

The logo for GIRI, featuring the word "GIRI" in a bold, white, sans-serif font on a black rectangular background. Below the text is a thin blue horizontal line.

**GIRI**

Training and Consultancy Limited



# **CITB GIRI PRODUCTIVITY COMMISSION**

**FINAL EVALUATION REPORT**  
Executive summary

April 2026

# INTRODUCTION

## PURPOSE OF THE COMMISSION

This report has been produced to present the main findings and outputs of the Construction Industry Training Board (CITB) and the Get It Right Initiative (GIRI) Productivity Training Commission.

Four major construction organisations applied for, and received, a total of £361,306 of CITB commission funding to become the first four UK employers to go through the process of becoming GIRI Approved Training Providers, and to deliver GIRI error reduction training across a total of 25 construction projects.

The evaluation of the impact of this investment on construction error is documented in this report.



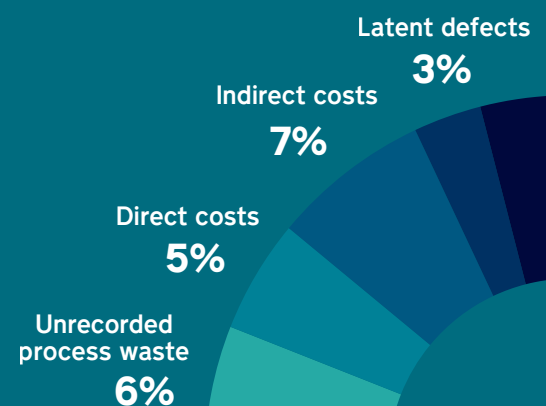
## THE PROBLEM

Research tells us that construction error costs the industry up to £25 billion per annum, or an average of 21% of project value. The suite of GIRI error-reduction training courses were developed through a collaboration between CITB, GIRI and industry to address the root causes of error by targeting the identified skills gaps amongst industry supervisors, managers and leaders.

GIRI training is a behavioural skills programme that aims to reduce the cost and frequency of error and, ultimately, change industry-wide culture around error.

The CITB and GIRI subsequently developed the GIRI Accredited Training Scheme. This scheme makes provision for employers to train their own trainers to deliver GIRI training in house, to their own workforce and supply chain, in a cost-effective and sustainable way, whilst maximising reach and impact

More information on GIRI's initial research into the cost of error can be found in our [Call to Action](#).



# KEY FINDINGS

The commission was well supported, involving four major construction employers – Kier, VINCI, BAM UK & Ireland and VolkerStevin. The funding enabled each of these employers to:

- go through the process of becoming a GIRI Approved Training Provider;
- train their own GIRI Trainers to deliver GIRI Training inhouse;
- deliver GIRI training to a total of 4,575 delegates over a 26-month period.



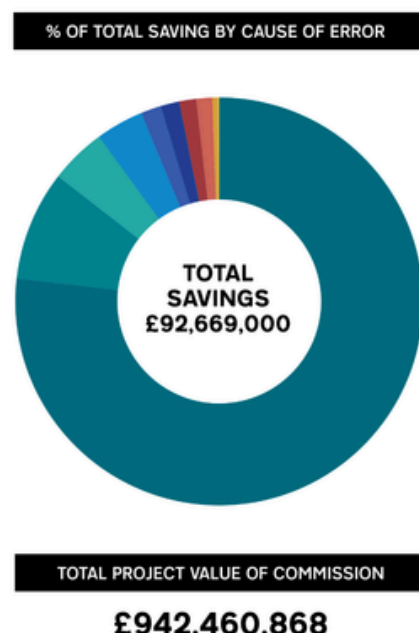
## FINANCIAL IMPACT

The programme is estimated to have approximately halved the predicted cost of error on the targeted projects. Participants assessed that they had avoided £92.6 million in error across 25 projects, representing a saving of 9.83% of total project value.

### CITB GIRI Productivity Commission Total estimated savings



CAUSES OF ERROR	TOTAL ESTIMATED SAVING
Inadequate planning	£71,169,000.00 (76.8%)
Incorrect and poorly coordinated design	£8,065,000.00 (8.7%)
Poor communication	£4,120,000.00 (4.4%)
Late design changes	£3,525,000.00 (3.8%)
Poor communication of design	£1,500,000.00 (1.6%)
Poor interface management	£1,370,000.00 (1.5%)
Lack of attention to construction during design	£1,250,000.00 (1.3%)
Poor quality culture	£1,170,000.00 (1.2%)
Poor supervision	£370,000.00 (0.4%)
Financial and time pressures	£130,000.00 (0.1%)
<b>TOTAL</b>	<b>£92,669,000.00</b>



## RETURN ON INVESTMENT

For every £1 spent on the commission, an estimated £256.48 was saved through error avoidance.

## VALUE FOR MONEY

The average cost of training was £79 per person, significantly lower than the commercial average of £190.

## CULTURAL SHIFT

Survey results showed measurable improvements in all six assessed cultural elements, including better communication and an increased willingness to "press pause" to avoid errors.

## NON-FINANCIAL BENEFITS

Participating organisations reported improved reputations, higher workforce morale, and better retention of repeat business.

### CITB GIRI Productivity Commission Return on investment



**4** PARTICIPATING COMPANIES



**25** PROJECTS



**4575**



CERTIFICATES ISSUED

**£942,460,868**

TOTAL PROJECT VALUE

**£361,306**



TOTAL CITB FUNDING INVESTED

**£92,669,000**



ESTIMATED TOTAL SAVINGS FROM ERRORS AVOIDED



**£79\*** AVERAGE COST PER PERSON, PER COURSE



**£3.7M** AVERAGE SAVING PER PROJECT

RETURN ON INVESTMENT

**£256.48**

PER £1 OF FUNDING INVESTED

TOTAL SAVING FROM ERROR AVOIDED



**9.83%**

% OF TOTAL PROJECT VALUE

\* Based on the number of certificates issued.



## RECOMMENDATIONS

This commission has demonstrated that the adoption and roll out of GIRI training across construction projects can help organisations to significantly reduce the cost and frequency of error. In total, it was estimated that £92.6m of error had been avoided across the 25 participating projects over a 26-month period.

*“What makes this programme powerful is the collaborative approach behind it. It’s been shaped by the industry, for the industry, and that’s why it resonates on site. When you bring clients, contractors, designers and supply chain together around a shared goal of getting it right first time, the impact goes far beyond training; it becomes a cultural shift.”*

Chris Bedford, Lead  
Coordinator Q & I Upskilling,  
BAM UK & Ireland

Employers who are looking to reduce the cost and frequency of error should consider GIRI training for their project teams, taking care to involve all key stakeholders in the journey – to include their clients, designers, suppliers and subcontractors as a minimum.

Employers should seek to educate their most senior organisational leaders in the first instance to ensure there is a common understanding around the cost and frequency of construction error, the root causes of error, and how their own behaviours can positively affect culture around error. Participating organisations advise most success is achieved when there is a high level of leadership buy-in/engagement and support for an organisational-wide error reduction approach.

This commission has found that by delivering GIRI Leadership training to project leadership teams, it is possible to achieve a reduction in error of 9.83% of project value. This is a significant saving on the estimated 21% cost of error that the average project will incur.

Those organisations seeking to achieve behavioural and cultural change in relation to error across their workforce and supply chain can achieve this by delivering all three streams of GIRI training, which includes the GIRI Leadership training, GIRI Interfaces training and GIRI training for Supervisors and Managers.

Large employers can achieve huge efficiency gains by becoming a GIRI Approved Training Provider and training their own GIRI Trainers to deliver the training, to achieve maximum impact on construction error in the most cost-effective and sustainable way.

Based on the success of the commission, CITB should continue to demonstrate their commitment to improving construction productivity by continuing to guide, support and incentivise employers to address the skills shortages amongst industry supervisors, managers and leaders, and to contribute to achieving the much-needed improvement to industry-wide culture around error to affect positive and long-lasting change.

The industry has voiced its support for CITB and GIRI to continue to work together to reduce construction error by developing further associated behavioural training programmes, not least to ensure a solution is quickly developed to address the skills gaps at operative/trade level. It is anticipated this will bring further gains in terms of much-needed behavioural and culture change across the largest cross-section of the construction workforce, which should further improve profit margins for projects/organisations, construction industry productivity, and the reputation and appeal of the industry overall.

## **BENEFITS**

This commission has provided sound evidence of the significant and far-reaching benefits of GIRI training for a wide range of stakeholders:

### **BENEFITS FOR INDUSTRY**

GIRI error-reduction training directly targets the identified skills gaps amongst industry supervisors, managers and leaders, ensuring these workers have the skills and competence to avoid error. Improving productivity will help to improve the reputation of the construction industry, help attract new entrants as well as helping to retain skilled personnel within the industry.

The four organisations involved have highlighted that the gains of avoiding error are not restricted to financial benefits, most frequently citing improved reputation, securing repeat business and improving workforce morale as just a few of the other associated rewards they experienced.

GIRI training is helping to foster both a common language around error and a common understanding of its root causes. By stimulating wider and earlier engagement with all project stakeholders, GIRI training has helped to stimulate more of a collaborative approach to design and construction where project teams are able to collectively preempt and avoid error, which will ultimately bring industry a competitive advantage.

## BENEFITS FOR THOSE ENGAGED IN THE INDUSTRY

Industry personnel have benefitted from skills and behaviour training, providing them with an enhanced understanding of the root causes of error and its impact. This has led to higher levels of competency and capability, ensuring project teams can collectively work towards improved productivity. Analysis of culture survey responses from project team members indicates that workers who have been engaged in GIRI training feel more valued, engaged, encouraged to use their initiative and confident to contribute to the avoidance of error. They will also benefit from some of the wider impacts such as improved morale, job security, reduction of negative environmental impacts, better health, safety, and quality as well as fewer incidents.

## BENEFITS FOR ORGANISATIONS/PROJECTS

Engaging in GIRI training can make a real difference not just to profit margins, but also to organisations' reputations, relationships with clients, designers and subcontractors, and the likelihood of securing repeat business. GIRI training brings together key stakeholders earlier, which helps to eliminate error not only in the construction phase, but also in the design phase, improving buildability, avoiding project delays, and reducing disputes.

GIRI offers cost effective training, with further cost savings being possible if an organisation becomes a GIRI Approved Training Provider and delivers some or all of the GIRI training in house. Those employers committing to becoming a GIRI Approved Training Provider post-commission can benefit from the 'lessons learned' from the first four employers to go through the process. Established during the commission, there is a 'Best Practice Group' that will continue to meet quarterly and offers support and guidance for providers and provides a forum for sharing best practice and ideas.

The GIRI Approved Training Provider model of delivery provides a sustainable and cost-effective model that will allow for maximise reach and impact whilst also providing personal development opportunities for GIRI Trainers. Given the estimated value of errors avoided during the commission, the return on investment for organisations/projects engaging in GIRI training is outstanding, whichever training delivery model is utilised.

## BENEFITS FOR CITB

This commission has helped industry address skills shortages and has stimulated culture change around error. The evaluation outcomes demonstrate that GIRI training can significantly improve productivity, which will ultimately improve the reputation of the industry and help to attract high quality new entrants as well as resulting in improvements in industry health and safety, quality and environmental performance.

## BENEFITS FOR CLIENTS

By working with organisations/projects who are engaging with GIRI error reduction training, Clients may have greater confidence in the likely quality and delivery of projects, which may ultimately save time and money.

# CONCLUSION

Engaging with GIRI error-reduction training on 25 UK construction projects led Kier, BAM UK & Ireland, VINCI and VolkerStevin to avoid a significant percentage of potential error, as well as securing measurable improvements in behaviour and culture around error across their project teams.

Becoming GIRI Approved Training Providers has afforded these four industry employers numerous additional benefits. Not only has this provided for flexibility around delivery of GIRI Training, it has given these organisations a cost-effective and sustainable model for delivery. All four employers now have the capacity and capability to further expand the reach of the error-reduction training across all of their projects, divisions and group companies to maximise the impact on error.

These findings demonstrate the effectiveness of GIRI training for achieving a significant reduction in the cost and frequency of project error, as well as stimulating the much-needed behaviour change required to help the industry move towards achieving an error-free culture.



*“The practical focus of the training has demonstrably reduced errors and strengthened right-first-time delivery during construction. Building on this proven success, the GIRI training programme is now being extended across other VINCI Construction businesses in the UK.”*

Anja Reid, Head of Quality and Improvement, UK Division of VINCI Construction

TO FIND OUT HOW GIRI TRAINING COULD HELP REDUCE ERROR IN YOUR ORGANISATION OR PROJECT, CONTACT [INFO@GIRITRAINING.CO.UK](mailto:INFO@GIRITRAINING.CO.UK)