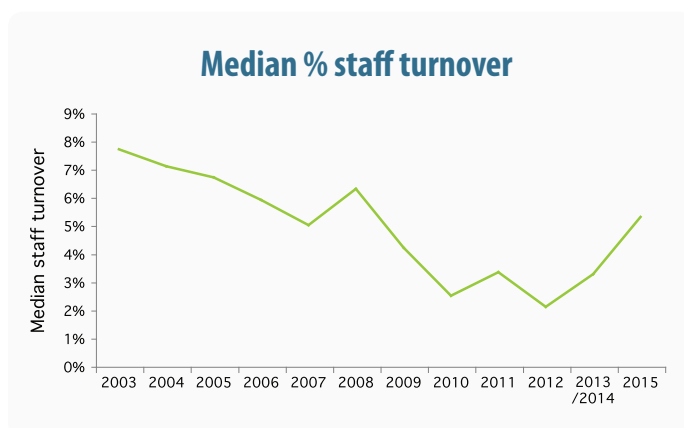


# Key Performance Indicators

## 2015 (cont.)

### Respect for People

**Staff turnover** has risen sharply; the median turnover of 5.3% was up from 3.3% in 2013/14. This is the highest rate of turnover since 2006, and reflects increased hiring as the industry moved from the downturn into a period of recovery and rising output. The previous survey found staff turnover at relatively low levels as departing employees went un-replaced. In addition to replacing departing staff and adding new hires, firms on average are holding onto a greater proportion of their existing workforce. The median firm lost 6.3% of their direct employees during the year surveyed; this was down from 7.7% in 2013/14 and 9.1% in 2012.



The median firm provided just 1.2 **training days** per employee in 2015, unchanged from the previous survey but below the survey high of 1.5 in 2012. This result is relatively positive in the context of the KPI series; this year's result is on a par with 2010 and 2013/14 as the second best recorded by the survey. However it seems unlikely that just 1.2 days per employee per year is sufficient to prepare the workforce for the significant opportunities posed by new technologies and ways of working, while also promoting further improvements in Health and Safety. A median of 1.6 days were lost per employee per year to **sickness absence**; a rise from 1.4 days on average in 2013/14 but in line with previous results over much of the last decade.

On average 18% of employees were covered by Investors in People commitment & recognition, unchanged from the previous survey and on a par with the proportions found from 2009 to 2011. In fact the proportion is largely unchanged from the initial survey result in 2003 (17%). However the mean is somewhat misleading for this indicator; almost 80% of respondents said they had no employees covered by the scheme. Amongst firms who do register under the scheme, the majority cover 100% of their employees.

The latest survey found drops both in the proportion of employees qualified to NVQ Level 2 or higher, and holding a Construction Skills Certification Card (CSCS). In the case of employees qualified at NVQ 2+, this was a modest decline to 69% of employees at the median firm; down from 71% in the previous survey but still up from 66% in 2012. However there was a larger drop in the proportion of direct employees holding a CSCS card; down to 55% from 61% in 2013/14 and 56% in 2012. This may suggest that pressure on skills and recruitment is leading firms to employ workers without the necessary credentials to be working on site.

The median proportion of women in the workforce has reduced from 19% in 2013/14 to 13% in the latest survey. While this should rightly be seen as a backward step, it may reflect that firms have increased headcount of site personnel, of which women are typically a smaller share, faster than staff in back office functions.

Indicators covering the age breakdown of the workforce were mixed. 10% of the median company's workforce was aged over 55, unchanged from the previous survey, and 1 pp lower than in 2012. Just 6% of the median workforce was aged under 24, down from 7% in the previous survey and 8% in 2012.

# Key Performance Indicators

## 2015 (cont.)

The median workforce contains zero workers from black or minority ethnic backgrounds. Put more clearly, more than half of the firms surveyed had no such employees. However this statistic is somewhat skewed by a large number of small companies with few employees. The mean workforce was 3% black or minority ethnic, unchanged from the previous survey but down from 4% in 2012. Given that roughly 14% of the UK population is from an ethnic minority background, this suggests that not only is the industry not representative of the communities in which it operates, but that firms are also missing out on a large pool of potential talent at a time when recruiting new entrants to the industry is amongst the foremost of challenges.

The official HSE statistics have recorded a sustained improvement in the industry's Accident Incident Rate over the last decade. However a change in reporting requirements created a break in this series between the 2012 and 2014 result. Companies now have to report all over-7-day injuries, compared to over-3-days previously. This had the effect of lowering the reportable accident incidence rate from 539 per 100,000 employees in 2011/12 to 422 in 2012/13.

This rate has fallen further to 412 accidents per 100,000 employees during the 2013/14 financial year, the latest for which HSE data is available. This is a 2.3% reduction from the previous year and continues the downward trend seen during the last 15 years.

However it should be noted that increased levels of workload and employment in the industry, coupled with the relatively small improvement in the accident rate, means that the total number of accidents increased between 2012/13 and 2013/14.

Moreover, the fatality rate rose slightly to 2.2 fatal accidents per 100,000 employees in 2013/14. This rate has remained largely unchanged over the last six years, averaging 2.1 fatalities per year, and the rate is actually higher than it was five years earlier (1.9). By

contrast the rate fell by over a third during each of the two preceding six year periods (2002/03 to 2007/08 and 1996/97 to 2001/02).

## Environmental

Looking at **product performance**, the **designed median energy** use rose to 1,970 kg CO<sub>2</sub> per 100m<sup>2</sup> of gross floor area. This was a 13% decrease compared to the previous survey, and is the best performance achieved on this KPI since it was first measured in 2003.

Less encouragingly, **designed average water usage** increased by 2% from 2013/14- after a 17% increase in the previous survey. This was the worst performance since 2008.

The environmental performance of the **construction process** was more positive. Performance on energy usage, water usage and waste was at or near the best results recorded by the KPI survey. Less encouragingly, commercial vehicle movements rose sharply from last year's record low.

**On-site energy usage** decreased in 2015. Median energy use, at 214 kg CO<sub>2</sub> per £100k of project value (2011 prices), is 4% lower than found in 2013/14. This is one of the best results recorded in this series of KPIs, but above the 196 kg CO<sub>2</sub> per £100k used in 2012 (2011 prices).

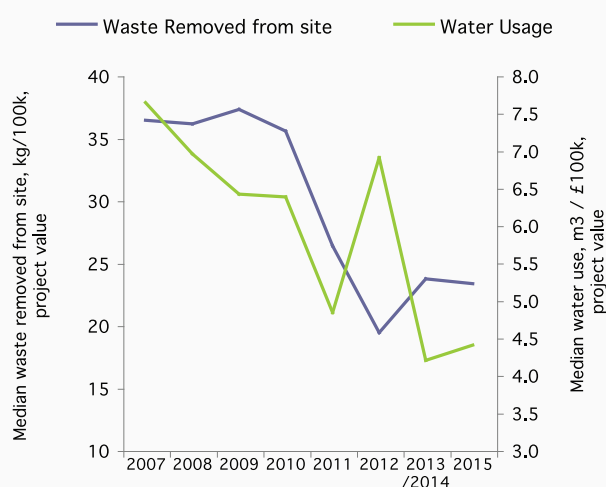
The KPI for median **waste removed** from sites improved slightly this year. On average 23.3 m<sup>3</sup> of waste was removed from site per 100k project value (in 2011 prices). This was down from 23.7 in 2013/14. This remains above a record low of 19.4 in 2012, but is the second lowest reading in the survey history and maintains a long-run trend of improvement.

**Mains water use** stayed close to a record low recorded in the previous survey. In real terms (2011 prices) water usage ticked up to 4.4 m<sup>3</sup> / £100k project value, from 4.2 in 2013/14.

# Key Performance Indicators

## 2015 (cont.)

### Construction Process



Median **commercial vehicle movements** rose to 21.5 per £100,000 of project value (2011 prices), the highest reading since 2010. This is particularly discouraging as the 2013/14 survey had found a strong improvement in vehicle movements; usage has nearly doubled from 11.6 per £100,000 of project value in the last survey. Looking at the longer run trend, it appears that last year's survey record may be an anomaly.

### Housing

After a marked deterioration in 2013/14, **clients' overall satisfaction** with housing projects held steady in 2015. The proportion of clients rating satisfaction with the overall product as 8 out of 10 or higher remained unchanged on the previous survey at 74%. However this is well below satisfaction levels seen over the previous 10 years; between 2003 and 2012, when this proportion varied from a low of 81% to a high of 88%.

In contrast satisfaction with both service received and defects improved during the latest survey. Service on housing projects was rated as 8 out of 10 or higher by 71% of clients, up from 62% in the previous survey. The proportion of clients rating the **impact of defects** at handover at 8 out of 10 also rose to 71%, from 66% in 2013/14. Despite the improvements, performance on both these measures was worse than in any year prior to 2013/14.

The overall cost predictability of housing projects deteriorated further after a sharp fall in the last survey, with less than half (43%) of clients reporting that their scheme had been completed on or below budget. This compares to 62% in 2012, which fell to 46% in the 2013/14 survey.

However performance on the other two measures was mixed. On 78% of projects design costs were to budget or better; up from 71% last time. 78% is close to the 81% survey high recorded in 2012 and sustains a long- run upward trend. Less encouragingly, the proportion of clients reporting that construction costs were on budget or better fell from 58% to 51%. This is the lowest reading since 2009.

All measures of **time predictability** improved in 2015, having also all increased in 2013/14. The proportion of projects completed on time or better rose to 52%; the highest proportion recorded by the KPI survey and a rapid improvement from 2012 when just a quarter of projects completed in time. The time predictability of construction hit a survey high for the second consecutive year, with the construction phase coming in on time or better on 70% of projects. The time predictability of the design phase also improved to 63%, but this remains one of the strongest results found by the KPI survey.

# Key Performance Indicators

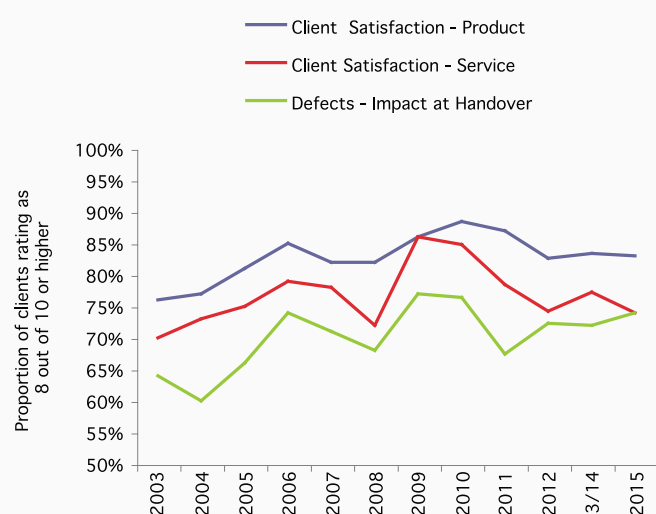
## 2015 (cont.)

### Non-Housing

Though non-residential clients' overall satisfaction has held stable, almost all the other KPIs show a worsening in performance. Of the nine KPIs, six deteriorated, two were maintained and just one registered an increase.

The KPI for **client satisfaction** of non-housing projects remained strong with 83% giving a rating of at least 8 out of 10. Satisfaction with respect to **defects** saw a modest improvement, with 74% of clients rating their impact as 8 out of 10 or better compared to 72% in the last survey. By contrast, satisfaction with **service** fell to 74%, a mild drop from 77% in 2013/14.

#### Client Satisfaction - Non-housing



While there has been a worsening in overall **cost predictability**, a long-run improvement in performance has been sustained. 71% of non-residential projects were completed to budget; down from a survey high of 75% in 2013/14 but still well ahead of the predictability of projects in any other previous survey.

The predictability of design costs also declined, with this phase being completed on time or better on 75% of projects. This follows previous steady performance with the preceding three surveys recording values of 80%, 79% and 81% for this KPI. However performance remains better than in any year prior to 2011.

This pattern was also reflected in the predictability of construction costs, which dipped 1 pp from last year's survey. Construction was completed to schedule on 56% of projects, on a par with 2010 and below the peak of 60% seen in both 2011 and 2012.

**Time predictability** was poor for projects included in the latest survey. Just 38% of projects completed on time overall, with the design phase on schedule on just over half (52%) of projects and the construction phase coming in on time on just 45% of schemes.

The predictability of the design phase remained unchanged, on time or better 52% of the time. Performance on this measure dropped from 61% in 2010 to 52% in 2011 and has remained stable with little sign of improvement since.

By contrast construction performance on the other two measures deteriorated sharply. The predictability of the construction phase has plummeted from a survey high of 67% in 2013/14 to a new series low of 45% in 2015. The overall predictability of projects similarly fell sharply, from 46% to 38%.

These falls in performance have reversed the gains recorded by the previous KPI survey. The levels of time predictability seen in 2015 and 2012 are significantly worse than in any other year between 2003 and 2015.



# Key Performance Indicators

2015 (*cont.*)

## Consultants

Clients' overall satisfaction with their consultants has remained unchanged since the last KPI survey. The 2013/14 survey saw the proportion of clients rating their consultants overall performance at eight or better of out of ten drop from 75% in 2012 to 72%. This was the worst performance since 2010, the first year since a change in methodology created a break in the data series.

Progress on specific areas of performance was mixed. Clients' perception of value for money improved with 74% rating this aspect as 8 or higher out of 10. However satisfaction with service and timely delivery both fell slightly from the last survey.

In contrast both to other client satisfaction indicators and last year's results, the size of projects by value had little bearing on performance.

# Economic KPIs - All Construction

## Year-on-Year Comparisons



KPI	Measure	Performance																Trend	
		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	72%	73%	72%	73%	78%	80%	83%	84%	82%	83%	86%	87%	87%	83%	82%	81%	▼	▲
Client Satisfaction - Service	% scoring 8/10 or better	58%	63%	63%	65%	71%	74%	77%	79%	75%	77%	84%	82%	80%	75%	75%	73%	▼	▲
Client Satisfaction - Value for Money	% scoring 8/10 or better	-	-	67%	69%	73%	74%	79%	80%	75%	75%	82%	77%	81%	78%	75%	74%	▼	▲
Contractor Satisfaction - Performance - Overall	% scoring 8/10 or better	-	-	-	-	64%	65%	63%	62%	62%	62%	64%	69%	69%	75%	74%	69%	▼	▲
Contractor Satisfaction - Provision of Information - Overall	% scoring 8/10 or better	-	-	-	-	57%	59%	58%	56%	56%	56%	59%	63%	64%	73%	69%	69%	►	▲
Contractor Satisfaction - Payment - Overall	% scoring 8/10 or better	-	-	-	-	67%	66%	65%	65%	63%	63%	67%	71%	77%	80%	79%	81%	▲	▲
Defects - Impact at Handover	% scoring 8/10 or better	-	65%	53%	58%	68%	68%	72%	77%	73%	73%	77%	75%	68%	74%	71%	73%	▲	▲
Predictability Cost - Project	% on cost or better	-	50%	46%	48%	52%	50%	48%	45%	46%	49%	48%	52%	63%	61%	69%	69%	►	▲
Predictability Cost - Design	% on cost or better	65%	64%	63%	63%	65%	62%	63%	66%	64%	65%	61%	67%	79%	79%	79%	75%	▼	▲
Predictability Cost - Construction	% on cost or better	37%	45%	48%	50%	52%	49%	48%	44%	49%	48%	46%	47%	59%	58%	57%	56%	▼	▲
Predictability Time - Project	% on time or better	-	28%	36%	42%	44%	44%	46%	44%	58%	45%	45%	43%	45%	34%	45%	40%	▼	▲
Predictability Time - Design	% on time or better	27%	37%	41%	46%	53%	55%	52%	57%	58%	58%	53%	69%	51%	48%	52%	53%	▲	▲
Predictability Time - Construction	% on time or better	34%	62%	59%	61%	59%	60%	62%	60%	65%	58%	59%	57%	60%	42%	67%	48%	▼	▼
Profitability <sup>1</sup>	Median % profit before interest & tax	-	4.4%	5.1%	5.2%	5.4%	7.0%	8.1%	7.9%	8.2%	9.6%	9.9%	7.7%	5.0%	2.7%	2.1%	2.8%	▲	▼
Productivity (VAPE Current Values) <sup>1</sup>	Median value added/ FTE employee (£000)	-	27	28	28	31.1	32.6	34.2	38.2	42	45.5	46.2	49.5	58.5	60	63.8	66	▲	▲
Productivity (VAPE Constant 2011 Values) <sup>1</sup>	Median value added/ FTE employee (£000)	-	42.5	41.9	39.8	41.8	41.2	41.5	43.2	45.1	46.5	45.4	48.9	59.3	60.0	60.9	61.3	▲	▲

- Data not available before first year shown

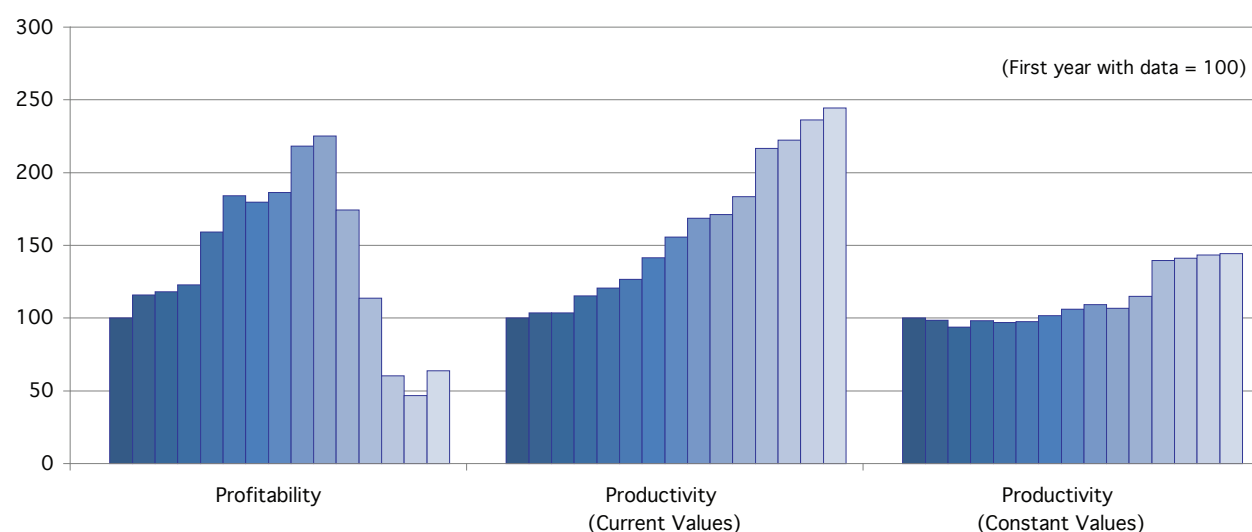
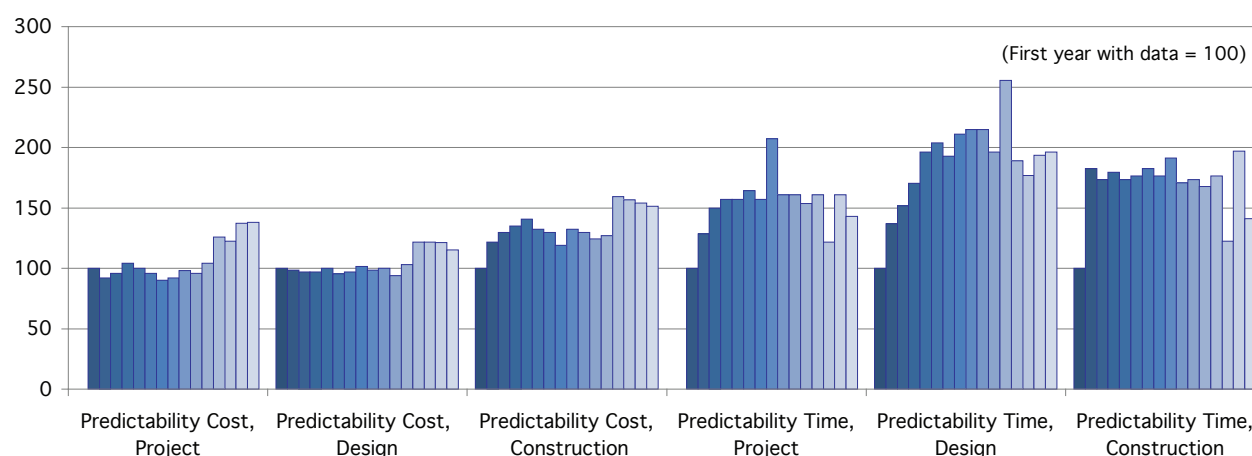
<sup>1</sup> Current values are deflated by the "Implied output price deflator" to arrive at constant values.

# Economic KPIs - All Construction

## Year-on-Year Comparisons (cont.)



■ 1999 ■ 2000 ■ 2001 ■ 2002 ■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015

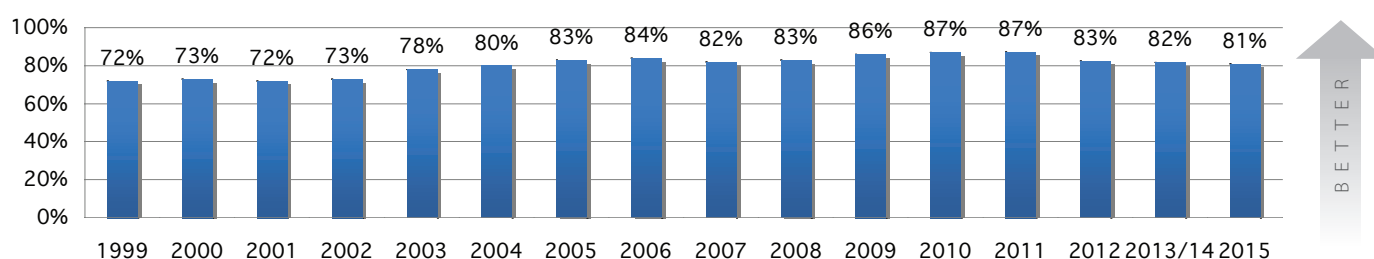


# Economic KPIs - All Construction

## Individual KPI Trends



### Client Satisfaction - Product

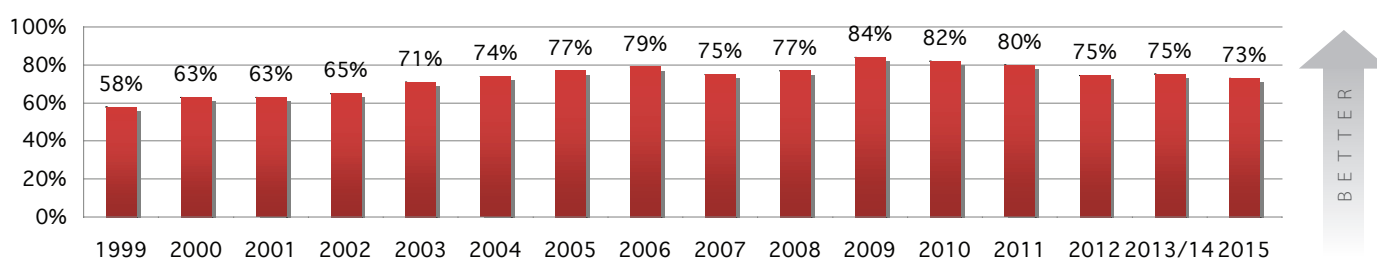


The annual KPI surveys ask clients to rate how satisfied they were with the completed facility on a scale from 1-10. The KPI is the percentage of clients that awarded a score of 8 out of 10 or higher.

The KPI declined slightly to 81%, having slipped back over the two previous surveys from an all-time high of 87%.

NB: Arrows indicate whether performance on this measure has become better or worse since the inception of the KPIs.

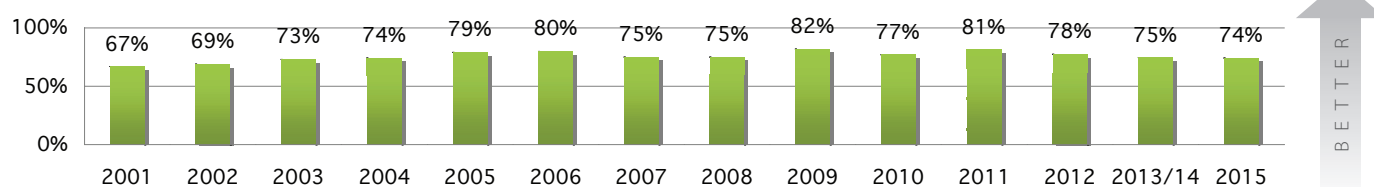
### Client Satisfaction - Service



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. The KPI is the percentage of clients that awarded a score of 8 out of 10 or higher.

Client satisfaction fell modestly to 73%. This resumes a steady decline in performance since 2009, when 84% gave a rating of 8 out of 10 or higher.

### 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. The KPI is the percentage of clients that awarded a score of 8 out of 10 or higher.

In 2015, 74% of projects scored 8 out of 10 or better, a third consecutive decline and one of the lowest levels recorded by the KPI survey.

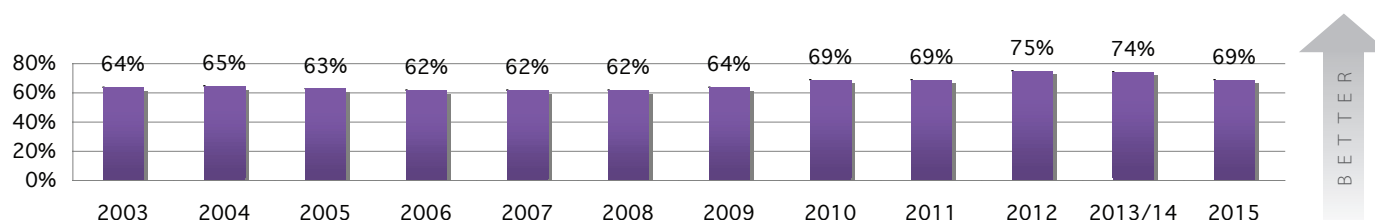


# Economic KPIs - All Construction

## Individual KPI Trends (cont.)



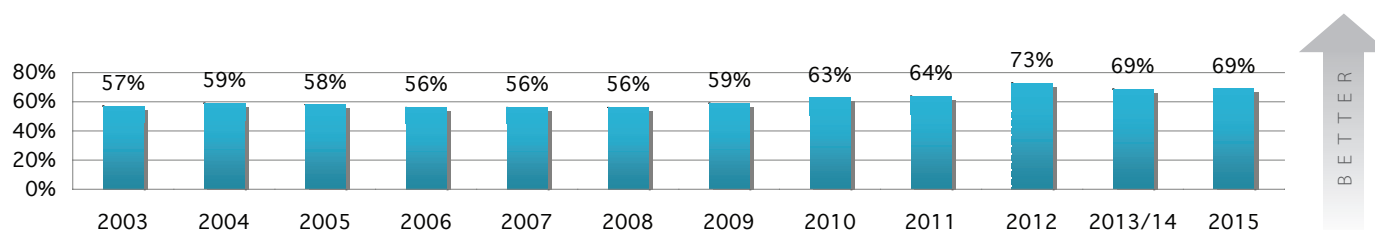
### Contractor Satisfaction - Performance - Overall



The annual KPI surveys ask contractors to rate how satisfied they were with the overall performance of the client on a 1-10 scale. The KPI is the percentage of contractors that awarded a score of 8 out of 10 or higher.

The last year has seen contractors' rating of clients overall performance decline after reaching a survey high in 2012 and 2013/14.

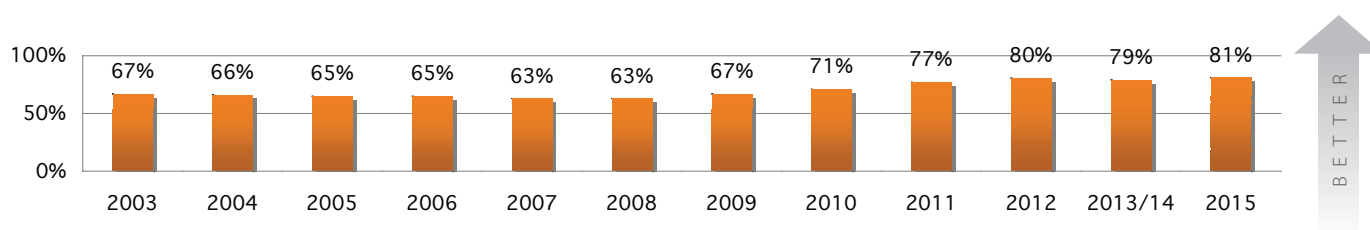
### Contractor Satisfaction - Provision of Information - Overall



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. The KPI is the percentage of contractors that awarded a score of 8 out of 10 or higher.

The last year has seen contractors' perception of the information provided by clients remain unchanged. The score of 69% in both 2015 and 2013/14 is the second highest ever recorded by the survey.

### 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. The KPI is the percentage of contractors that awarded a score of 8 out of 10 or higher.

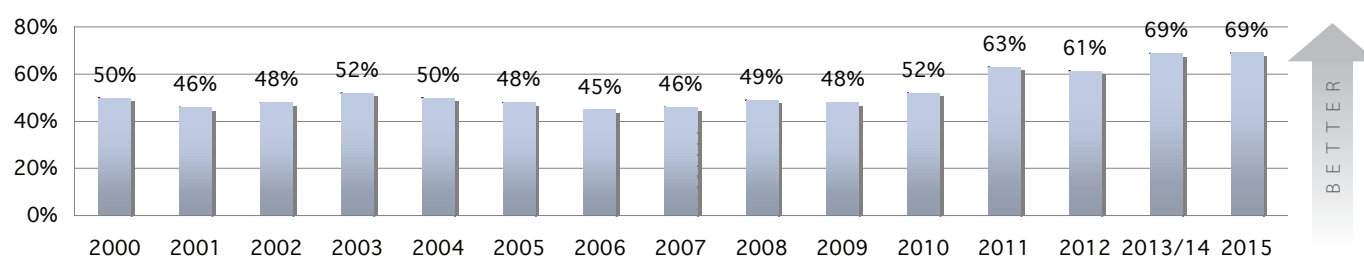
The last year has seen contractors' rating of clients payment performance reach a new survey high of 81%.

# Economic KPIs - All Construction

## Individual KPI Trends (cont.)



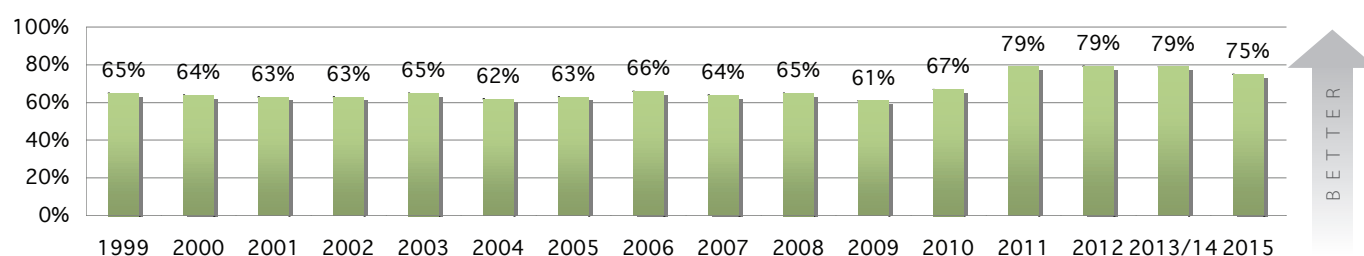
### Predictability Cost - Project



Since 2000 the annual KPI surveys have assessed the cost predictability of the whole project (i.e. the combined cost of design and construction). The KPI is the proportion of projects that were on cost or better.

The KPI has stayed at an all-time high in 2015, with 69% of projects coming in on cost or better.

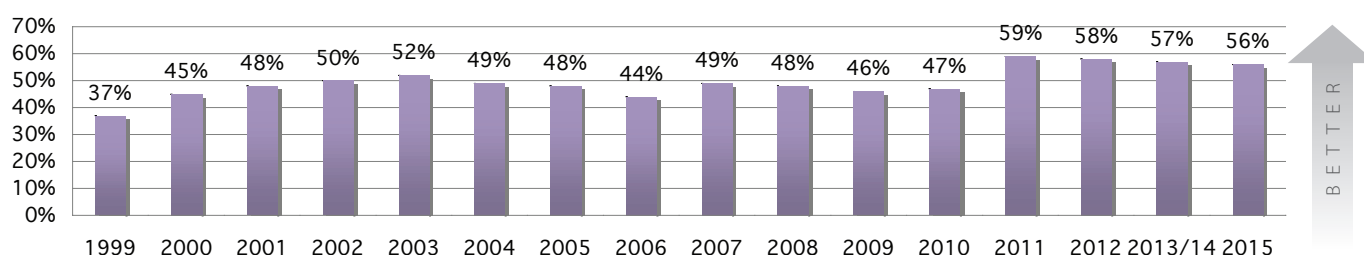
### Predictability Cost - Design



The annual KPI surveys ask for the actual out-turn cost of design compared with the figure agreed at the start of that phase. The KPI is the proportion of projects that were on cost or better.

The KPI fell to 75% in 2015, having held at an all-time of 79% during the previous three surveys.

### 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. The KPI is the proportion of projects that were on cost or better.

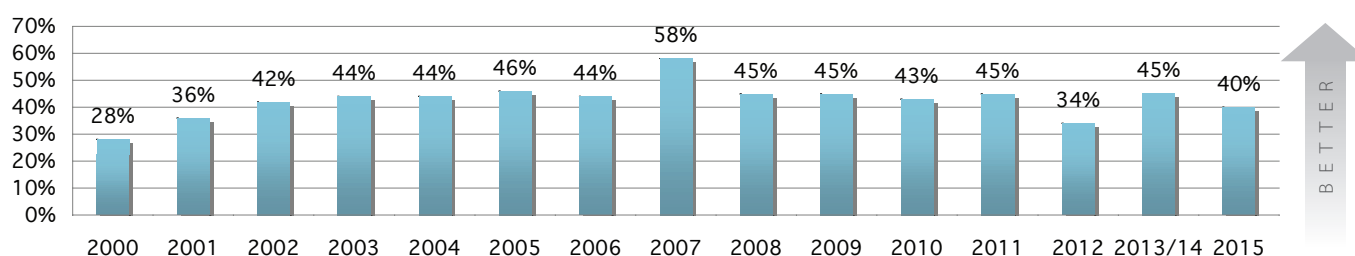
This KPI has declined by one percentage point in each of the last three surveys, from a survey high of 59% in 2011 to 56% in 2015.

# Economic KPIs - All Construction

## Individual KPI Trends (cont.)



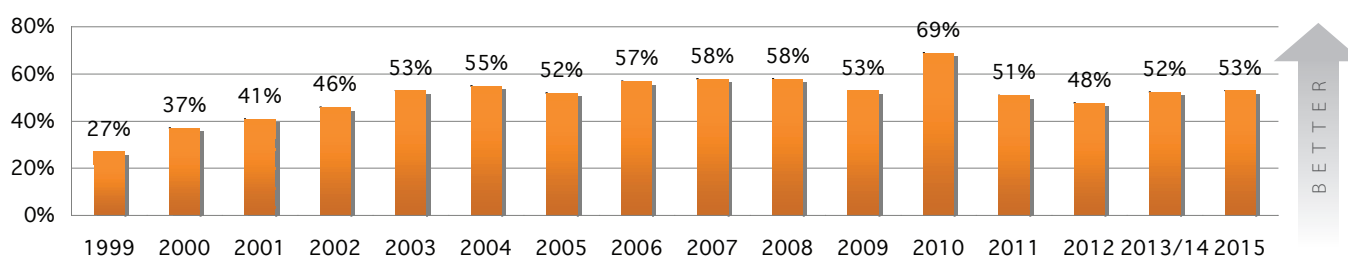
### Predictability Time - Project



Since 2000 the annual KPI surveys have assessed the time predictability of the whole project (i.e. the combined time for design and construction). The KPI is the proportion of projects that were on time or better.

Projects, as a whole, came in on time or better 40% of the time. This is markedly below an average of 45% since 2003.

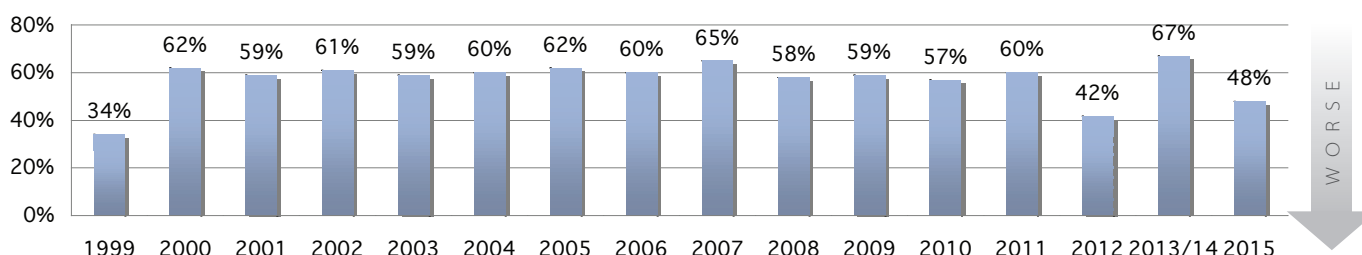
### Predictability Time - Design



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. The KPI is the proportion of projects that were on time or better.

After the peak of 69% of projects delivered on target or better in 2010, the KPI dropped sharply to 51% the following year. 2015 saw a second consecutive rise, taking the KPI to 53%.

### 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. The KPI is the proportion of projects that were on time or better.

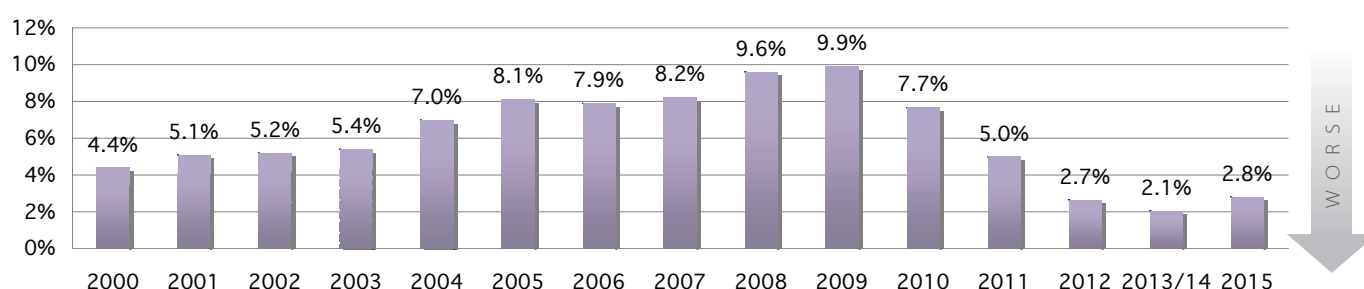
The KPI dropped sharply in 2015, with only 48% of projects delivered on programme or better, compared with 57% in 2013/14. Only two years have seen a lower proportion of schemes built on time since the inception of the KPIs: 2012 (42%) and 1999 (34%).

# Economic KPIs - All Construction

## Individual KPI Trends (cont.)



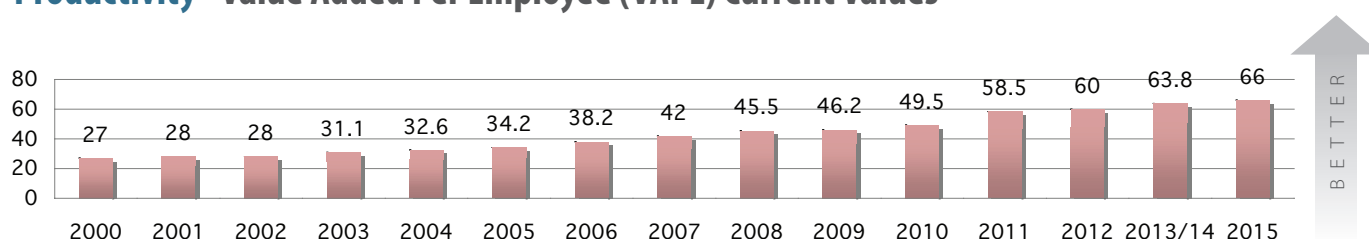
### Profitability - Return on Sales (ROS)



In previous years data on profit before interest and tax (PBIT) has been obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January related to financial performance reported in the previous year. From 2012 the data has been collected directly from surveyed companies.

In 2014/15, the median profitability before tax and interest was 2.8%. This was the first improvement after declines from the previous four surveys. However profitability remains well down on 2009, reflecting the previous tough market and wider economic conditions.

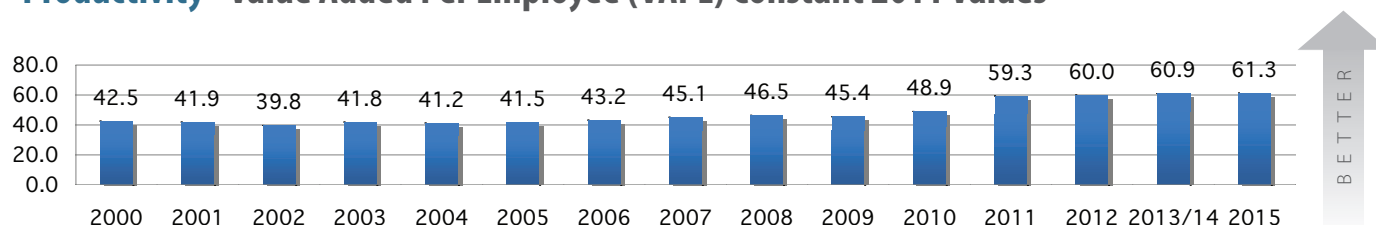
### Productivity - Value Added Per Employee (VAPE) Current Values



In previous years data on value added (gross turnover less all bought-in supplies) has been obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January related to financial performance reported in the previous year. From 2012 the KPI has been calculated from data collected directly from surveyed companies.

Productivity rose sharply in 2011, suggesting businesses were making more efficient use of slimmed down workforces. This improvement has been sustained with modest increases in the three subsequent surveys. In 2015 the median value added per employee was £66.0k.

### Productivity - Value Added Per Employee (VAPE) Constant 2011 Values



The data for each year is adjusted to 2011 values to remove the effect of inflation, using the 'implied output price deflator'. This is published by the ONS in Output in the Construction Industry monthly releases.

In 2015, the median value added per employee (adjusted) was £61.3k, a 0.6% increase compared to 2013/14. Revisions to the ONS' implied output price deflator mean that the productivity increase of 2.3% estimated by the previous survey has been revised downwards to a 1.5% increase in real terms.

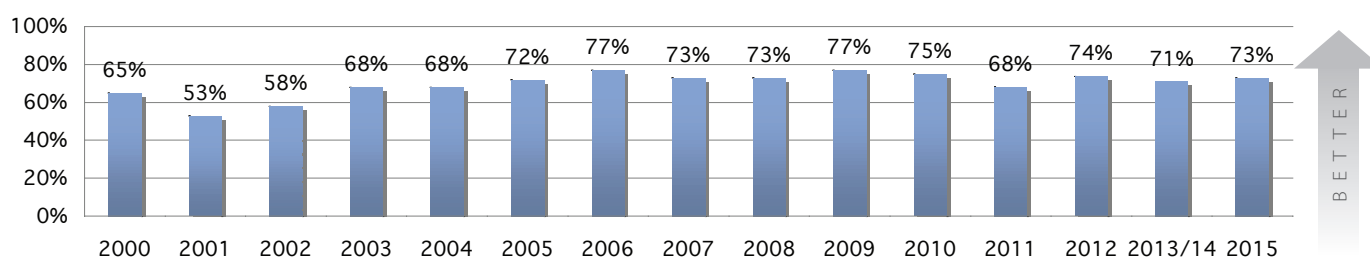


# Economic KPIs - All Construction

## Individual KPI Trends (cont.)



### 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 represent zero defects. The KPI is the percentage of clients that awarded a score of 8 out of 10 or higher.

The KPI rose from 71% in 2013/14 to 74% in 2015. Performance on this KPI has fluctuated during the last three surveys at levels below those seen in 2009 and 2010.

# Respect for People KPIs - All Construction

## Year-on-Year Comparisons



KPI	Measure	Performance												Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Staff Turnover - All Companies	Median % staff turnover	7.7%	7.1%	6.7%	5.9%	5.0%	6.3%	4.2%	2.5%	3.3%	2.1%	3.3%	5.3%	▲	▼
Sickness Absence - All Companies	Median number of days lost	1.8	1.7	1.5	1.4	1.7	1.7	1.7	1.7	1.0	1.7	1.4	1.6	▲	▼
Safety – Industry <sup>1</sup>	Mean accident incidence rate	1143	1162	1080	760	742	682	702	615	579	536	420	412	▼	▼
Working Hours	Median usual hours worked per week	41	41	40	40	40	40	40	40	40	40	40	40	►	▼
Qualifications & Skills	Median % of direct employees qualified to NVQ Level 2 or higher	-	30%	33%	40%	33%	25%	22%	21%	31%	66%	71%	69%	▼	▲
Training	Median annual training days per full-time equivalent employee	0.8	0.8	1.0	1.0	0.9	1.0	1.1	1.2	0.6	1.5	1.2	1.2	►	▲
Investors in People	Mean % of direct employees covered by IIP commitment & recognition	17%	19%	15%	11%	11%	12%	18%	17%	18%	14%	18%	18%	►	►
Staff Loss	Median % direct employees who left employment	-	-	-	-	-	-	-	-	-	9.1%	7.7%	6.3%	▼	▼
Construction Skills Certification Card	Median % direct employees that hold a CSCS	-	-	-	-	-	-	-	-	-	56%	61%	55%	▼	▼
Make-up of Staff - Women	Median % women employed	-	-	-	-	-	-	-	-	-	15%	19%	13%	▼	▼
	Mean % women employed	-	-	-	-	-	-	-	-	-	19%	23%	21%	▼	►
Make-up of Staff - People from BME	Median % people from black or minority ethnic backgrounds	-	-	-	-	-	-	-	-	-	0%	0%	0%	►	►
	Mean % people from black or minority ethnic backgrounds	-	-	-	-	-	-	-	-	-	4%	3%	3%	►	▼
Make-up of Staff - Aged under 24	Median % people employed aged under 24	-	-	-	-	-	-	-	-	-	8%	7%	6%	▼	▼
	Mean % people employed aged under 24	-	-	-	-	-	-	-	-	-	12%	10%	8%	▼	▼
Make-up of Staff - Aged over 55	Median % people employed aged over 55	-	-	-	-	-	-	-	-	-	11%	10%	10%	►	▼
	Mean % people employed aged over 55	-	-	-	-	-	-	-	-	-	16%	12%	14%	▲	▼
Make-up of Staff - Disabled People	Median % people employed who are disabled	-	-	-	-	-	-	-	-	-	0%	0%	0%	►	►
	Mean % people employed who are disabled	-	-	-	-	-	-	-	-	-	1%	0.5%	0.3%	▼	▼

- Data not available before first year shown

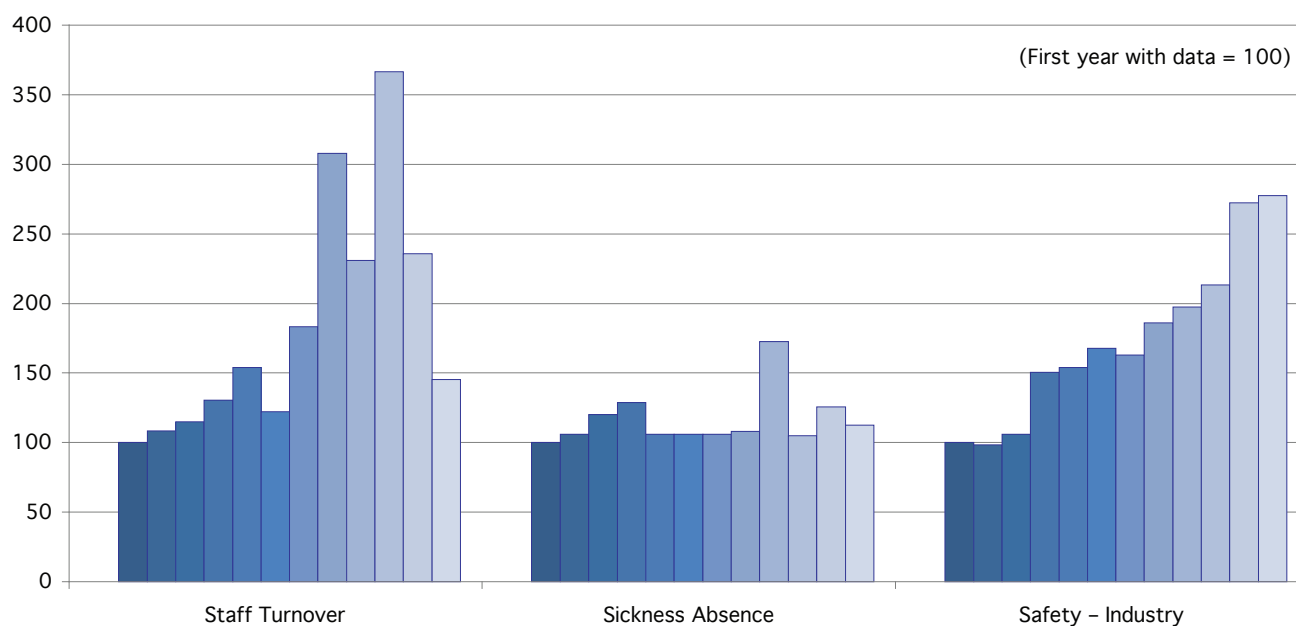
<sup>1</sup> Based on "Rates of reported injury in Great Britain by main industrial classification" statistics published by the Health and Safety Executive

# Respect for People KPIs - All Construction

## Year-on-Year Comparisons (cont.)



■ 2002 ■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015



# Environment KPIs - All Construction

## Year-on-Year Comparisons



Supported by **BRE SMARTWASTE**

KPI	Measure	Performance												Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Product Performance															
Energy use (Designed)	Median energy use kg CO2 / 100m2 gross floor area	4,414	4,295	4,291	3,729	3,775	4,474	4,539	4,053	3,422	2,000	2,254	1,970	▼	▼
Energy use (Designed) <sup>1 2 3</sup> - Housing SAP Rating	Median SAP2001 rating	-	90	95	97	100	100	-	-	-	-	-	-		
Energy use (Designed) <sup>2 3</sup> - Housing SAP Rating	Median SAP2005 rating	-	-	-	-	-	-	82.0	78.5	82.8	86.5	84.8	86	▲	▲
Mains water use <sup>2</sup> (Designed)	Median water use m3 / 100m2 gross floor area	69.6	70.4	53.2	52	90.4	80	49.5	47.2	46.8	46.8	54.8	56.0	▲	▼
Construction Process Performance															
Energy Use (Current Values)	Median energy use kg CO2 / £100k project value	288	322	293	293	273	192	241	249	267	196	214	199	▼	▼
Energy Use (Constant 2011 Values) <sup>4</sup>	Median energy use kg CO2 / £100k project value	214	255	242	259	254	188	245	252	263	196	222	214	▼	▼
Mains Water Use (Current Values)	Median water use m3 / £100k project value	7.5	9.7	8.2	8.9	8.2	7.1	6.3	6.3	4.9	6.9	4.0	4.1	▲	▼
Mains Water Use (Constant 2011 Values) <sup>4</sup>		5.6	7.7	6.8	7.9	7.6	7.0	6.4	6.4	4.8	6.9	4.2	4.4	▲	▼
Waste (Current Values)	Median waste removed from site m3 / £100k project value	43.5	47.1	41.6	37.0	39.1	36.9	36.6	35.1	26.7	19.4	22.6	21.6	▼	▼
Waste (Constant 2011 Values) <sup>4</sup>		32.4	37.3	34.3	32.7	36.4	36.1	37.3	35.5	26.3	19.4	23.5	23.3	▼	▼
Commercial vehicle movements (Current Values)	Median movements onto site / £100k project value	44.0	34.5	29.4	30.4	29.4	26.5	28.3	23.1	19.7	16.1	11.2	20.0	▲	▼
Commercial vehicle movements (Constant 2011 Values) <sup>4</sup>	Median movements onto site / £100k project value	32.7	27.3	24.3	26.9	27.4	25.9	28.8	23.4	19.4	16.1	11.6	21.5	▲	▼

- Data not available before first year shown

<sup>1</sup> Data not available after 2008.

<sup>2</sup> Limited data use with caution.

<sup>3</sup> Insufficient data to publish a result in 2008. The 2007 result used for 2008.

<sup>4</sup> Current values are deflated by the "Implied output price deflator" to arrive at constant values.



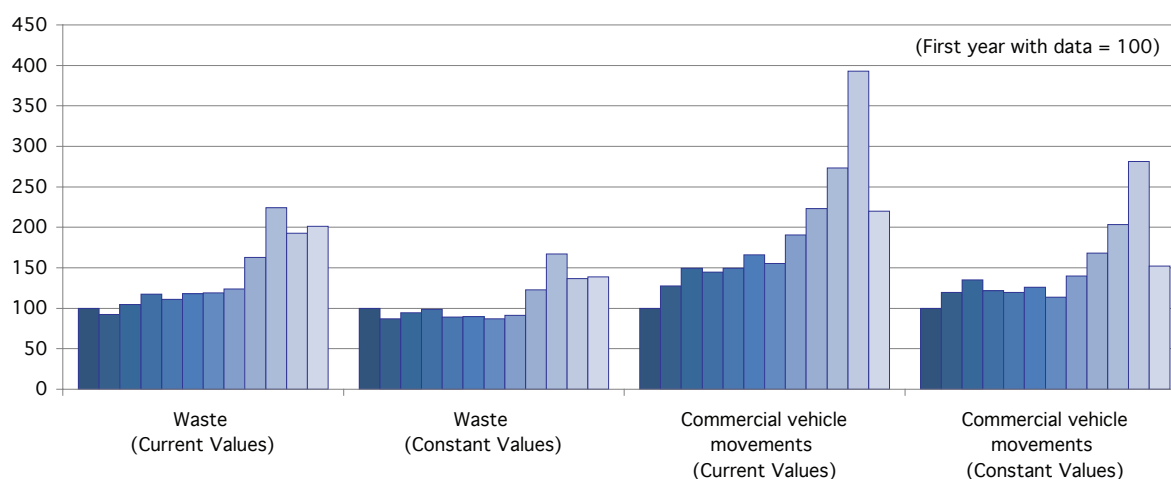
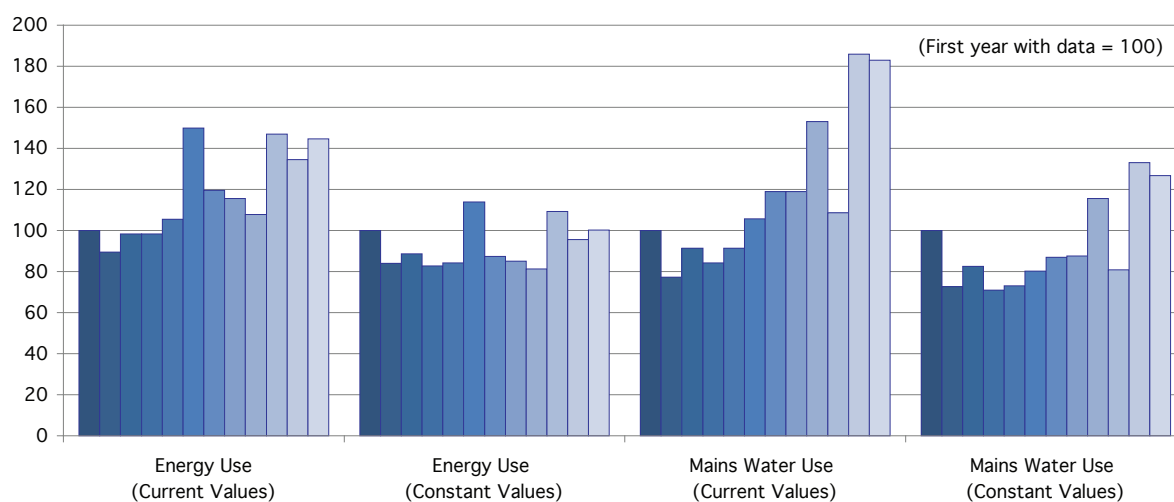
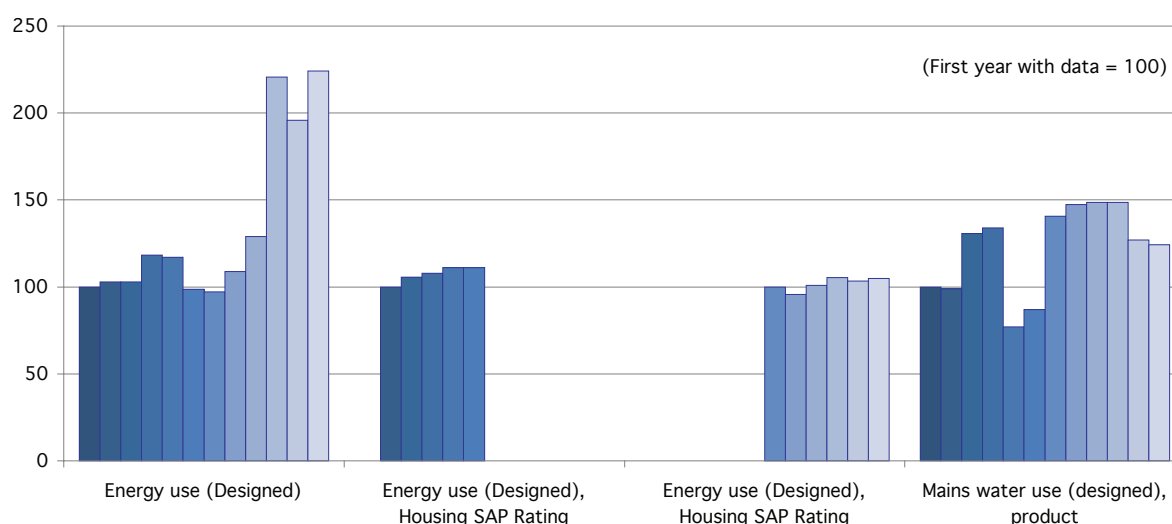
# Environment KPIs - All Construction

## Year-on-Year Comparisons (cont.)



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■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015



# Economic KPIs - All Housing

## Year-on-Year Comparisons



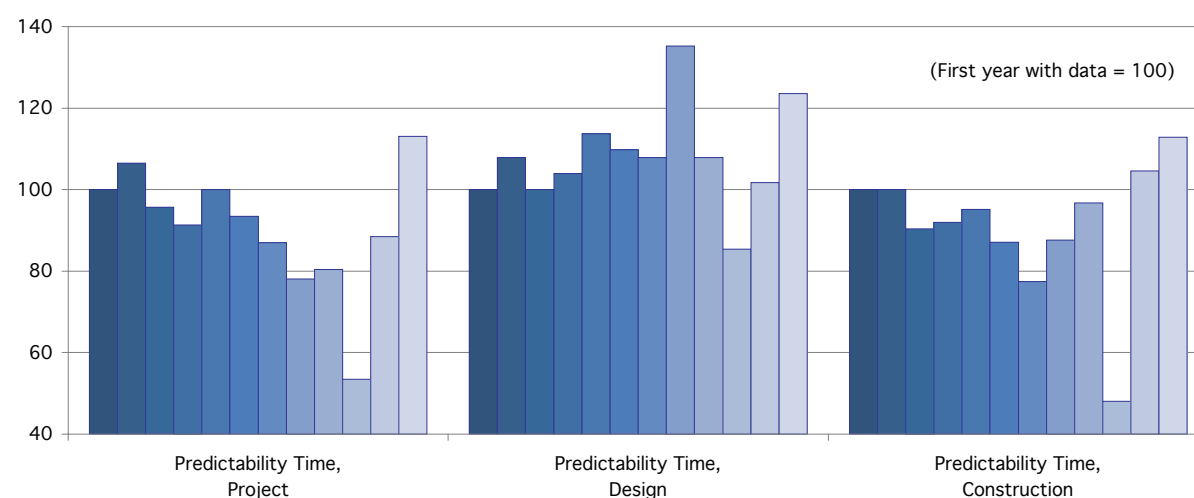
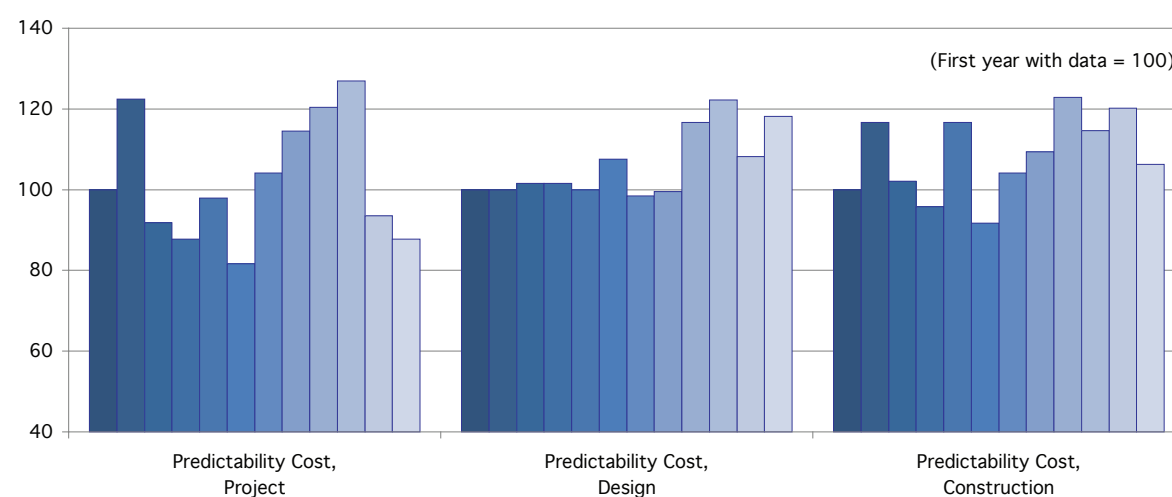
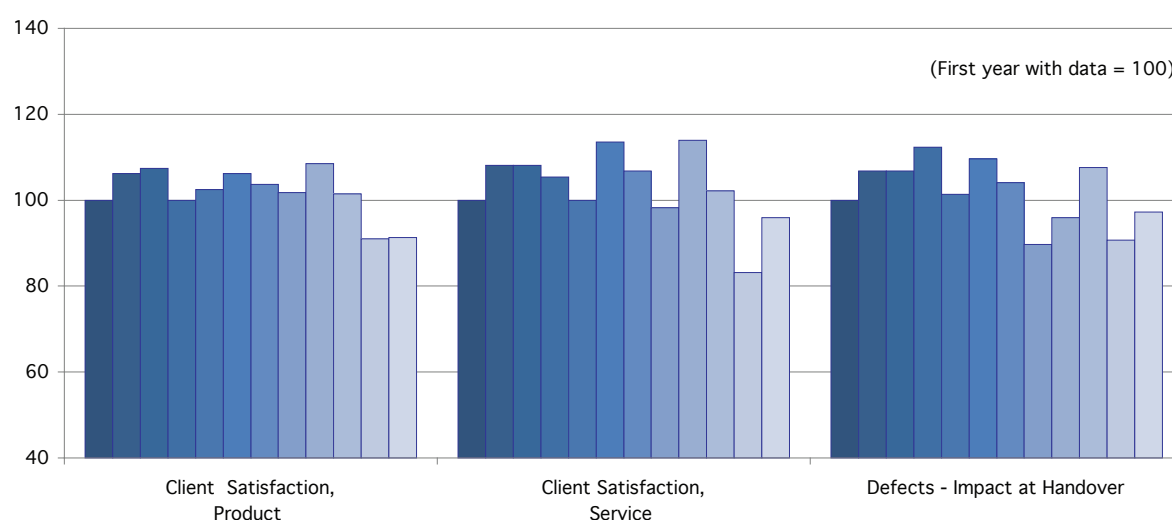
KPI	Measure	Performance												Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	81%	86%	87%	81%	83%	86%	84%	82%	88%	82%	74%	74%	►	▼
Client Satisfaction - Service	% scoring 8/10 or better	74%	80%	80%	78%	74%	84%	79%	73%	84%	76%	62%	71%	▲	▼
Defects - Impact at Handover	% scoring 8/10 or better	73%	78%	78%	82%	74%	80%	76%	65%	70%	79%	66%	71%	▲	▼
Predictability Cost - Project	% on cost or better	49%	60%	45%	43%	48%	40%	51%	56%	59%	62%	46%	43%	▼	▼
Predictability Cost - Design	% on cost or better	66%	66%	67%	67%	66%	71%	65%	66%	77%	81%	71%	78%	▲	▲
Predictability Cost - Construction	% on cost or better	48%	56%	49%	46%	56%	44%	50%	53%	59%	55%	58%	51%	▼	▲
Predictability Time - Project	% on time or better	46%	49%	44%	42%	46%	43%	40%	36%	37%	25%	41%	52%	▲	▲
Predictability Time - Design	% on time or better	51%	55%	51%	53%	58%	56%	55%	69%	55%	44%	52%	63%	▲	▲
Predictability Time - Construction	% on time or better	62%	62%	56%	57%	59%	54%	48%	54%	60%	30%	65%	70%	▲	▲

# Economic KPIs - All Housing

## Year-on-Year Comparisons (cont.)



■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015



# Economic KPIs - All Non-Housing

## Year-on-Year Comparisons



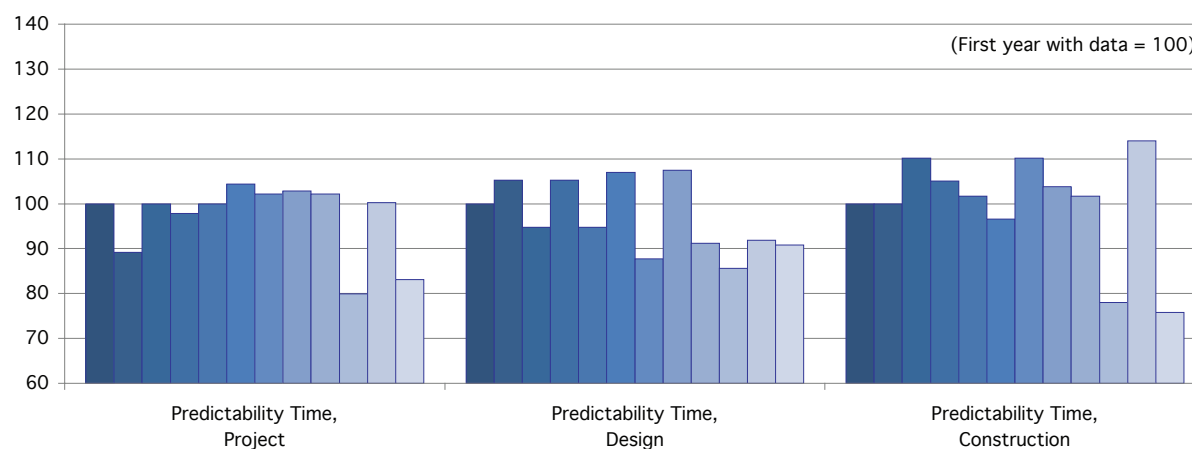
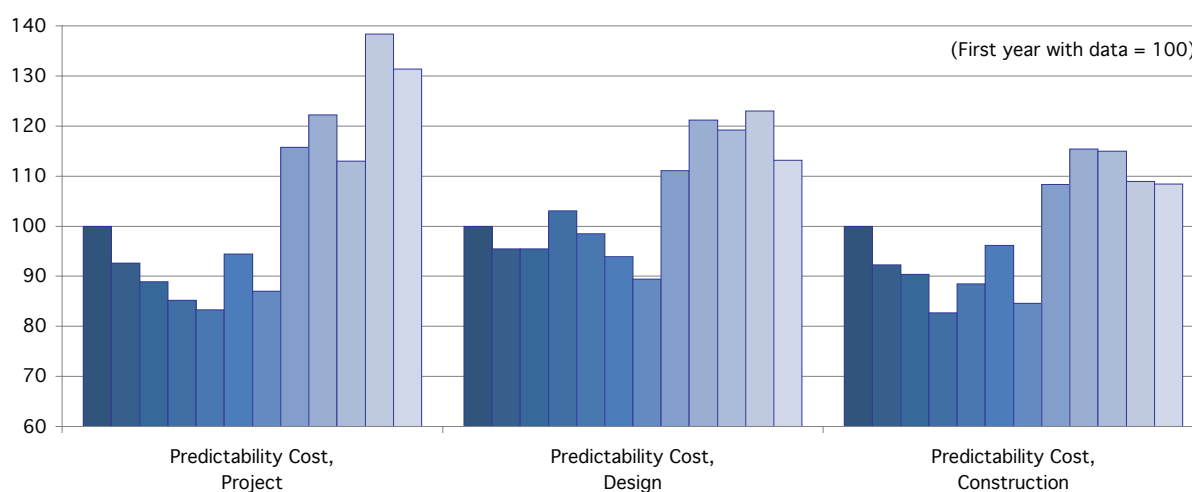
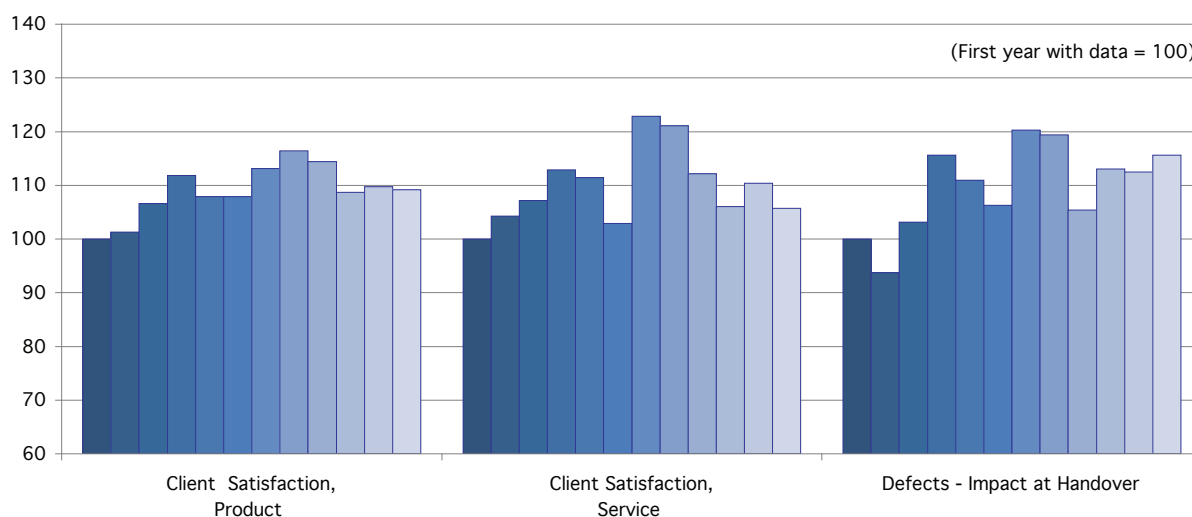
KPI	Measure	Performance												Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	76%	77%	81%	85%	82%	82%	86%	88%	87%	83%	83%	83%	►	▲
Client Satisfaction - Service	% scoring 8/10 or better	70%	73%	75%	79%	78%	72%	86%	85%	78%	74%	77%	74%	▼	▲
Defects - Impact at Handover	% scoring 8/10 or better	64%	60%	66%	74%	71%	68%	77%	76%	67%	72%	72%	74%	▲	▲
Predictability Cost - Project	% on cost or better	54%	50%	48%	46%	45%	51%	47%	63%	66%	61%	75%	71%	▼	▲
Predictability Cost - Design	% on cost or better	66%	63%	63%	68%	65%	62%	59%	73%	80%	79%	81%	75%	▼	▲
Predictability Cost - Construction	% on cost or better	52%	48%	47%	43%	46%	50%	44%	56%	60%	60%	57%	56%	▼	▲
Predictability Time - Project	% on time or better	46%	41%	46%	45%	46%	48%	47%	47%	47%	37%	46%	38%	▼	▼
Predictability Time - Design	% on time or better	57%	60%	54%	60%	54%	61%	50%	61%	52%	49%	52%	52%	►	▼
Predictability Time - Construction	% on time or better	59%	59%	65%	62%	60%	57%	65%	61%	60%	46%	67%	45%	▼	▼

# Economic KPIs - All Non-Housing

## Year-on-Year Comparisons (cont.)



■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015



# Construction Consultant KPIs

## Year-on-Year Comparisons



KPI	Measure	Performance													Trend	
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013/14	2015	Last Year	All Years
Client Satisfaction-Overall	% scoring 8/10 or better	45%	42%	48%	51%	50%	52%	54%	55%	76%	74%	75%	72%	72%	▲	▲
Client Satisfaction-Value for Money	% scoring 8/10 or better	39%	37%	45%	41%	49%	47%	46%	46%	74%	74%	73%	70%	74%	▲	▲
Client Satisfaction-Quality of Service	% scoring 8/10 or better	42%	43%	45%	43%	47%	49%	49%	49%	79%	76%	73%	74%	73%	▼	▲
Client Satisfaction-Timely Delivery	% scoring 8/10 or better	41%	38%	42%	36%	38%	44%	45%	45%	72%	72%	75%	72%	70%	▼	▲

■ 2002 ■ 2003 ■ 2004 ■ 2005 ■ 2006 ■ 2007 ■ 2008 ■ 2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013/14 ■ 2015





# About Glenigan

## Introducing Glenigan



**We are the trusted provider of UK construction project leads, market analysis and company intelligence.**

Our products and services are designed to deliver **measurable growth** for companies operating across the built environment. We open doors for main and specialist contractors, material manufacturers and service providers to form successful working relationships, aided by our extensive network of key industry partnerships.

We are here to help your business succeed - whether you want to **find** new work opportunities, **forecast** construction market trends or simply **focus** on what you do best.

Glenigan is built on three clear principles which have formed the foundation of our service for more than 40 years.

### 1. World-class data

World-class data is our specialist subject. We combine comprehensive information gathering with expert analysis to deliver trusted insight into UK construction activity. Our rigorous research processes, coupled with exclusive information from leading industry associations, means we provide the most complete coverage of projects at every stage of the construction cycle.

### 2. Product innovation

We continually push the boundaries of digital development to provide the most innovative construction intelligence products on the market. Our award winning systems translate detailed data into real-time opportunities, saving you valuable time and resource.

### 3. Customer commitment

Customers are at the heart of everything we do. We are committed to helping businesses succeed by focusing on your requirements, and working together to achieve the best possible results.

## Get in Touch

**Call:** 0800 373 771

**Email:** [info@glenigan.com](mailto:info@glenigan.com)

**Explore:** [glenigan.com](http://glenigan.com)

**Visit:** **Ocean 80**  
80 Holdenhurst Road  
Bournemouth  
BH8 8AQ

**AirW1**  
20 Air Street  
London  
W1B 5AN

**Connect:** [Twitter](#) [LinkedIn](#) [Facebook](#) [Google+](#) [YouTube](#)

# About CITB



**CITB is the Industry Training Board for the construction industry and a partner in ConstructionSkills, the Sector Skills Council**

Its role is to work with employers to encourage training, which helps to build a safe, professional and fully qualified workforce.

The support and funding CITB provides helps companies to improve skills, increase their competitiveness, and respond to challenges such as the low carbon agenda, reducing costs on site and recruiting the best talent for the sector.

CITB works with the industry and its clients to ensure the construction sector has the right skills, in the right place, at the right time.

## Research

CITB provides research and labour market intelligence that benefits the UK construction industry. Combining analysis of industry change, primary research and forecasting capabilities, it has established a strong evidencebase that addresses the needs of a wide range of key industry stakeholders and ensures that skills planning and training decisions can be made with the most up-to-date insight.

For further information on CITB's research, visit [www.citb.co.uk/research](http://www.citb.co.uk/research)

## Bespoke Research Services

CITB's bespoke research services can help those responsible for construction and infrastructure programmes, related training and assessing economic benefits.

Referring to the right research helps to improve the quality of construction projects, saves time and money, and addresses the issues that make the difference between success and failure.

CITB has a range of unique tools, data, research and forecasting techniques that provide targeted research solutions that relate to skills and employment needs.

As the Sector Skills Council for construction, CITB can provide:

- Expertise in all areas of the industry
- Unrivalled knowledge and a network of experts
- Access to unique data

To find out more about how CITB's bespoke research services can support your business, visit [www.citb.co.uk/research/consultancy/bespoke-research-services](http://www.citb.co.uk/research/consultancy/bespoke-research-services)

# About

BRE SMARTWaste

## BRE SMARTWASTE

[www.smartwaste.co.uk](http://www.smartwaste.co.uk)

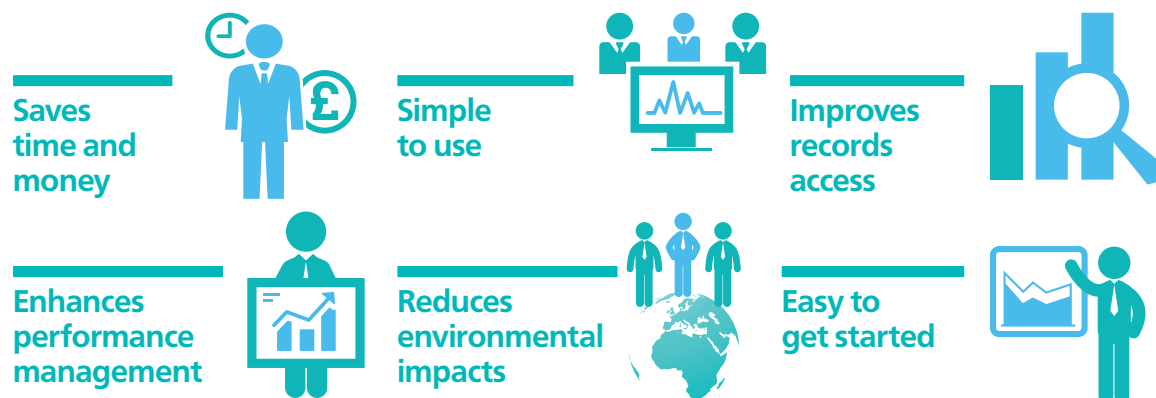
### Cut your construction site costs and reduce environmental impacts

BRE SMARTWaste has been used on more than **14,000** projects valued at **£125 billion**. User costs cut by **£1.2m** in 2014. Over **180** members and **10,000** users.



SMARTWaste is an online construction site monitoring and reporting tool that will help your business to manage and reduce resource use and waste outputs, impacts and costs. Flexible and simple to use, SMARTWaste can work for you whether you are a client, or contractor, building owner/operator or occupier.

#### Key Advantages & Benefits:



#### What they say

Since adopting SMARTWaste Kier has achieved a 5% increase in the amount of construction waste it reuses or recycles, and a 20% reduction in the amount of construction, demolition and excavation waste it sends to landfill. **Peter Johnson, Kier Group**

#### What they say

Optimise, which is Mace's bespoke version of SMARTWaste, helps us ensure compliance and keep track of environmental business critical issues across all of our construction projects. Best practice data visualisation bullet charts help convey a rich story in little space, and clearly show performance against a range of key performance indicators at project, business unit and company level. **Andrew Kinsey, MACE Group**

#### Some other SMARTWaste clients we have helped:



To begin your journey to zero waste, email: [smartwaste@bre.co.uk](mailto:smartwaste@bre.co.uk) or call us on 01923 664471 and quote **Glenigans**



**bre**

# About

## Constructing Excellence



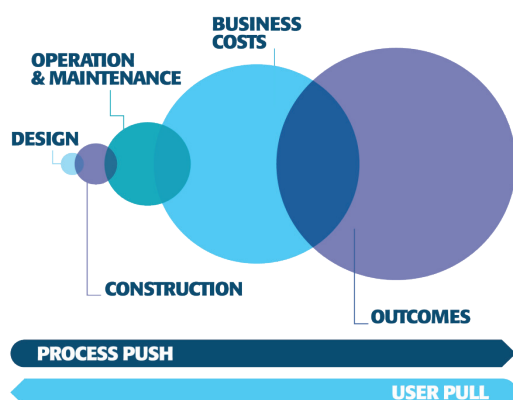
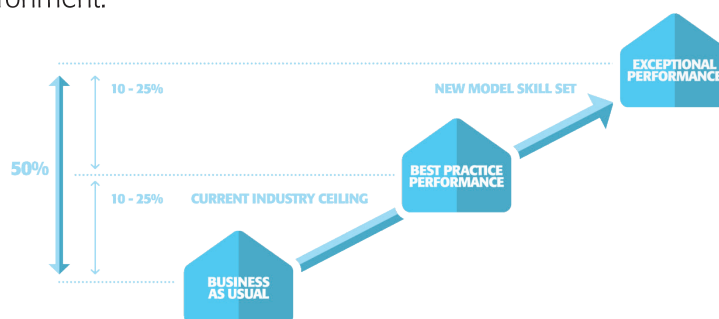
### What is Constructing Excellence?

Constructing Excellence is the single organisation driving change in construction. Improving industry performance to produce a better built environment.

#### A vision of excellence

"Better together" for:

- Ideas and inspiration
- Evidence and intelligence
- Conversations and connections
- Influence and leadership



We are funded and governed nationally by corporate membership from leading edge clients, contractors, consultants, manufacturers and other businesses committed to improving the industry's performance through collaborative working.

We support the government-industry strategy Construction 2025, have a clear vision for the industry to achieve excellence through collaborative working, and add value by speeding up the rate at which leading edge players achieve this.

### Why become national members of Constructing Excellence?

- Join us in setting the collaborative standard for delivering tomorrow's national infrastructure and built environment
- Gain insight by sharing data and knowledge with our leading edge members, settings targets and benchmarking industry performance
- Engage at CEO and Director level across clients and supply side organisations, share learning with other industry leaders, build your capability and deliver exceptional performance
- Work with government and with academia, aligning the future needs of industry with how the sector is regulated and how professionals are educated
- Engage in any of our member theme groups set up by members. Current groups include Asset Management, BIM, Collaborative Working, Funding and Finance, Nuclear, Procurement and Sustainability
- Access a host of other member exclusive benefits such as member-only events, workshops, CEO dinners, KPI and benchmarking tools, case studies, newsletters. Network at national, regional, local club and international levels through access to the wider Constructing Excellence movement

T: 0845 605 5556 E: [helpdesk@constructingexcellence.org.uk](mailto:helpdesk@constructingexcellence.org.uk) [constructingexcellence.org.uk](http://constructingexcellence.org.uk)







# UK Industry Performance Report

Based on the UK Construction Industry  
Key Performance Indicators

2015