

APPENDIX 1.3 – Samples of KPIs from Hong Kong and UK - [Examples from Hong Kong](#)

Hong Kong Construction Industry Performance Reports – compiled & issued every 2 years
by Construction Industry Council in collaboration with Rider Levett Bucknall Limited

- **2013 report** available on CIC web-site

5 AREAS	4 CATEGORIES	2 SECTORS
<ul style="list-style-type: none"> • Productivity (7 KPIs) • Health & Safety (3 KPIs) • Environment (3 KPIs) • Manpower (3 KPIs) • Dispute Resolution (3 KPIs) 	<ul style="list-style-type: none"> • Whole Industry • Civil Engineering Works • New Building Works • RMAA* Works * Repairs, Maintenance, Additions, Alterations 	<ul style="list-style-type: none"> • PUBLIC • PRIVATE

- **REVIEW** commissioned by **CIC** – awarded to **HKU CICID*** - consultancy to review
“Consultancy Services for **Assessing the Performance of the Hong Kong Construction Industry, Key Performance Indicators (KPI): An International Comparison**”

* **Centre for Innovation in Construction and Infrastructure Development**

Extract: HONG KONG Headline KPIs (Separately for each [Category](#) and [Sector](#))

KPIs	DEFINITION
P1	(On site) Man-days per HK\$1,000,000 gross value of construction works [PRODUCTIVITY KPI]
P2	(On site) Man-days per gross floor area [PRODUCTIVITY KPI]
P3	Construction cost Indices [KPI of COST TREND OF CONSTRUCTION WORKS]
P4	Percentage of gross value of construction works to GDP [KPI OF THE ECONOMIC SIGNIFICANCE OF THE CONSTRUCTION INDUSTRY]
P4a	Percentage contribution of construction activities to GDP at basic prices [KPI OF THE ECONOMIC SIGNIFICANCE OF THE CONSTRUCTION INDUSTRY]
P5	Gross value of construction works per capita [PRODUCTIVITY KPI]
P6	Number of manual workers engaged per HK\$1,000,000 gross value of construction works at construction sites [PRODUCTIVITY KPI]
P7	Number of manual workers engaged per 1,000 sq. m. gross floor area [PRODUCTIVITY KPI]
HS1	Industrial accident number / rate (reportable industrial accidents per 1,000 manual workers) [KPI OF SAFETY PERFORMANCE]
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UK Construction Industry Performance Report 2015 – based on UK Construction Industry KPIs

Broad Groups of KPIs:

	ECONOMIC KPIs – All Construction	MEASURE
• Economic Indicators →	Client Satisfaction - Product	% scoring 8/10 or better
• Client Satisfaction	Client Satisfaction - Service	% scoring 8/10 or better
• Contractor Satisfaction	Client Satisfaction - Value for Money	% scoring 8/10 or better
• Profitability	Contractor Satisfaction	% scoring 8/10 or better
• Predictability	- Performance - Overall	
• Respect for People	Contractor Satisfaction	% scoring 8/10 or better
• Environmental Indicators	- Provision of Information - Overall	
• Housing	Contractor Satisfaction - Payment - Overall	% scoring 8/10 or better
• Non-Housing	Defects - Impact at Handover	% scoring 8/10 or better
• Consultants	Predictability Cost - Project	% on cost or better
	Predictability Cost - Design	% on cost or better
	Predictability Cost - Construction	% on cost or better
	Predictability Time - Project	% on time or better
	Predictability Time - Design	% on time or better
	Predictability Time - Construction	% on time or better
	Profitability (Return on Sales)	Median % profit before interest & tax
VAPE – Value Added per Employee	Productivity (VAPE Current Values)	Median value added/ FTE employee (£000)
	Productivity (VAPE Constant 2011 Values)	Median value added/ FTE employee (£000)

Note – 2015 Report gives % figures for years from 1999 to 2015 + Trend (vs. 'Last Year' and 'All Years')

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Realistic & Robust KPIs? – [More Examples from UK](#)

Similar tabulated Breakdowns of:

Economic KPIs - All Housing

Economic KPIs - All Non-Housing

AND

Respect for People KPIs - All Construction

Environment KPIs - All Construction

Construction Consultant KPIs

Some Highlights from 2015 Report

60% of construction projects are completed **late**. (Note: 55% in 2014, so worse in 2015)
Better on 'Cost Predictability' – on or within budget on 69%

In Non-housing - **design phase** on time in 52% projects; **construction phase** in 45%

Client satisfaction with overall product has fallen three years in a row to 81%

"Overall ...seems construction is making limited progress towards government's Construction 2025 performance targets
- aim to cut delivery time by 50% and reduce costs by 33%.

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