



Engenuity 2024 Competition

COMPARATIVE ASSESSMENT OF TEAMS REPORT FOR STANTEC

CURRENT POSITION

DURING TIME IN CHARGE

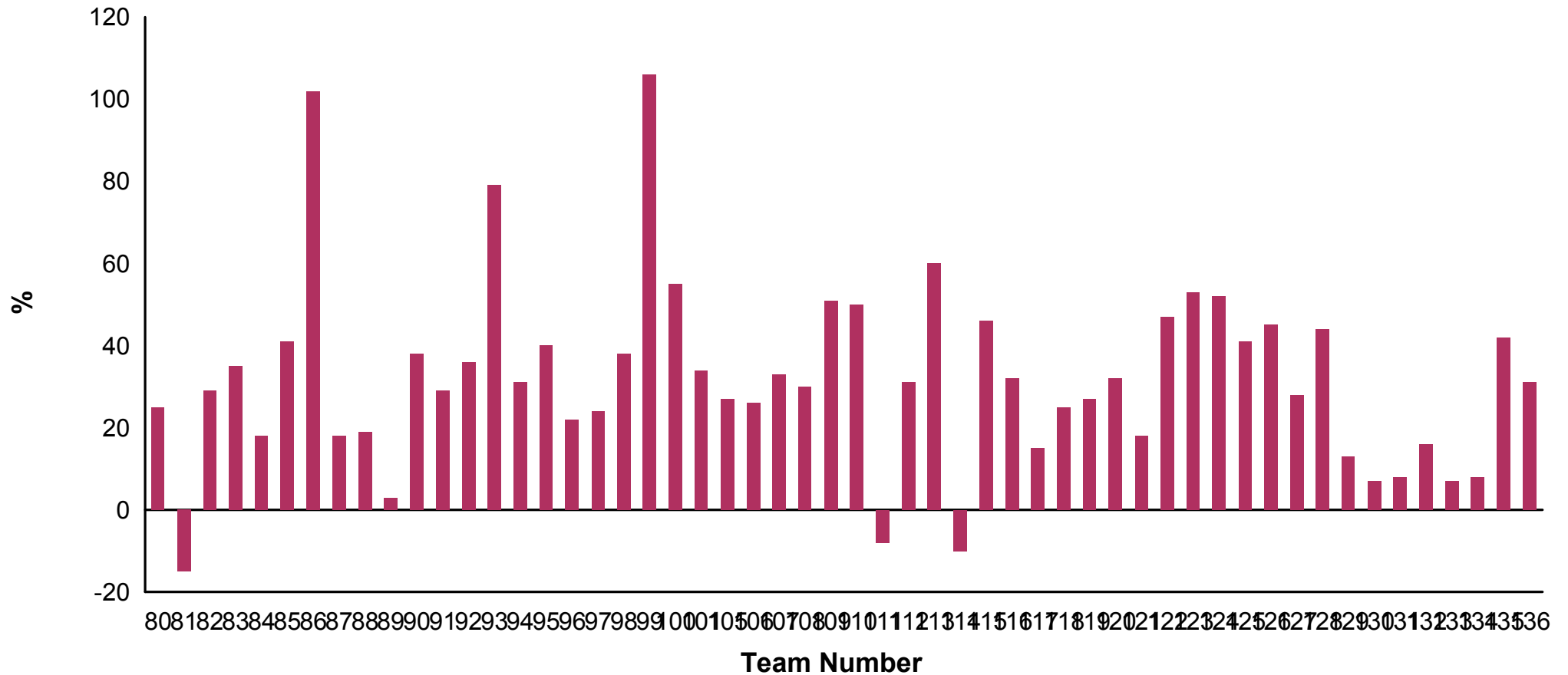
No.	Name	No. of pers	Chg in Value	Chg in Share Price Value	F/ward W/load	F/ward Margin	Market Share	PROCUREMENT		JOB PROGRESSION			COMPANY PROFITABILITY			COMPANY VALUE	
								Average value of work won each period	Average margin in jobs won	Average t/over each period	Average amount job profit each period	job profit	Average gross profit each period	Average amount overhead cost each period	Average amount operating profit each period	Average dividend paid each period	Average change in company value each period
80	Mine(d)-full Leaders	8	25 %	26 %	5.4 m	4.0 %	27 %	10.7 m	4.2 %	11.8 m	0.5 m	4.8 %	535,338	181,301	275,374	118,075	154,177
81	Du pont et du plomb	8	-15 %	-30 %	29.9 m	3.2 %	18 %	12.7 m	3.7 %	10.7 m	0.3 m	2.4 %	248,744	234,354	-28,119	50,438	-91,841
82	Canadian Catalysts	8	29 %	74 %	25.4 m	3.6 %	25 %	14.6 m	3.8 %	13.2 m	0.7 m	5.2 %	643,173	192,900	346,373	176,125	177,246
83	The Stantastic Six	8	35 %	85 %	36.6 m	3.7 %	17 %	15.6 m	3.9 %	12.9 m	0.7 m	5.7 %	679,028	190,038	382,603	152,375	216,704
84	Montreal S.P.E.C.T.R.E.S	8	18 %	54 %	33.8 m	3.4 %	22 %	15.8 m	3.5 %	13.4 m	0.5 m	3.8 %	486,487	202,140	220,145	94,500	108,693
85	Chowder Champs	8	41 %	103 %	33.3 m	3.5 %	22 %	17.1 m	3.6 %	14.8 m	0.7 m	5.2 %	717,341	162,815	432,911	164,188	252,960
86	Stan Movers	8	102 %	78 %	43.6 m	3.6 %	28 %	20.4 m	3.8 %	16.7 m	1.1 m	7.1 %	1,090,736	188,070	709,349	84,000	624,679
87	Stanttanooaga	8	18 %	10 %	10.2 m	4.4 %	24 %	10.1 m	4.1 %	10.7 m	0.4 m	4.1 %	415,193	181,495	176,447	55,000	111,184
88	Lanakila	8	19 %	36 %	46.8 m	3.5 %	29 %	18.6 m	3.9 %	14.6 m	0.6 m	4.4 %	611,352	256,516	284,278	141,750	117,631
89	GoGeckoGo!	8	3 %	2 %	21.0 m	3.3 %	15 %	12.1 m	3.6 %	11.3 m	0.4 m	4.1 %	435,617	216,891	164,248	123,125	18,916
90	Snow Dogs	8	38 %	38 %	38.9 m	3.2 %	19 %	16.5 m	3.7 %	13.4 m	0.7 m	5.2 %	650,424	190,714	365,754	120,000	231,348
91	P(eng)uinuity	8	29 %	81 %	31.3 m	3.9 %	14 %	14.7 m	4.2 %	12.6 m	0.6 m	4.8 %	552,173	129,274	334,620	142,750	175,852
92	InfraElite	8	36 %	16 %	39.1 m	3.6 %	19 %	17.1 m	3.9 %	14.0 m	0.6 m	4.6 %	603,345	211,788	311,278	70,938	223,363
93	Phoenix Den	8	79 %	37 %	39.9 m	3.2 %	18 %	19.2 m	3.5 %	16.0 m	0.9 m	5.8 %	860,192	160,014	552,803	56,526	484,944
94	The Mavericks	8	31 %	107 %	39.6 m	3.1 %	26 %	17.7 m	3.6 %	14.5 m	0.8 m	6.1 %	797,695	223,541	453,302	241,156	193,735
95	Standard Deviation	8	40 %	119 %	40.1 m	3.5 %	20 %	19.4 m	3.8 %	16.2 m	0.7 m	4.7 %	728,751	151,490	457,688	188,875	248,081
96	On a Stantechnicality	8	22 %	73 %	38.0 m	3.4 %	21 %	15.3 m	3.8 %	12.3 m	0.5 m	4.6 %	550,192	207,082	268,941	116,750	134,122
97	Disciples of Gord	8	24 %	10 %	43.4 m	3.3 %	15 %	16.1 m	3.7 %	12.5 m	0.5 m	4.1 %	481,402	191,775	231,330	66,125	147,434
98	Strategy Sherpas	8	38 %	-48 %	21.8 m	3.4 %	19 %	13.3 m	3.9 %	12.4 m	0.5 m	4.1 %	468,089	161,195	239,289	35	236,356
99	Whatever It Takes	8	106 %	77 %	39.1 m	3.3 %	30 %	20.0 m	3.7 %	17.0 m	1.2 m	7.5 %	1,177,478	211,420	759,594	100,625	653,388

100	#Team IWMP	8	55 %	152 %	39.1 m	3.7 %	22 %	19.2 m	3.9 %	16.1 m	1.0 m	6.3 %	931,388	213,875	566,371	210,794	340,600
101	Stan-cados	8	34 %	78 %	32.8 m	3.6 %	16 %	17.1 m	3.8 %	14.8 m	0.8 m	5.9 %	796,394	286,000	389,373	164,892	211,314
105	Spark Plug	8	27 %	136 %	40.9 m	3.5 %	17 %	17.2 m	3.9 %	13.9 m	0.7 m	5.3 %	686,223	226,299	361,941	175,625	168,724
106	Stantec Falcons	8	26 %	37 %	27.1 m	3.5 %	17 %	16.2 m	3.9 %	14.7 m	0.6 m	4.4 %	608,230	235,056	286,845	105,156	158,075
107	StanX	8	33 %	77 %	36.3 m	3.4 %	23 %	17.5 m	3.8 %	14.8 m	0.7 m	4.6 %	644,947	167,439	378,141	157,969	205,788
108	Innovatex Tribe	8	30 %	0 %	39.1 m	2.6 %	15 %	16.0 m	3.6 %	12.9 m	0.6 m	4.5 %	522,896	200,032	254,574	66,402	181,671
109	Stantrix	8	51 %	87 %	25.9 m	3.8 %	24 %	18.3 m	3.9 %	16.9 m	0.8 m	5.1 %	802,538	188,429	486,074	153,041	315,214
110	STANN..CONS	8	50 %	92 %	38.5 m	2.9 %	22 %	17.2 m	3.4 %	14.3 m	0.8 m	5.9 %	786,266	205,840	447,326	134,388	304,571
111	Fireflies	8	-8 %	-9 %	26.0 m	1.6 %	15 %	13.7 m	2.9 %	12.3 m	0.3 m	2.3 %	266,103	162,938	71,283	105,375	-50,682
112	Stantecture	8	31 %	51 %	33.8 m	2.8 %	18 %	15.3 m	3.6 %	12.9 m	0.6 m	5.3 %	634,129	178,296	353,110	154,038	191,770
113	The Infra Tribe	8	60 %	104 %	44.4 m	3.3 %	29 %	20.1 m	3.6 %	16.4 m	0.9 m	6.0 %	915,827	239,744	534,638	150,618	369,745
114	Gantt Gurus	8	-10 %	-23 %	27.6 m	2.3 %	20 %	10.5 m	3.6 %	8.8 m	0.3 m	3.7 %	334,474	225,522	66,233	141,438	-62,248
115	Stantec Pioneers	8	46 %	133 %	40.3 m	3.4 %	22 %	18.1 m	3.7 %	14.9 m	0.8 m	5.9 %	805,237	203,251	470,204	182,125	281,665
116	Brazen Brindians	8	32 %	40 %	38.8 m	3.1 %	24 %	15.4 m	3.6 %	12.4 m	0.6 m	5.4 %	614,361	218,976	300,883	103,750	194,946
117	We Stan Tech	8	15 %	54 %	33.3 m	3.4 %	17 %	13.9 m	3.9 %	11.5 m	0.5 m	5.0 %	542,293	229,816	222,521	120,612	93,762
118	DIGS the Cool Kids	8	25 %	50 %	35.2 m	3.3 %	24 %	15.3 m	3.6 %	12.7 m	0.5 m	4.5 %	540,773	162,564	295,512	131,488	155,907
119	Another Round	8	27 %	94 %	38.7 m	3.2 %	17 %	17.8 m	3.6 %	14.8 m	0.7 m	4.6 %	642,998	144,872	396,178	205,462	168,118
120	sWAntec	8	32 %	67 %	12.0 m	3.5 %	17 %	14.3 m	3.9 %	14.6 m	0.7 m	4.9 %	663,966	187,109	374,963	158,438	198,629
121	Wicked Wings	8	18 %	-38 %	0.0 m	0.0m	25 %	9.0 m	4.4 %	10.8 m	0.5 m	5.0 %	521,388	226,560	216,864	112,456	111,909
122	Dream Team	8	47 %	119 %	41.9 m	3.2 %	26 %	18.9 m	3.6 %	15.5 m	0.9 m	6.0 %	874,457	242,815	487,876	184,312	290,452
123	Stantgether	8	53 %	165 %	43.6 m	3.5 %	28 %	19.2 m	3.8 %	15.6 m	0.9 m	6.1 %	880,984	194,715	543,126	201,250	323,451
124	Stantec Slayers	8	52 %	70 %	41.7 m	3.3 %	20 %	19.3 m	3.7 %	15.9 m	0.8 m	5.3 %	799,699	199,271	476,722	137,656	321,549
125	Eng-trepreneurs	8	41 %	66 %	41.3 m	3.3 %	27 %	18.6 m	3.7 %	15.2 m	0.7 m	5.1 %	726,512	243,065	379,092	113,150	255,045
126	Stantastic	8	45 %	59 %	38.2 m	3.1 %	23 %	16.2 m	3.4 %	13.3 m	0.7 m	5.4 %	683,819	165,338	408,040	123,625	274,325
127	Pretty Mean Individuals	8	28 %	132 %	36.7 m	3.4 %	26 %	17.4 m	3.5 %	14.6 m	0.7 m	5.0 %	684,389	215,308	369,509	180,469	171,607
128	StanWreckers	8	44 %	133 %	28.6 m	3.4 %	26 %	17.5 m	3.6 %	15.8 m	0.8 m	5.6 %	835,546	175,334	514,448	245,375	271,428
129	we are SAKSY and we k	8	13 %	65 %	30.3 m	3.5 %	22 %	14.3 m	3.8 %	12.3 m	0.6 m	5.0 %	579,408	197,559	296,877	206,312	80,906
130	The Soho Six	8	7 %	38 %	23.7 m	3.5 %	23 %	13.7 m	3.9 %	12.6 m	0.4 m	3.2 %	398,124	174,330	177,496	124,500	41,908
131	Innov8Stantec	8	8 %	7 %	6.5 m	4.1 %	17 %	9.2 m	4.2 %	10.2 m	0.5 m	4.8 %	466,277	252,232	162,095	101,688	48,697
132	2Good4U	8	16 %	42 %	38.9 m	3.3 %	23 %	16.5 m	3.9 %	13.5 m	0.5 m	3.7 %	461,154	165,456	232,038	126,919	100,651
133	Random Hills Ramblers	8	7 %	10 %	27.8 m	3.6 %	15 %	12.8 m	3.6 %	11.2 m	0.4 m	4.0 %	427,858	232,814	141,825	86,812	41,060
134	Drainiacs	8	8 %	18 %	19.5 m	3.5 %	19 %	12.3 m	4.0 %	11.7 m	0.5 m	4.0 %	451,949	197,154	191,724	138,225	50,672

135	Stantec Stallions	8	42 %	105 %	36.1 m	3.2 %	21 %	18.5 m	3.6 %	15.8 m	0.8 m	5.2 %	773,032	190,799	461,298	186,112	257,637
136	Team Redditch	8	31 %	49 %	36.9 m	3.5 %	27 %	15.1 m	3.8 %	12.3 m	0.6 m	5.6 %	630,749	220,600	312,271	109,234	191,529

CURRENT POSITION

CHANGE IN COMPANY VALUE



The key to growing the business successfully is in improving its value.

This is achieved by winning plenty of new work, progressing jobs profitably and keeping overhead costs under control.

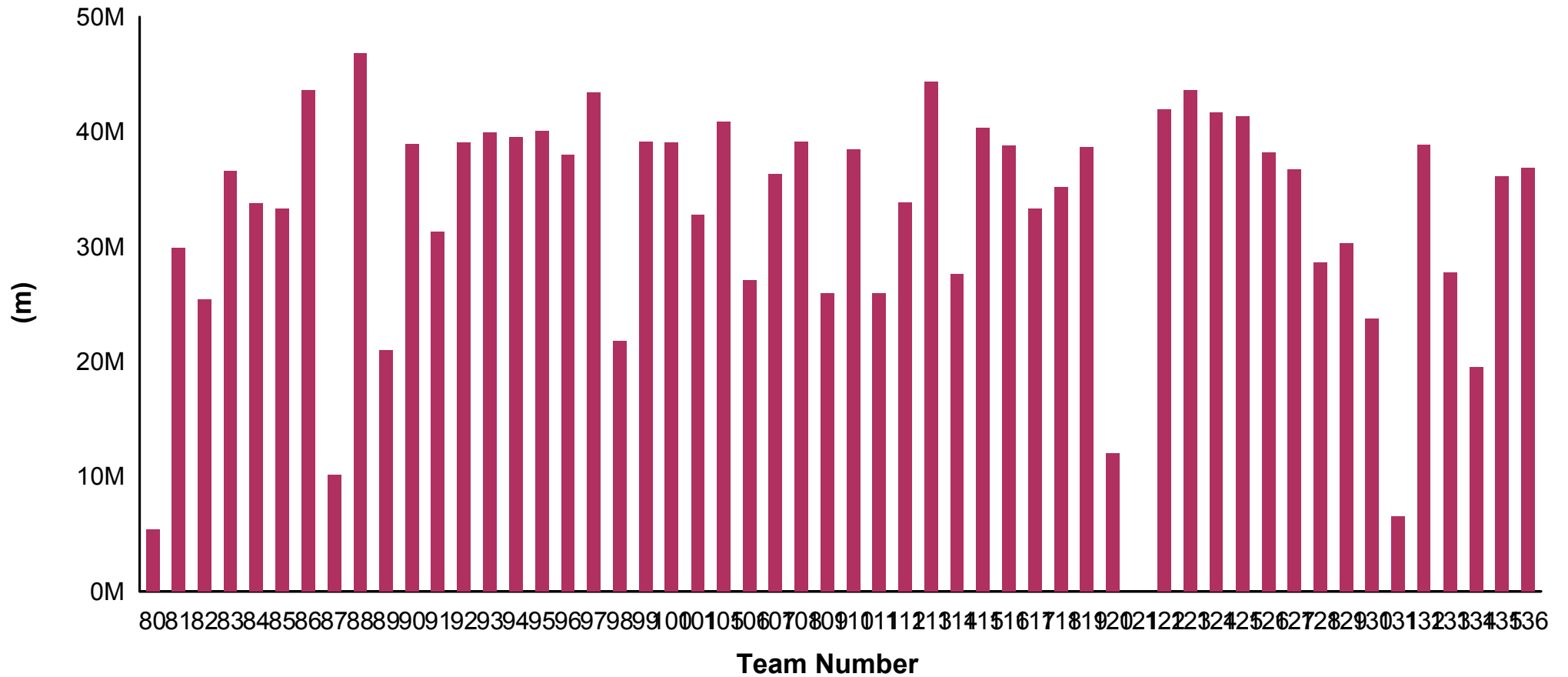
CHANGE IN SHARE PRICE



The company's share price is one of the key performance indicators in measuring the success or failure of the company, with a rising share price signifying increasing industry confidence in the fortunes of the company.

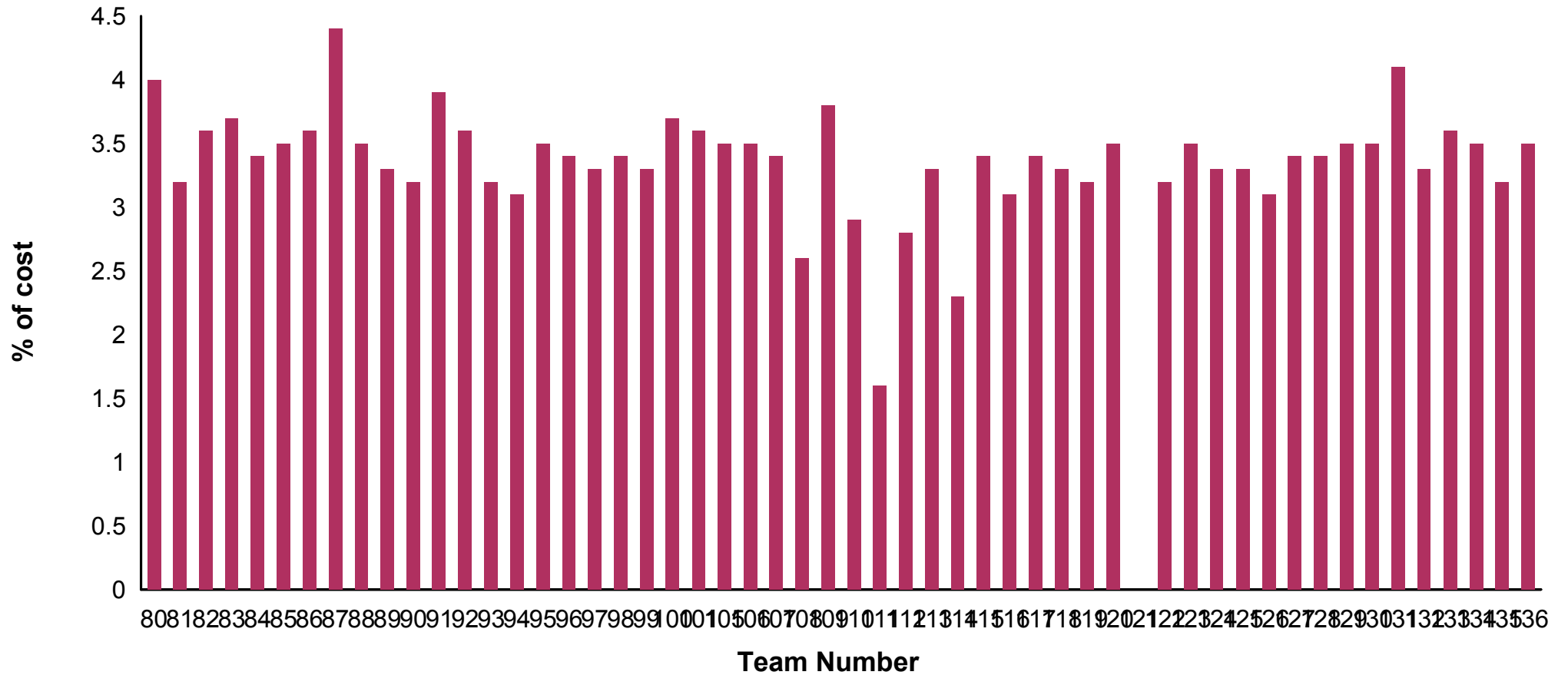
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

FOWARD WORKLOAD



As well as past performance, the future outlook in terms of forward workload is key to the future prosperity of the business.

FOWARD MARGIN



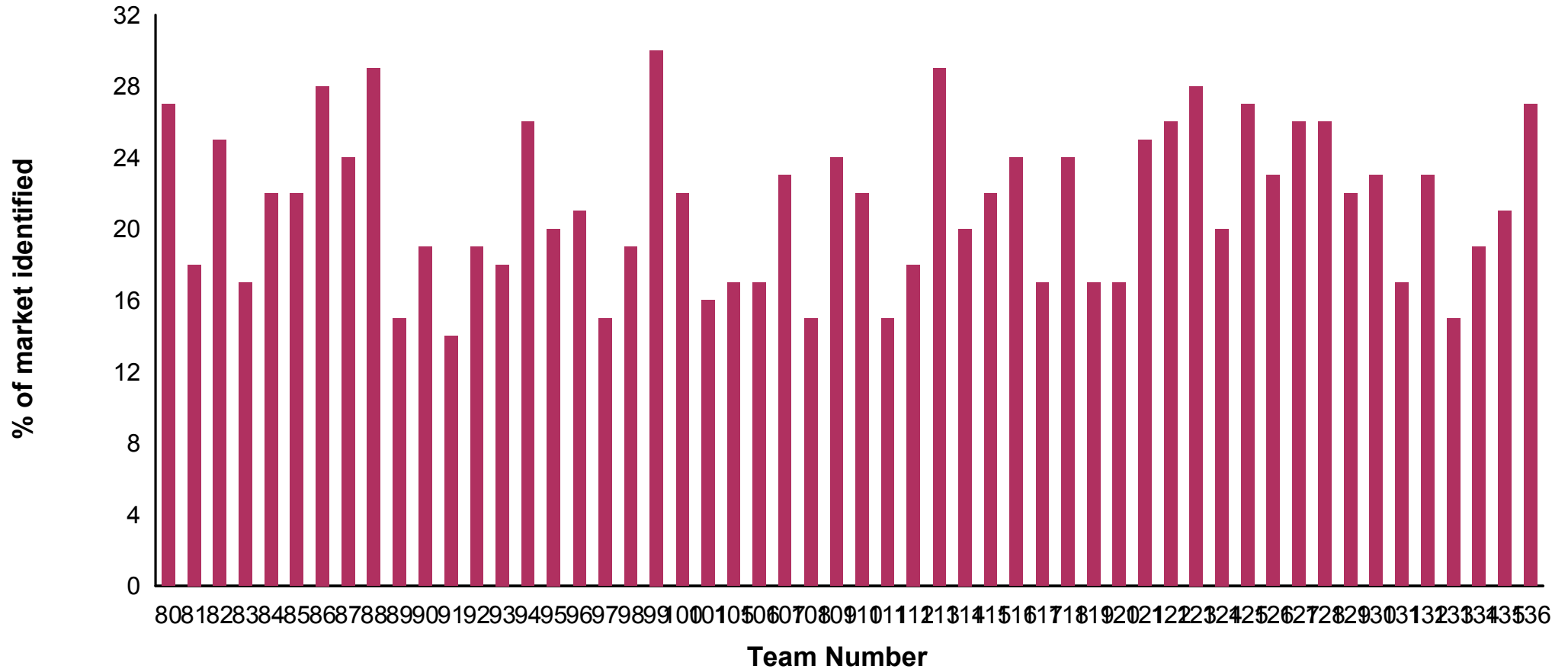
Forward workload needs to be profitable, and the forward margin measures this.

DURING TIME IN CHARGE

IDENTIFYING NEW WORK

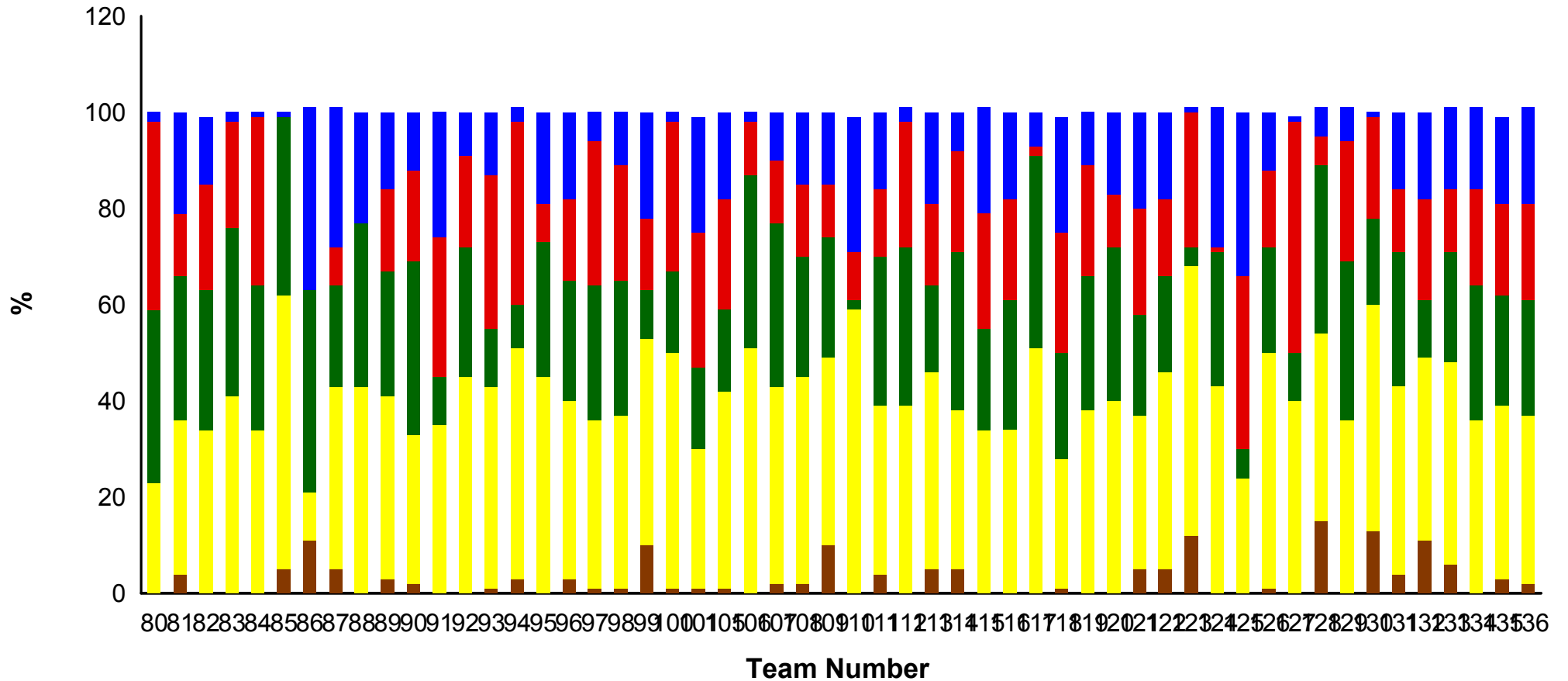
Market share is increased by identifying new work in different sectors and locations
(UK/Overseas)

MARKET SHARE (OVERALL)

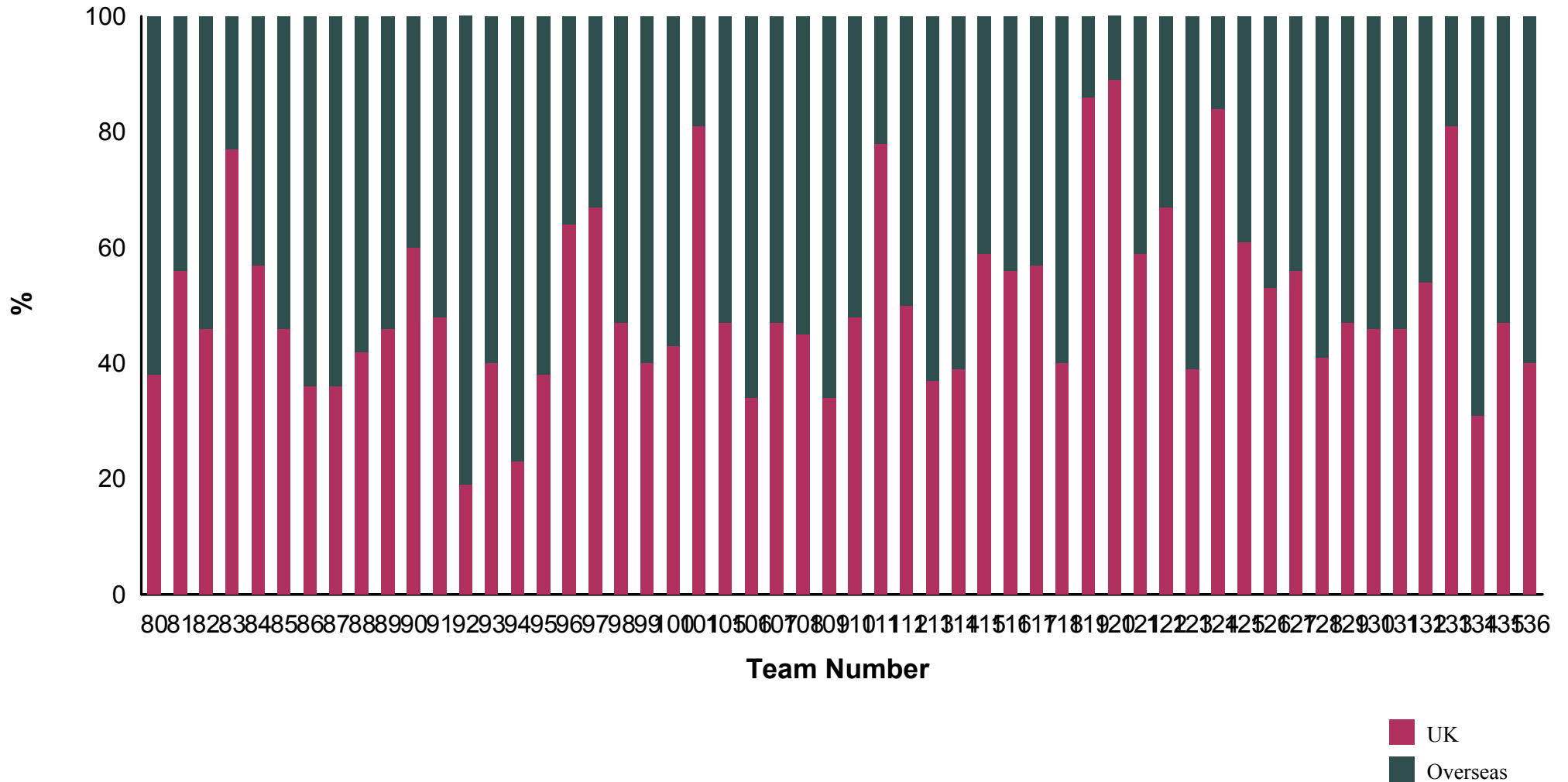


Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

MARKET SHARE SPLIT (BY SECTOR)



MARKET SHARE SPLIT (BY LOCATION)

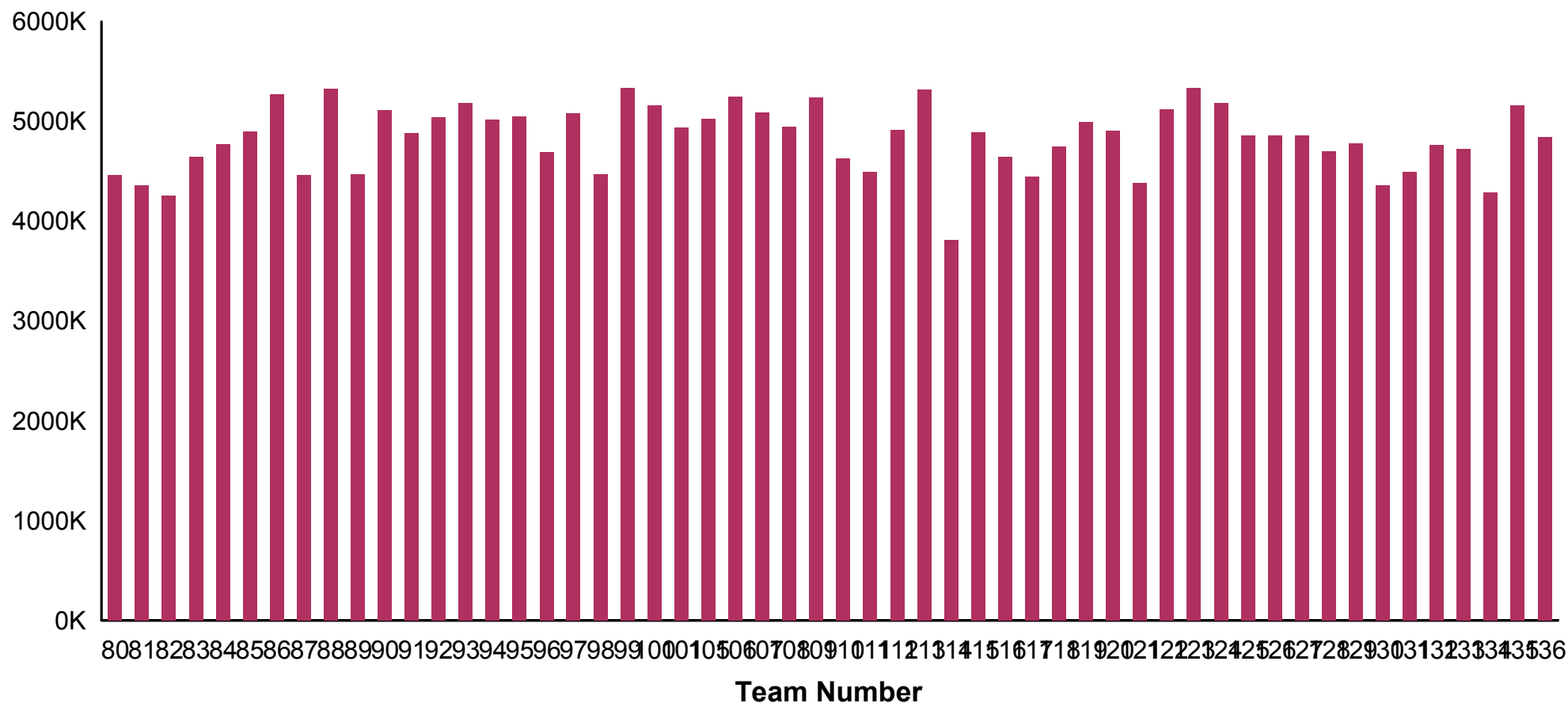


DURING TIME IN CHARGE

EXPANDING THE COMPANY INFRASTRUCTURE

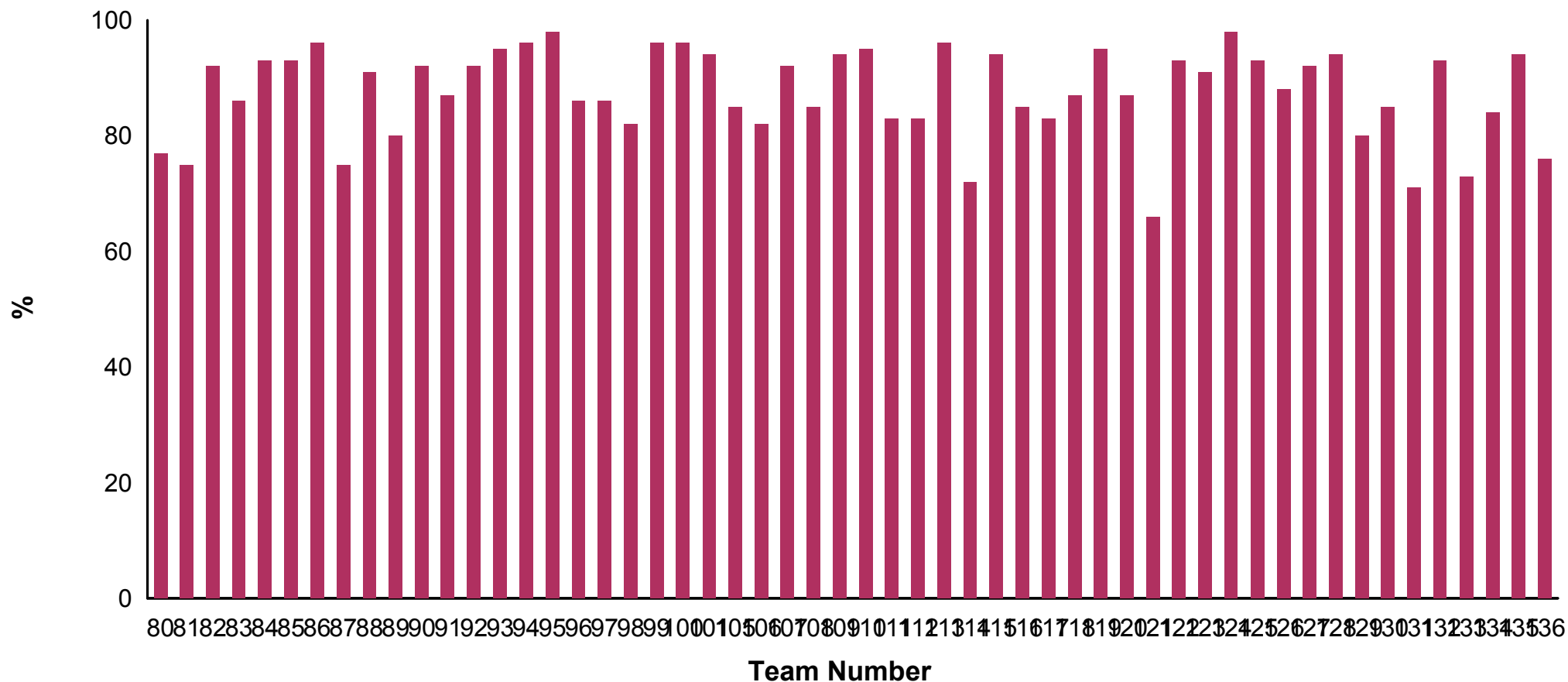
Having identified new work through the marketing decisions, the amount of new work that could be potentially won depends upon the size of the company's infrastructure, or capital base.

AVERAGE CAPITAL BASE SIZE EACH PERIOD



Expanding the company's capital base (infrastructure) enables more work to be undertaken, and potentially more growth.

CAPITAL EMPLOYED



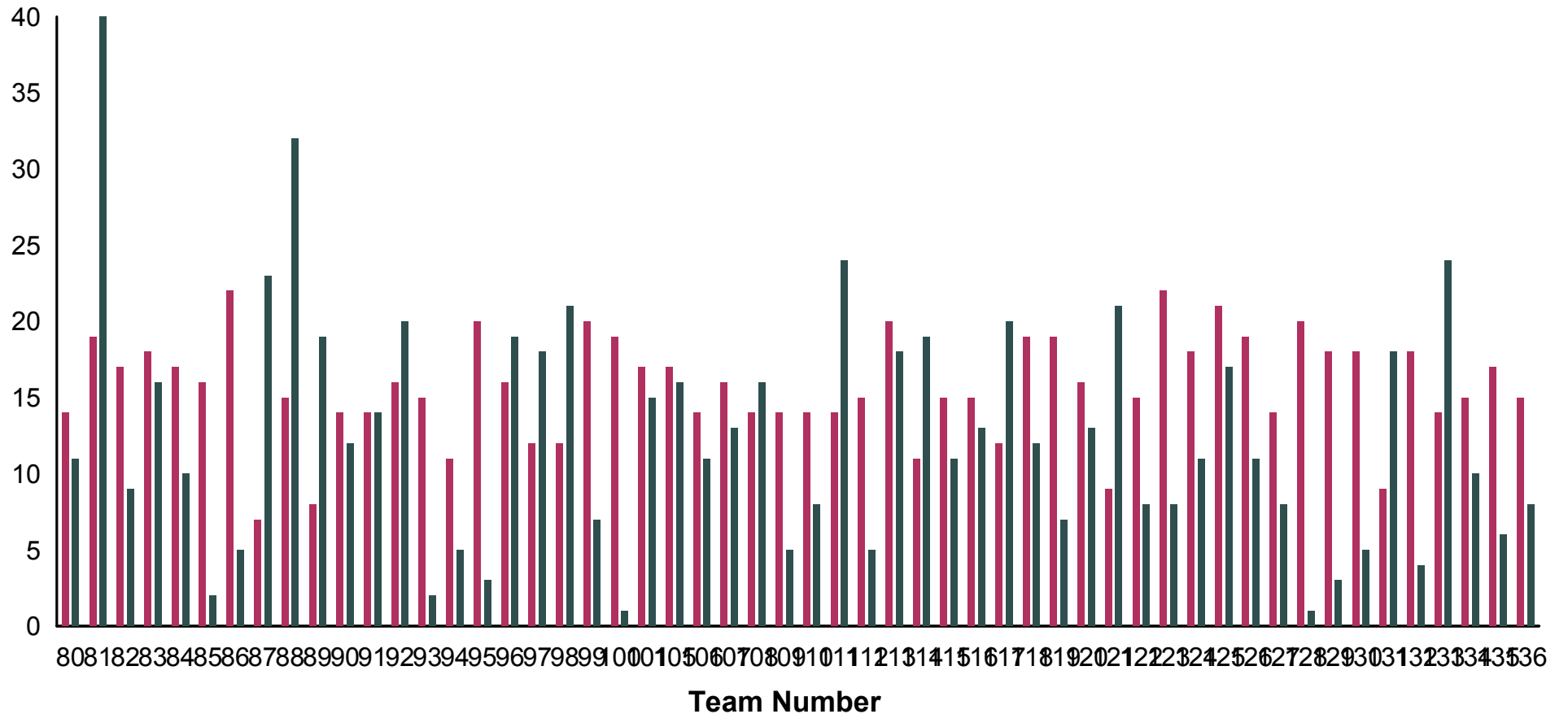
The Capital Employed measures how much of the company's capital base (infrastructure) is being utilised through winning new work.

DURING TIME IN CHARGE

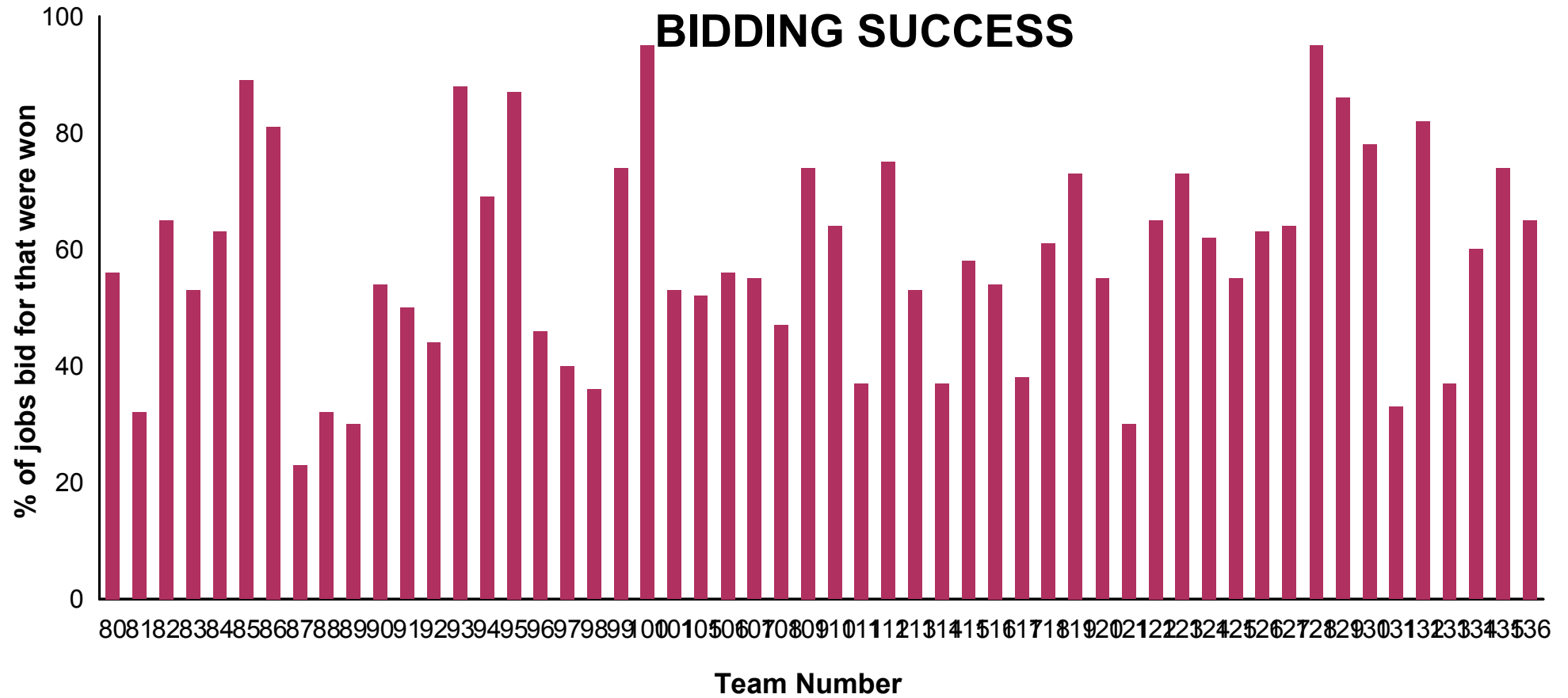
WINNING NEW WORK

To grow the business it is essential that the company is able to win new work in a competitive bidding environment

JOBS WON AND LOST



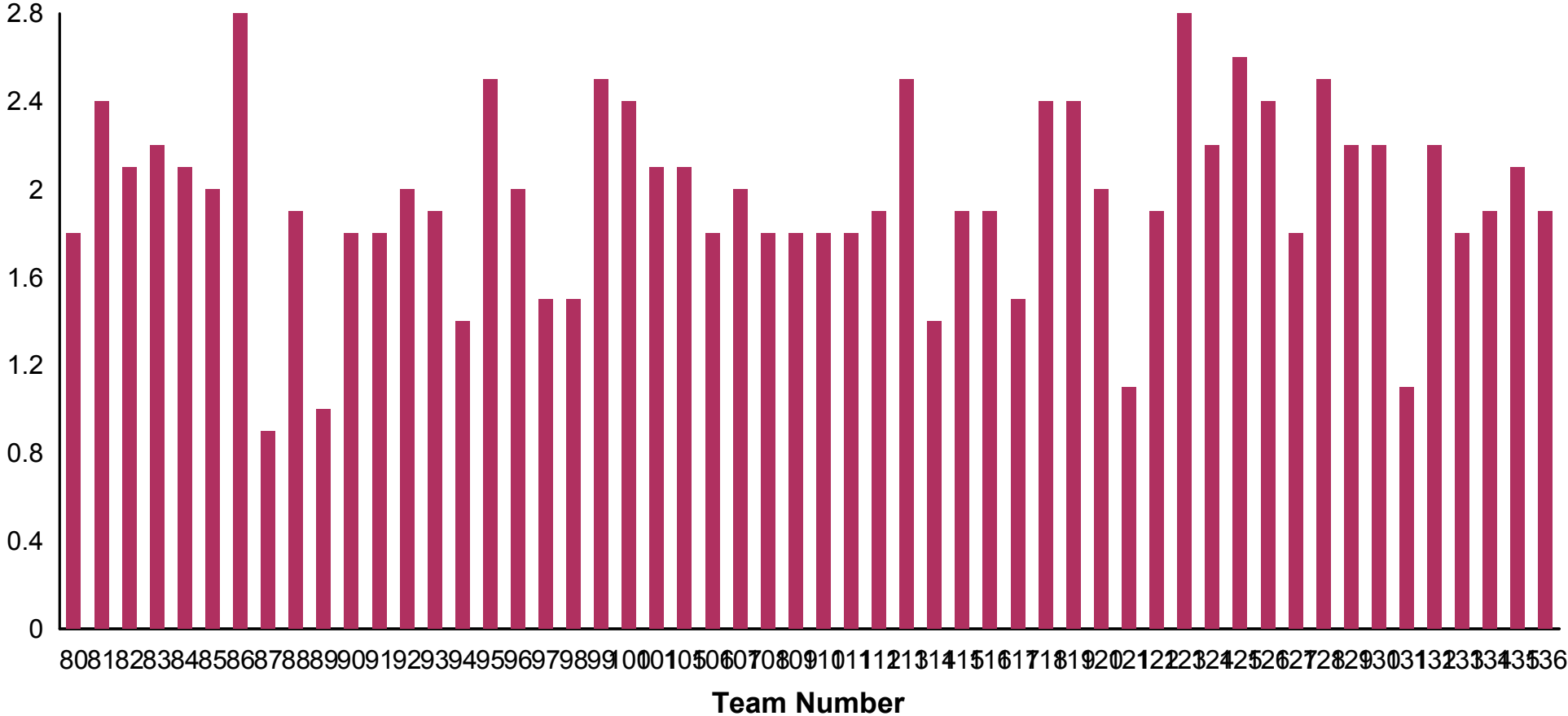
Jobs won
Jobs lost



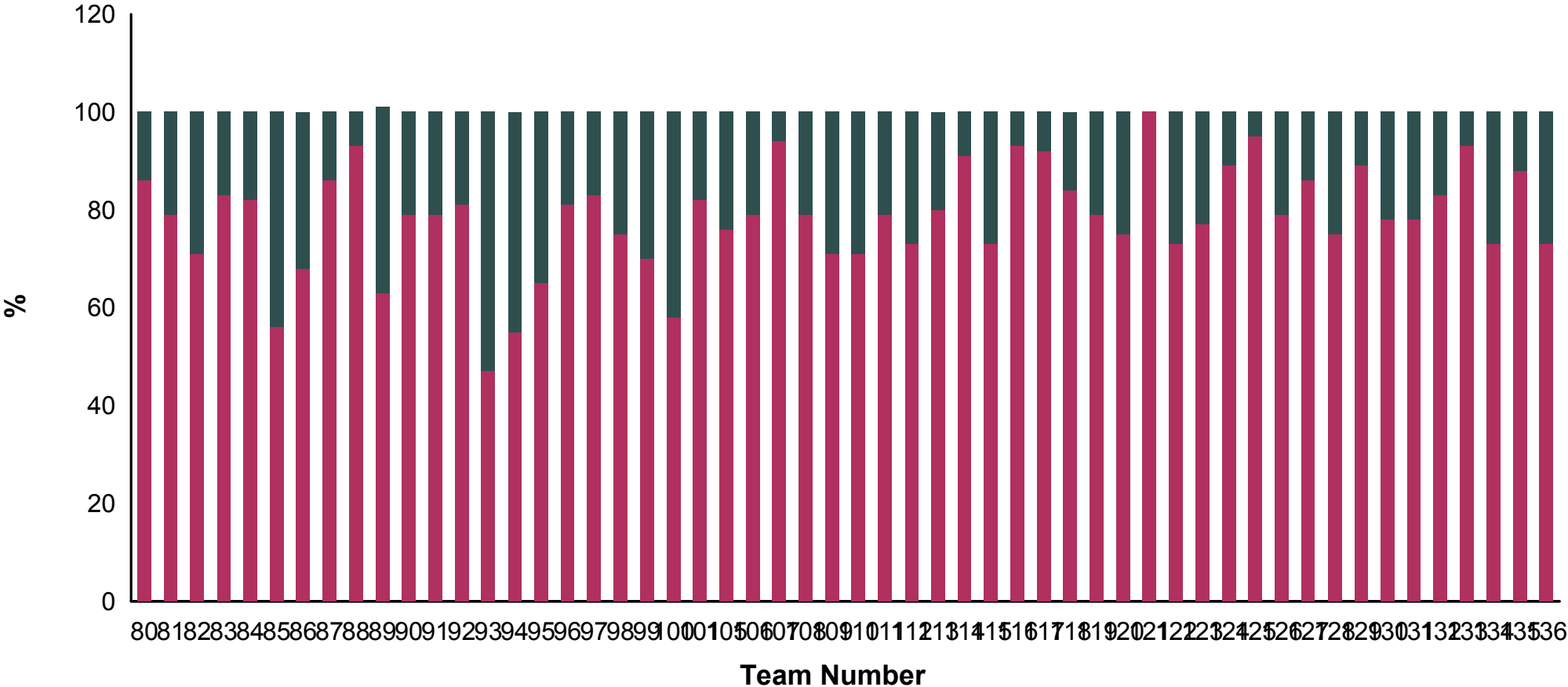
Every job that is bid for incurs a bidding cost putting the tender together, which increases overhead costs.

High bidding success keeps bidding costs to a minimum.

AVERAGE NUMBER OF JOBS WON EACH PERIOD

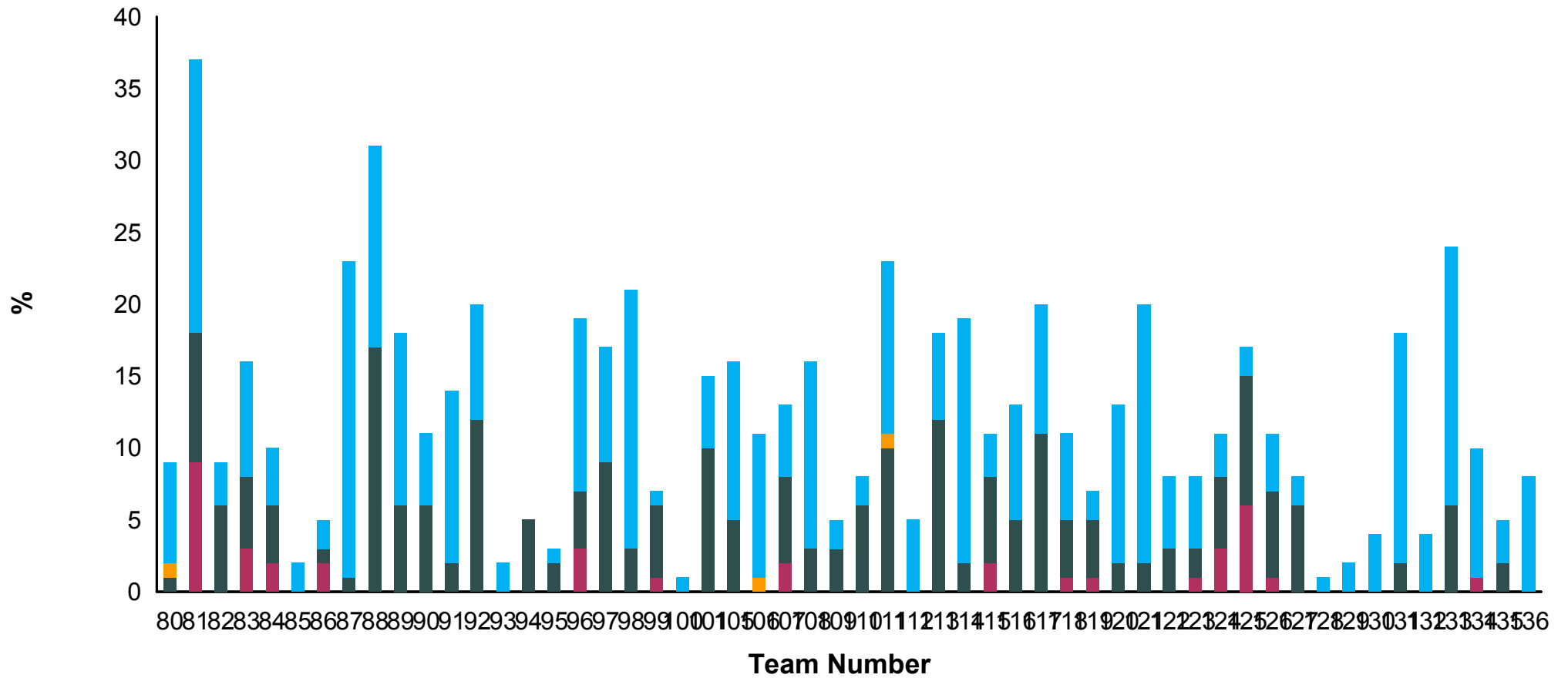


TYPE OF JOBS WON



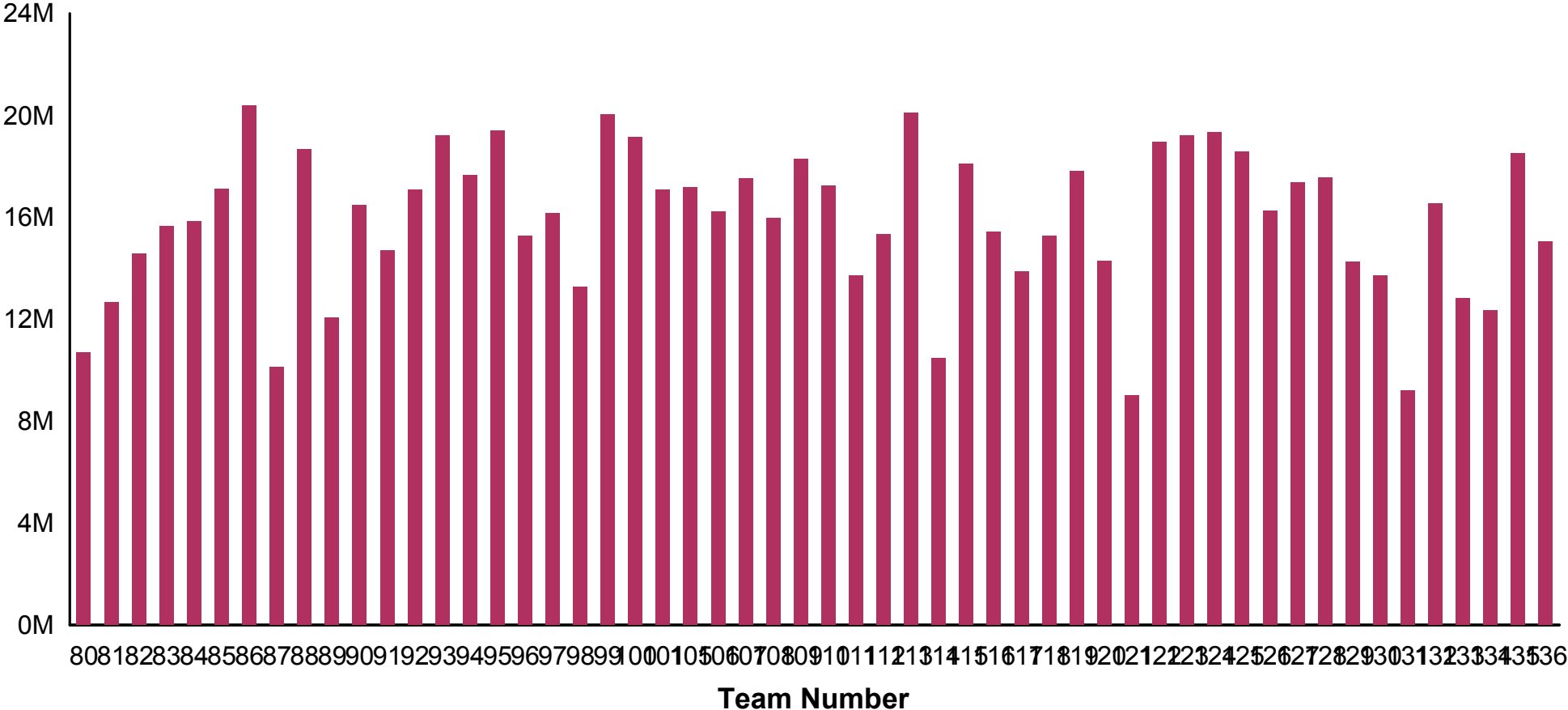
Build only
Design & Build

REASON FOR JOB LOSS

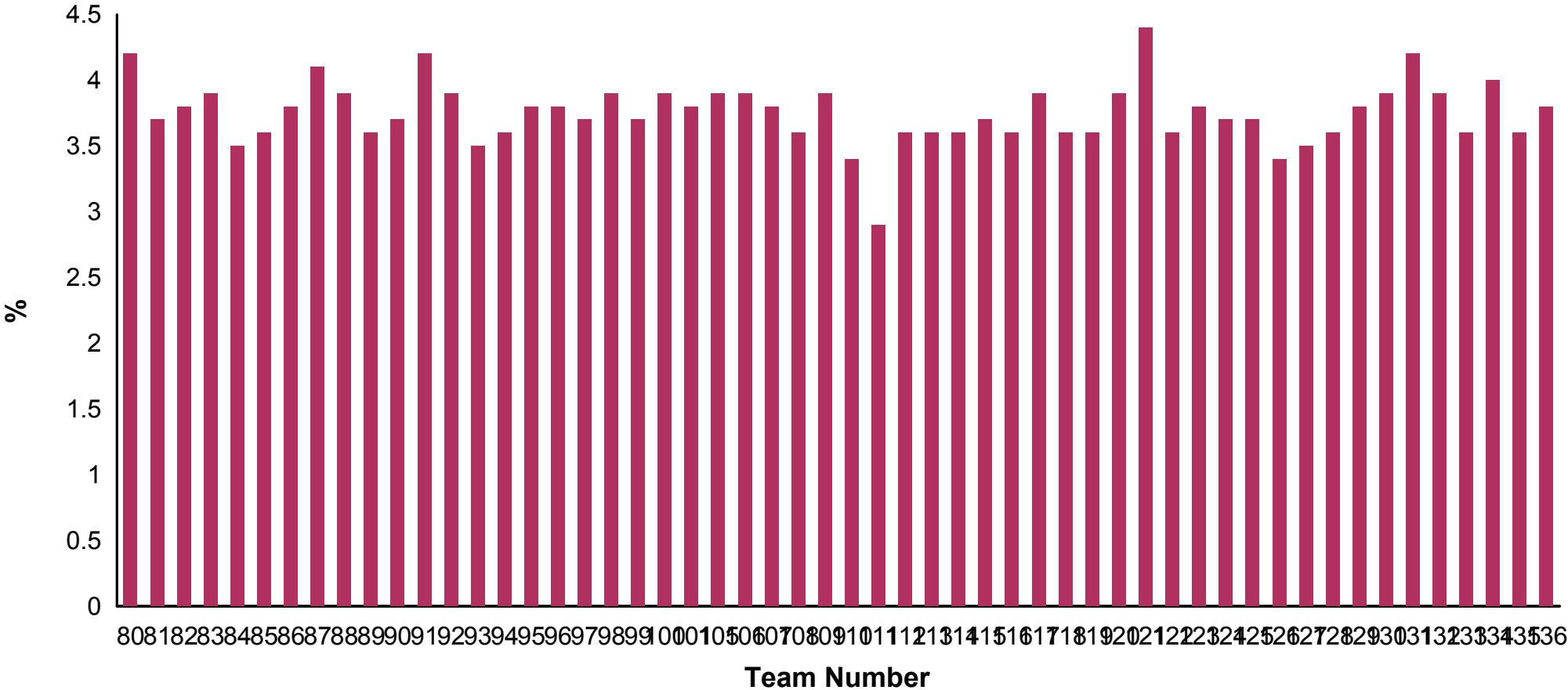


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

AVERAGE VALUE OF WORK WON EACH PERIOD



MARGIN IN WORK WON

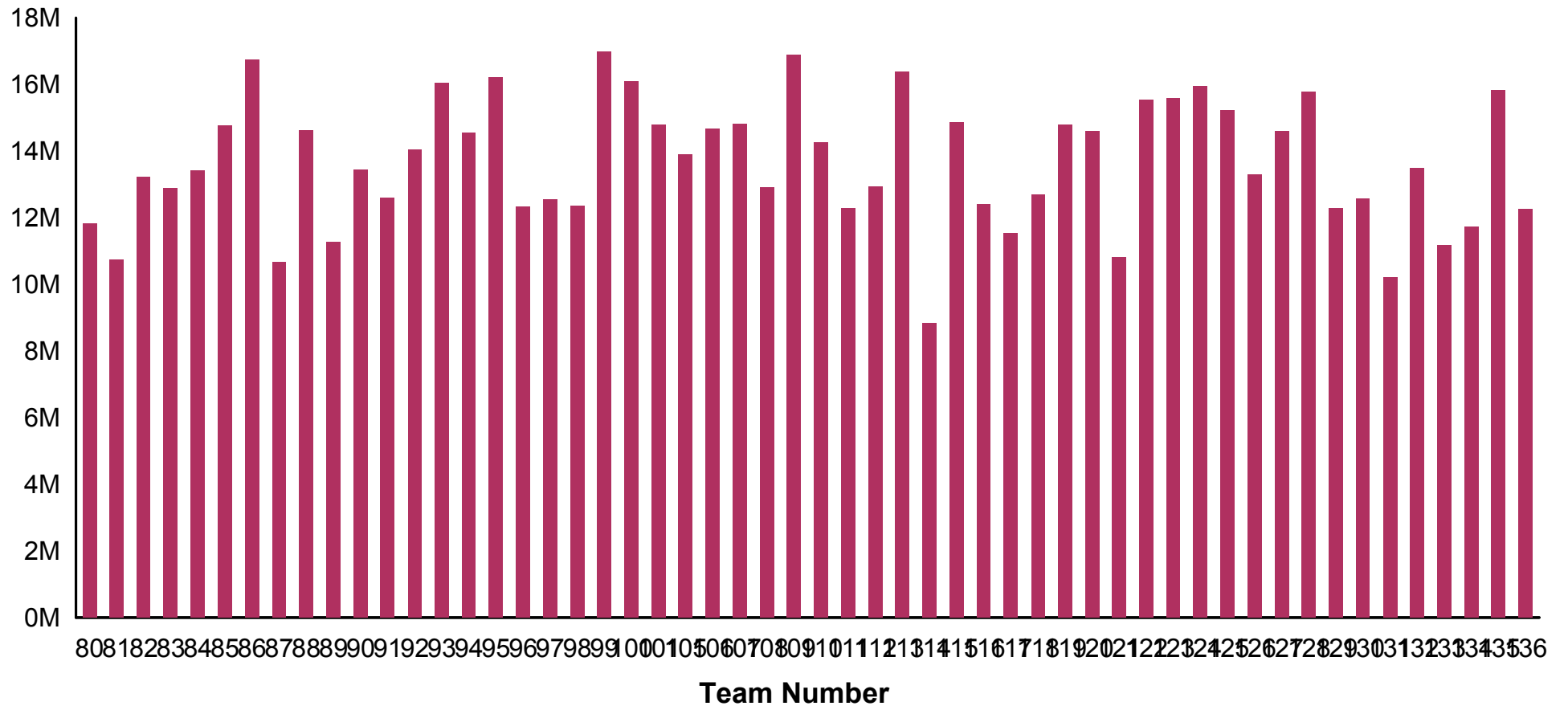


DURING TIME IN CHARGE

TURNOVER

If the company is able to win more new work, this should be reflected in an increase in the turnover, or the amount of work progressed.

AVERAGE TURNOVER EACH PERIOD



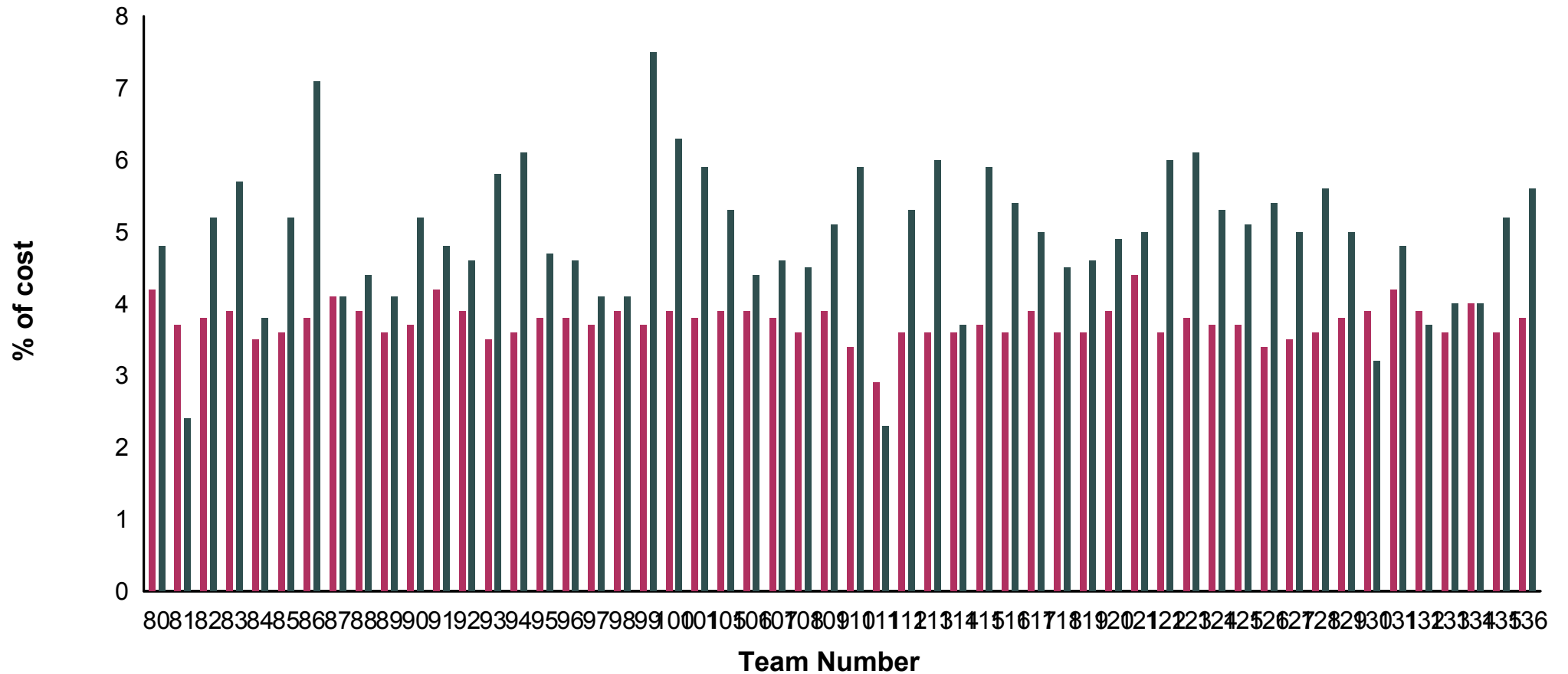
Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

DURING TIME IN CHARGE

JOB PROFIT

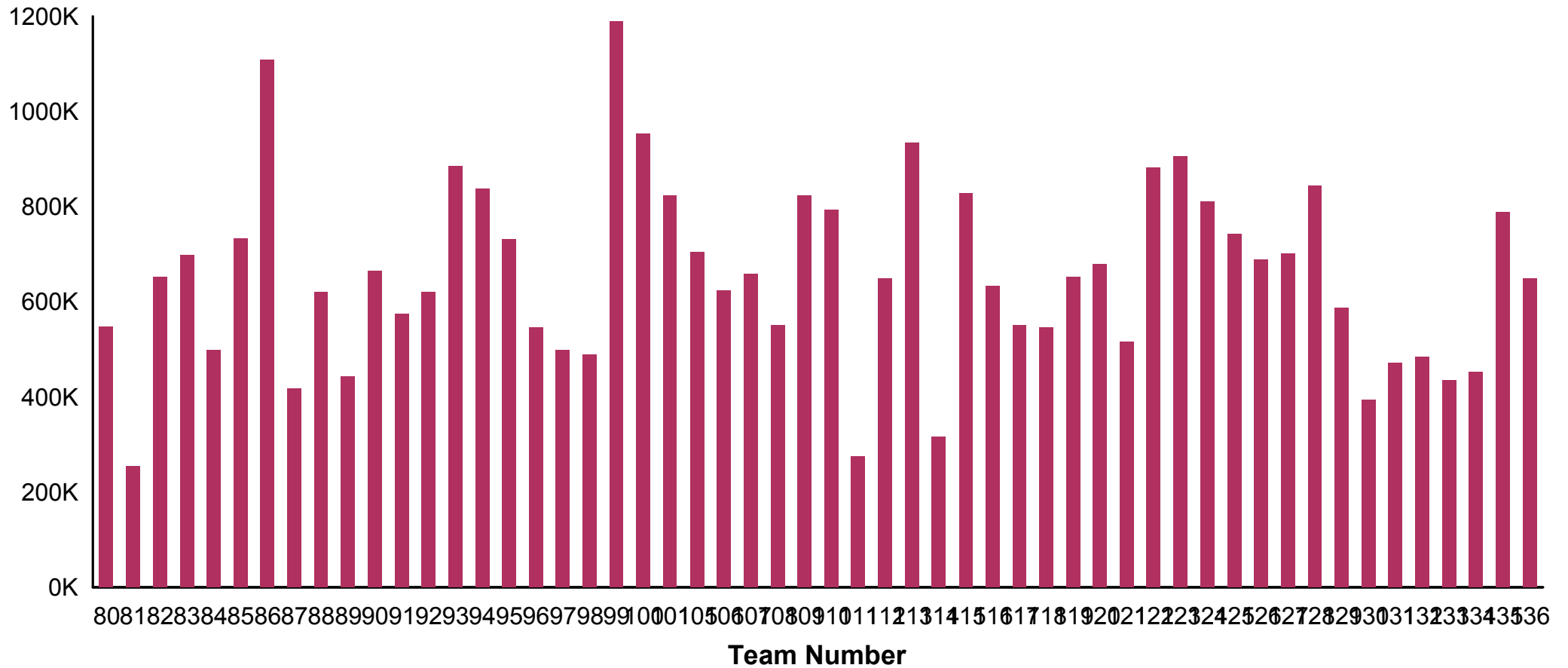
Turnover is required to grow the business, but managing jobs in progress as profitably as possible is the key to improving the value of the business.

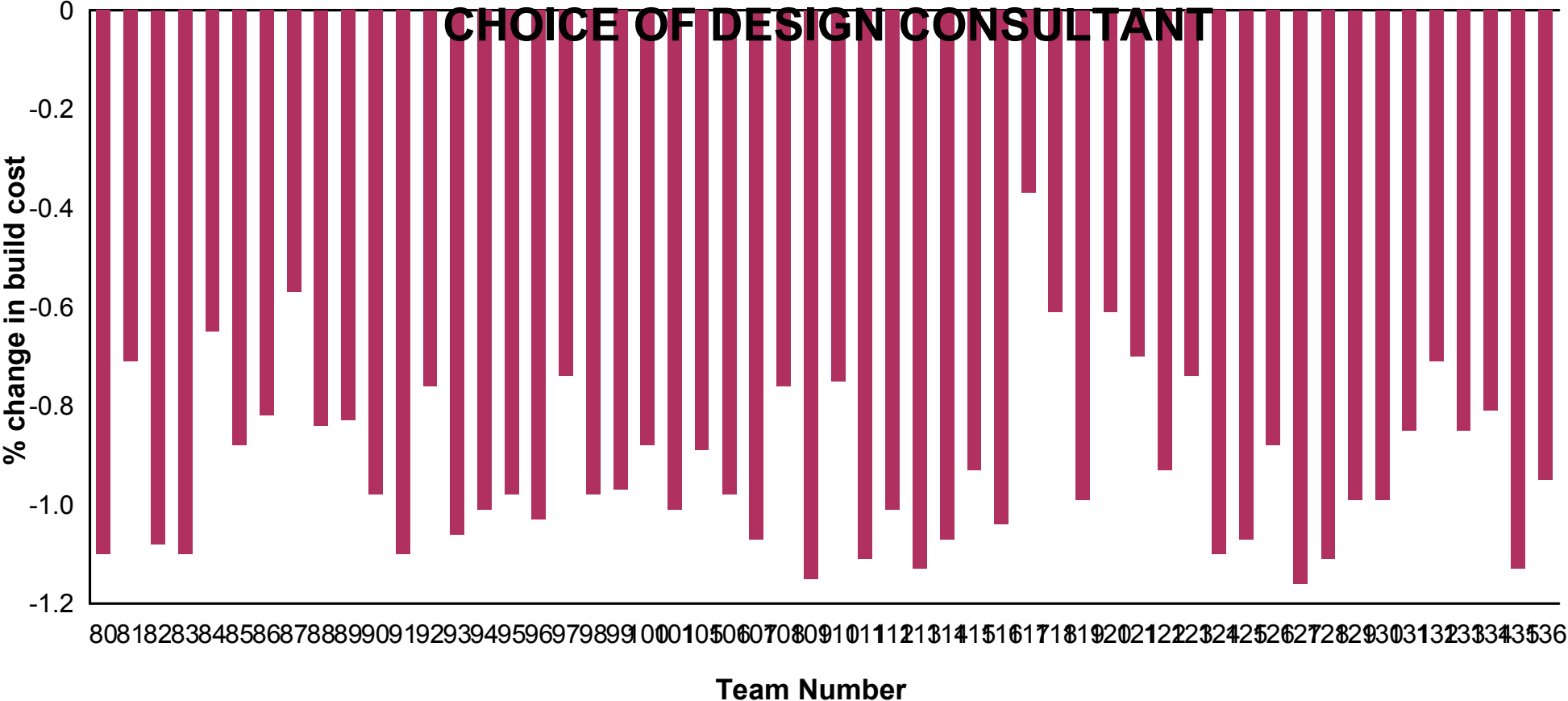
MARGINS



■ In the bid
■ On jobs progressed

AVERAGE AMOUNT OF JOB PROFIT EACH PERIOD

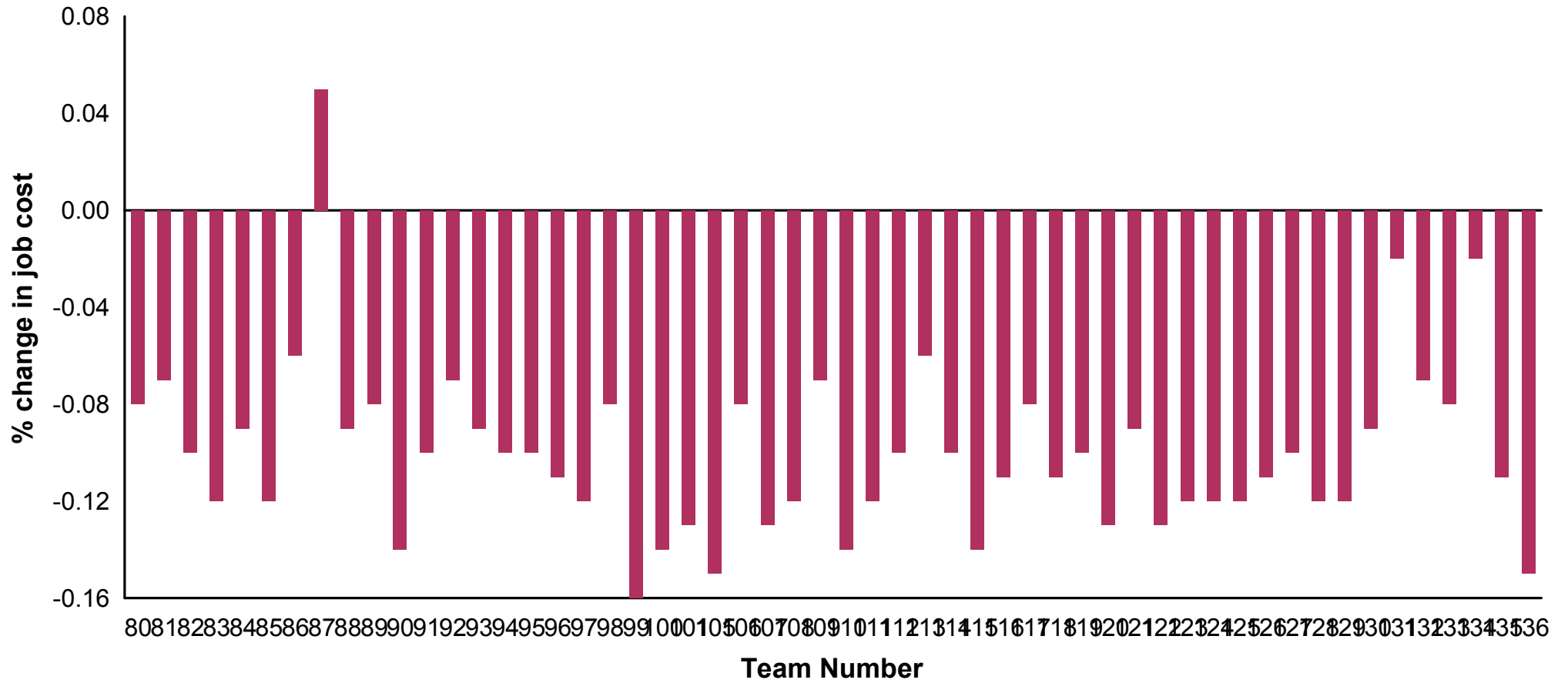




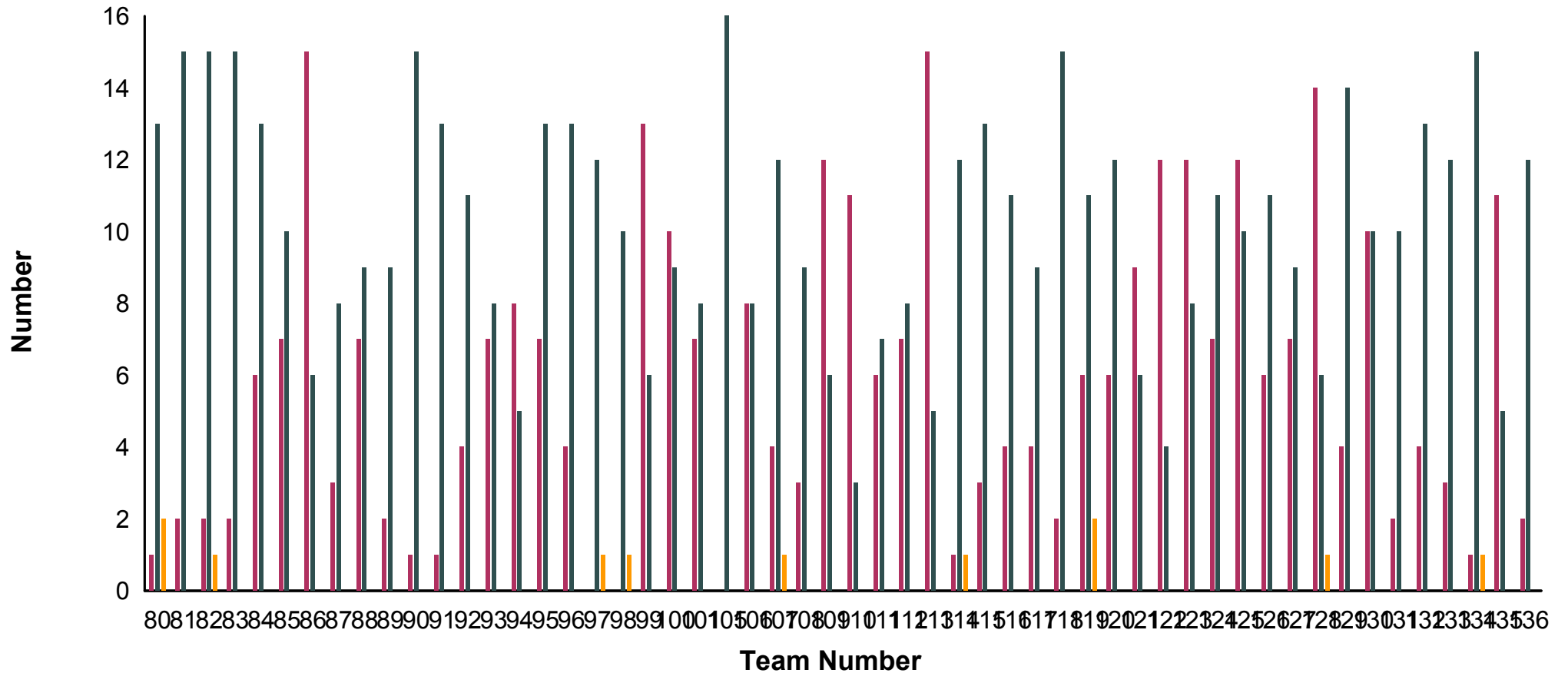
The choice of design consultant for Design and Build jobs can have a significant impact on the build costs.

Consultants with appropriate expertise and BIM experience produce designs that reduce the expected build cost when a job is progressed, which improves the profit margin on the job.

IMPACT OF WORLD EVENTS



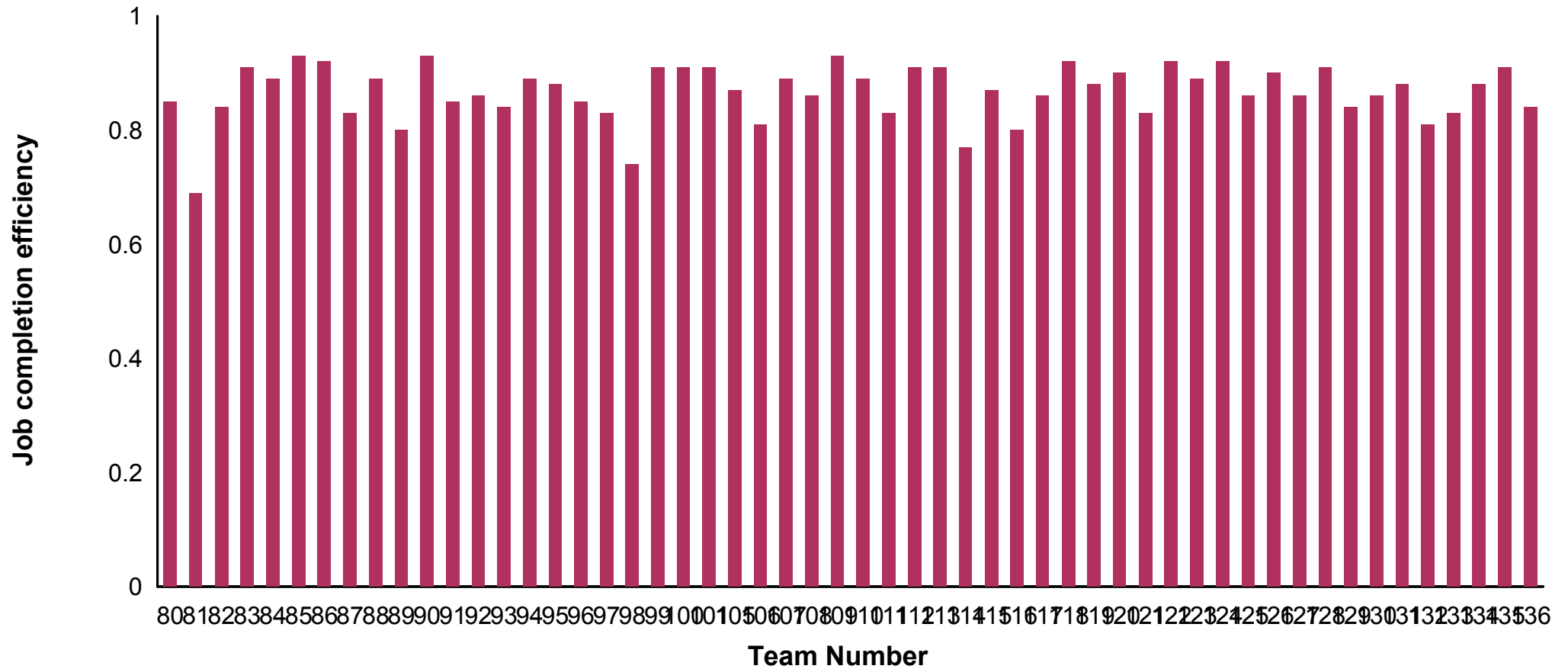
JOB COMPLETION



Early job completion earns a bonus from the client, frees off resources, and improves client relationship. Conversely, late completion incurs a penalty charge, and can significantly damage client relationship.

- Early
- On Time
- Late

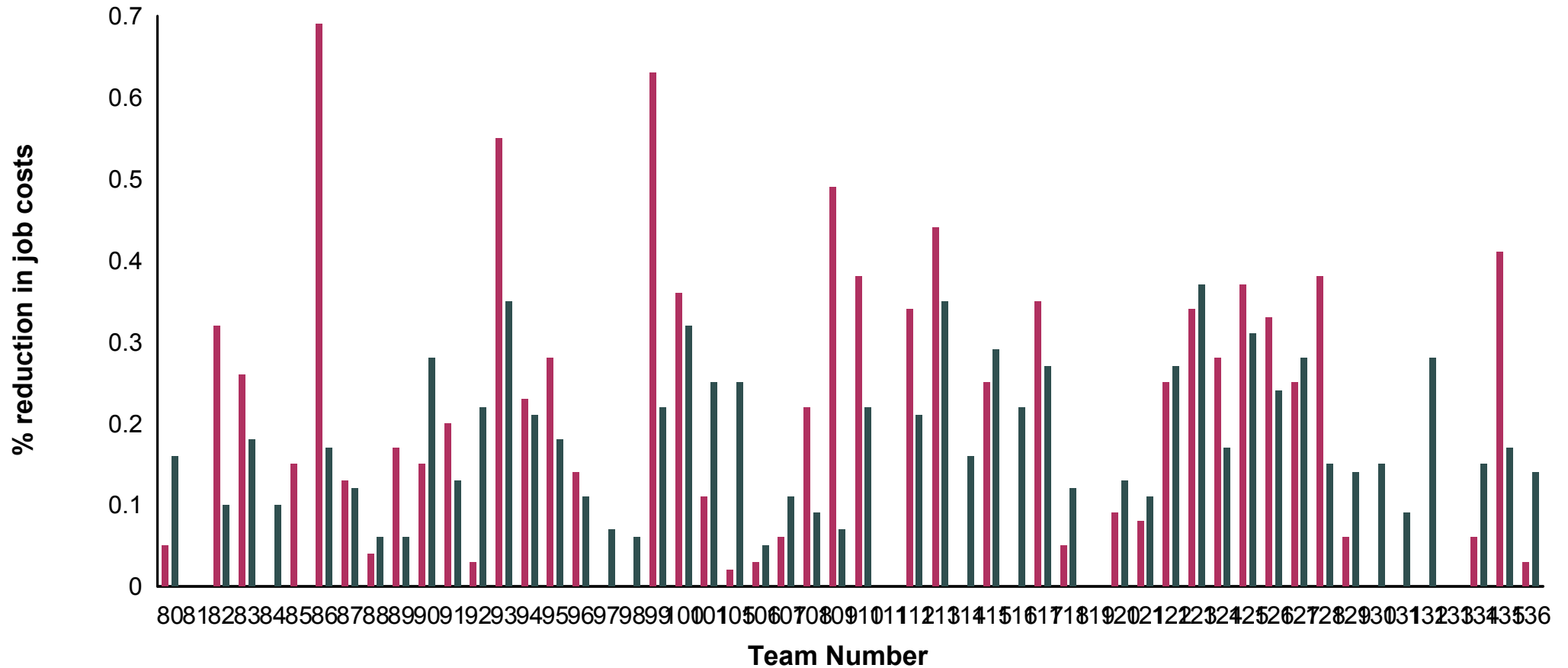
LABOUR MANAGEMENT



Completing jobs as efficiently as possible in terms of labour resourcing is key to maximising job profits.

The efficiency rating is from 0 to 1, where 1 is the optimum level.

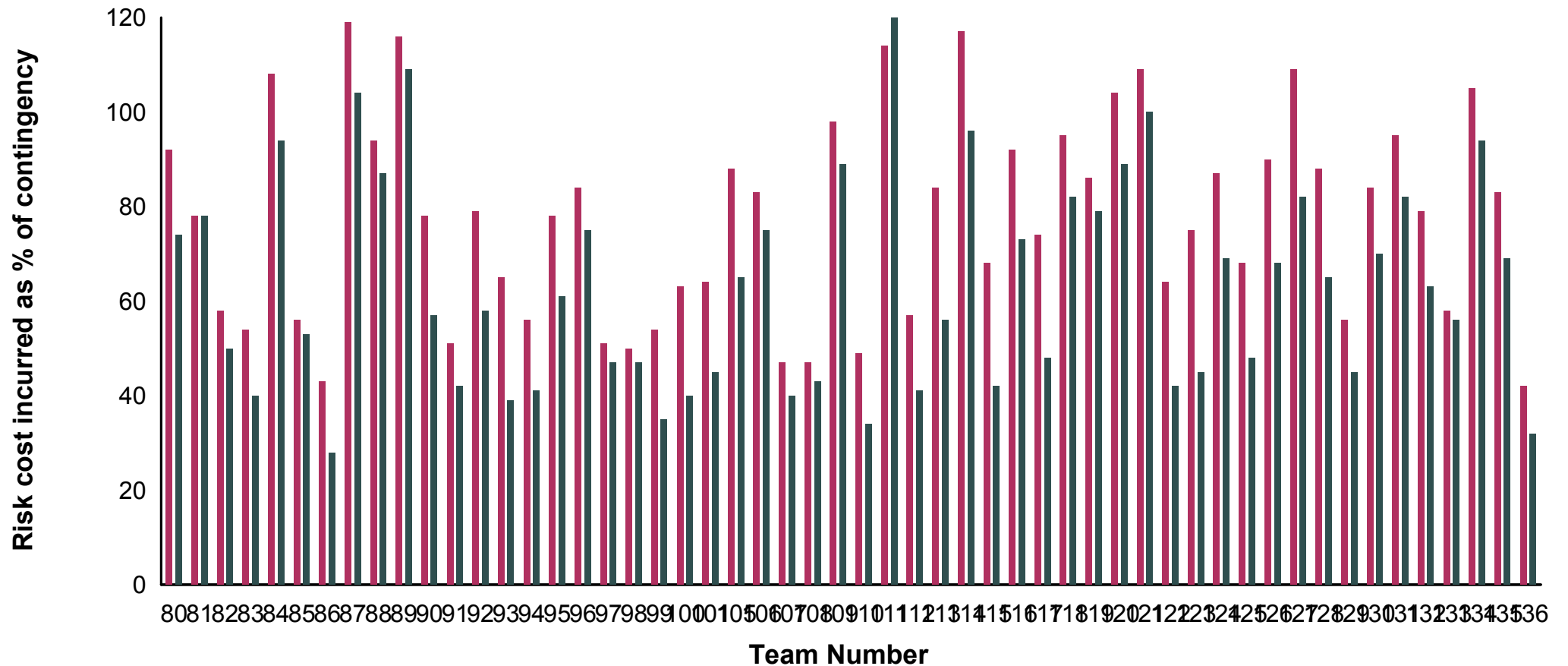
TARGETED INVESTMENTS



Targeted investments can reduce job costs, such as build and risk costs, significantly.

- Reduction in job costs due to build cost cost reductions
- Reduction in job costs due to risk cost reductions

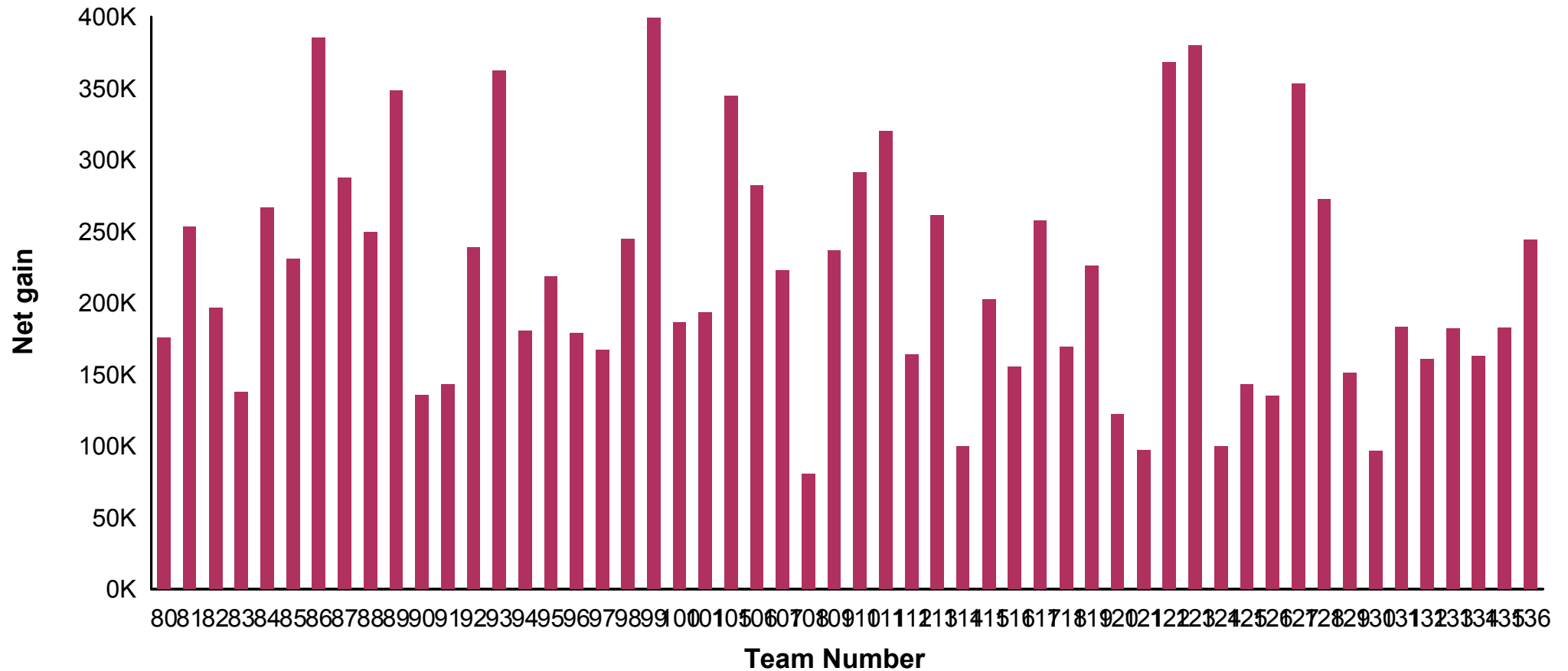
RISK MANAGEMENT



An effective risk management policy is crucial to keeping projects as profitable as possible.

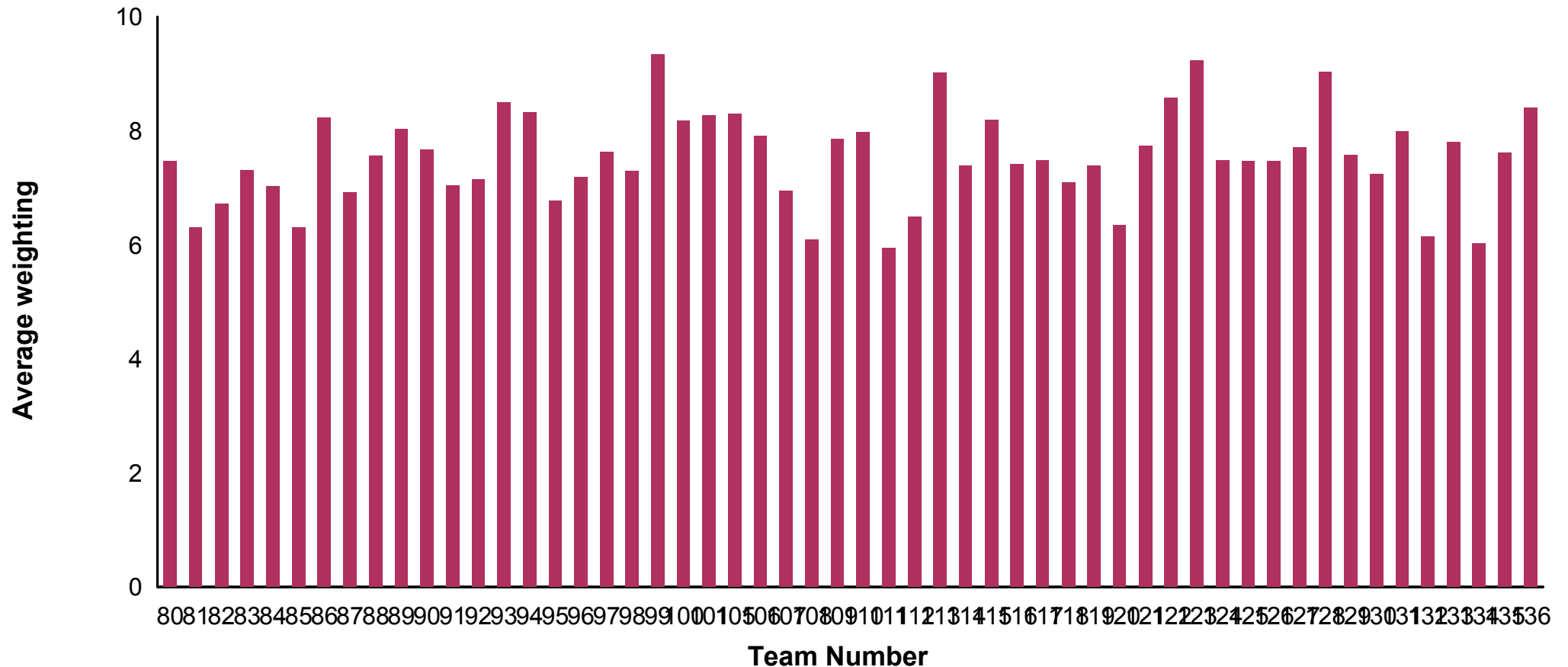
- Before mitigating actions
- After mitigating actions

PROJECT MANAGER (BONUS AFFECT)



Paying a bonus to project managers not only prevents them from resigning, but can improve their productivity, with a potential net monetary gain (job profit).

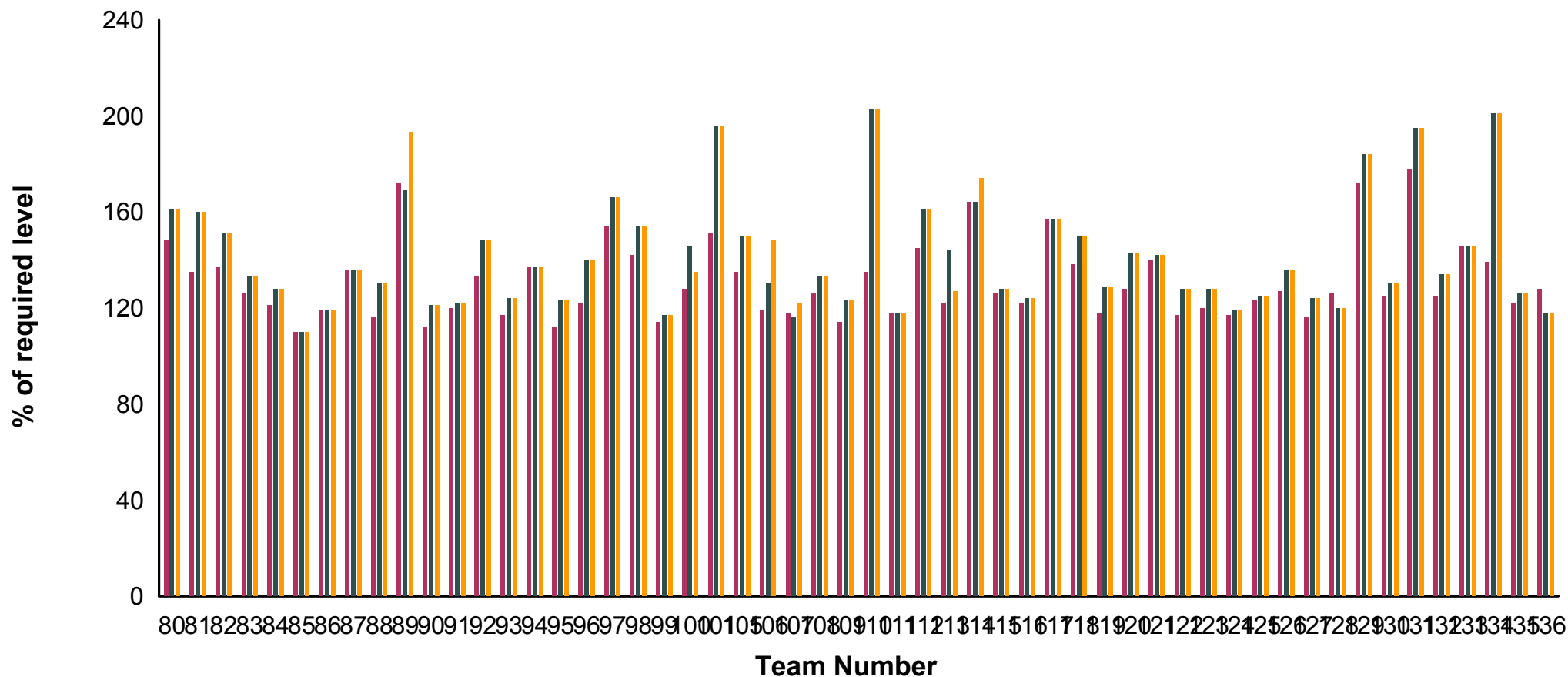
PROJECT MANAGER (PERFORMANCE)



A project manager with well-matched experience for a particular type of job will handle available resources more efficiently, whilst a project manager with inappropriate experience will impair contract efficiency.

Project managers are weighted from 1 (Poor) to 10 (The best possible).

OVERHEAD STAFFING

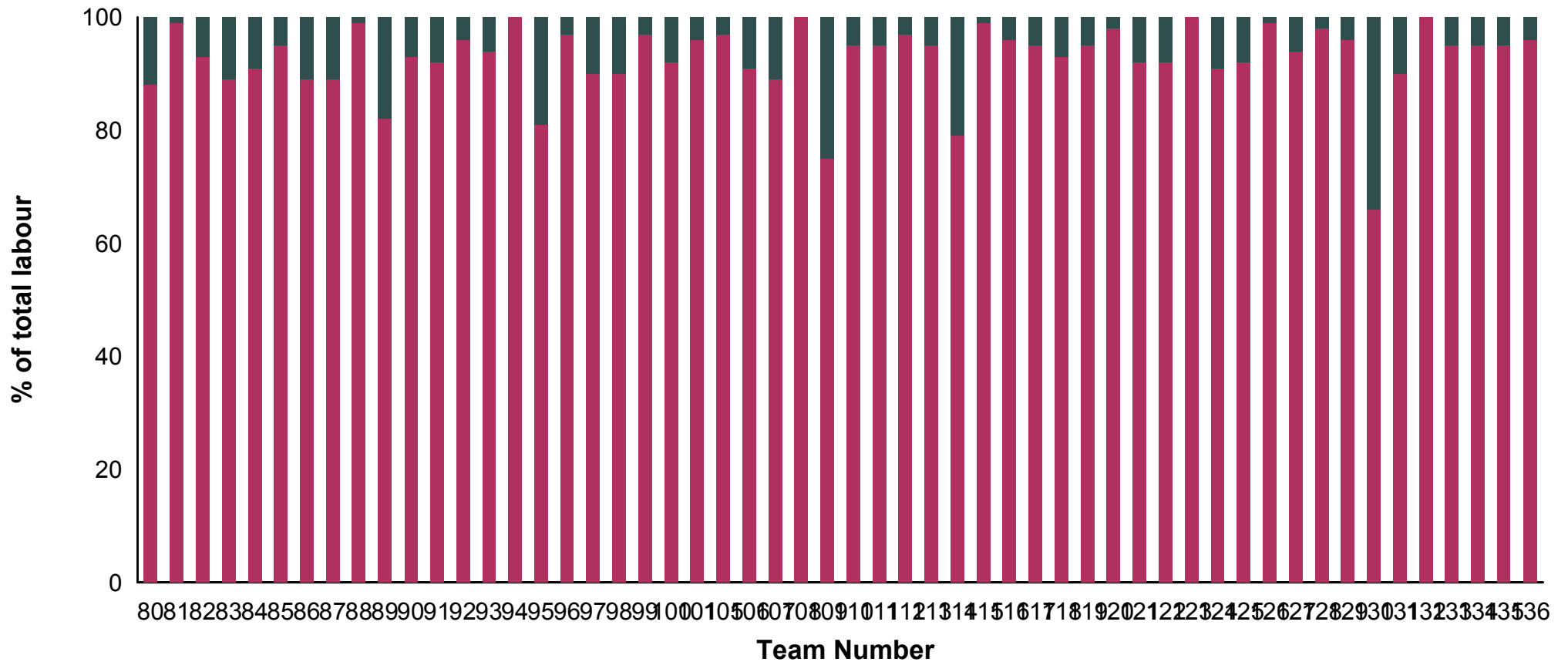


Efficient overhead management has a significant impact on operating profitability.

100% is the required level. Anything lower indicates understaffing, with an adverse affect on costs (Head Office and QHSE) or value (Measurement).

- Head Office
- QHSE
- Measurement

LABOUR USAGE

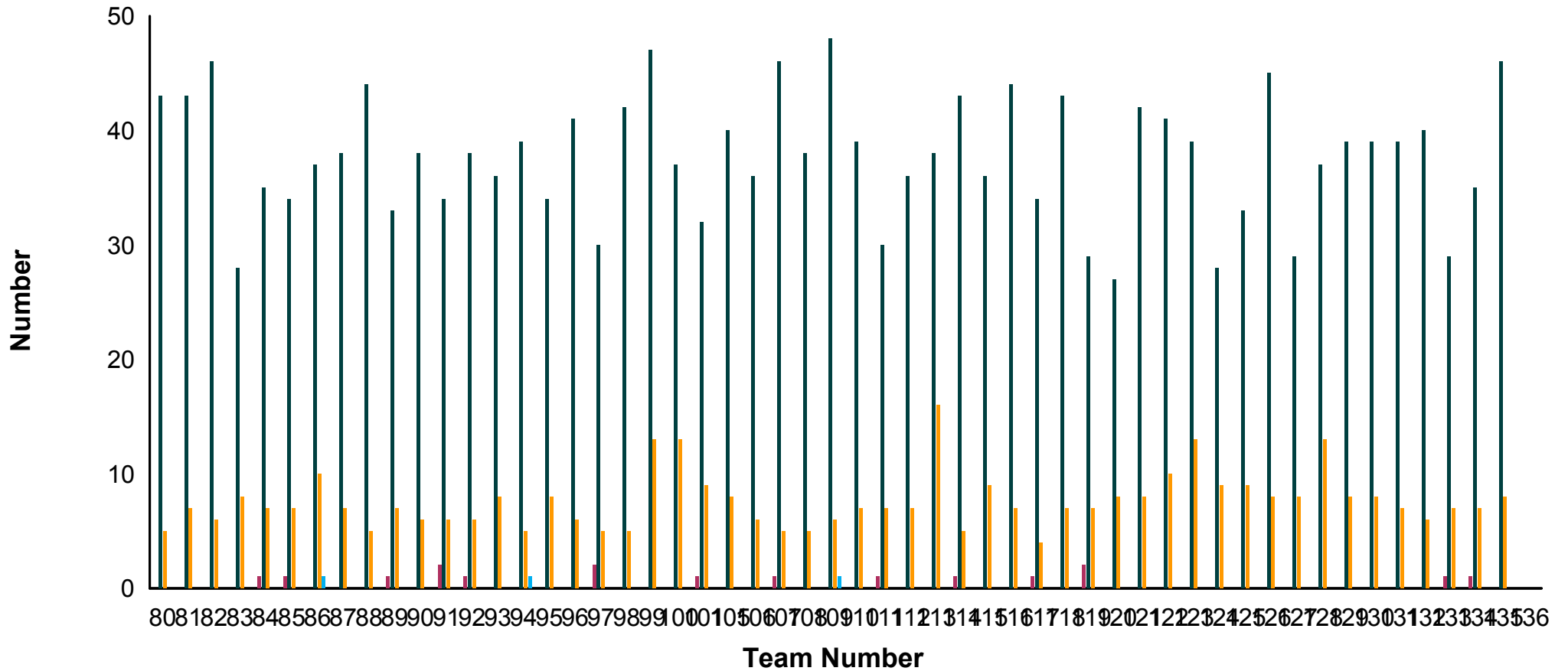


Subcontractor costs vary from country to country.

Excessive use of subcontractors can have an adverse affect on the morale of the company's own labour.

Own labour
Subcontract labour

CLIENT RELATIONSHIPS



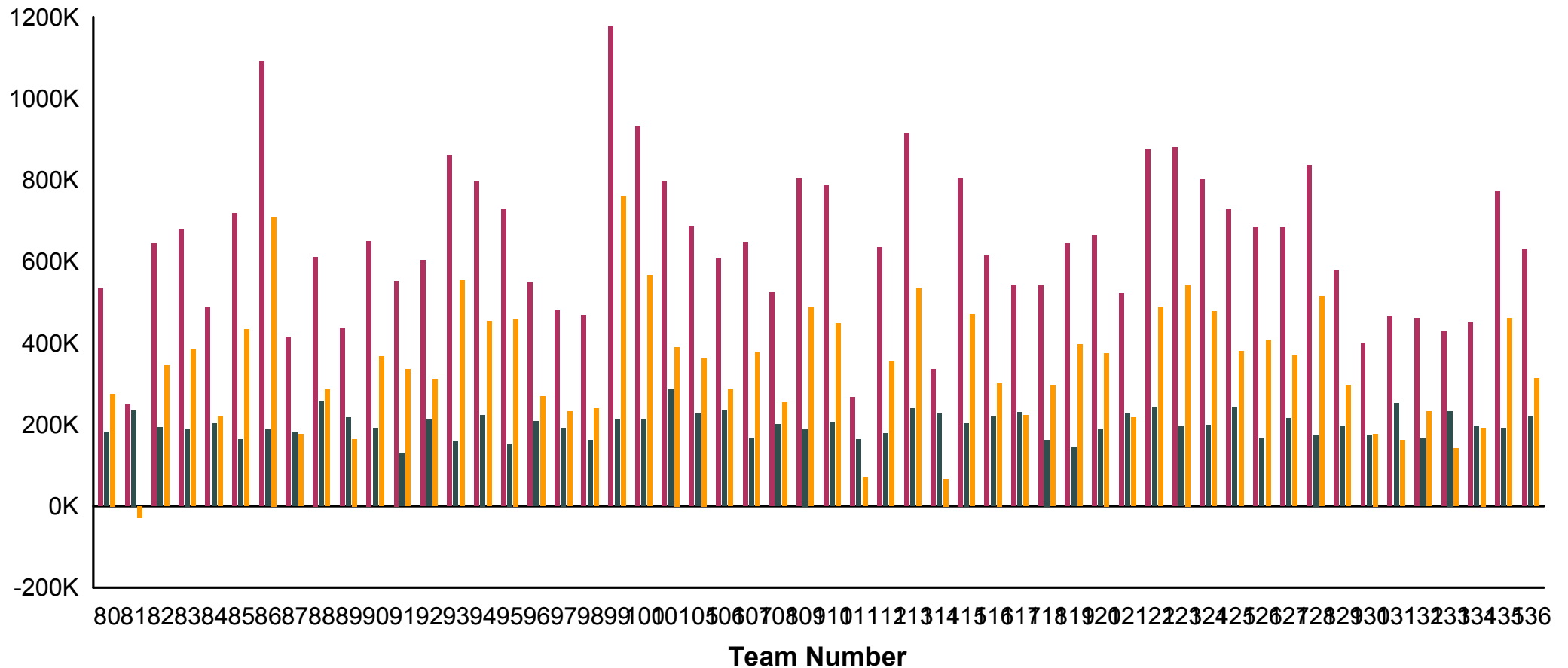
Building strong client relationships can be crucial in securing new work.

- Poor or worst
- Satisfactory
- Fairly good to Extremely good
- Excellent or better

DURING TIME IN CHARGE

CHANGE IN COMPANY VALUE

AVERAGE COMPANY PROFITS AND COSTS EACH PERIOD

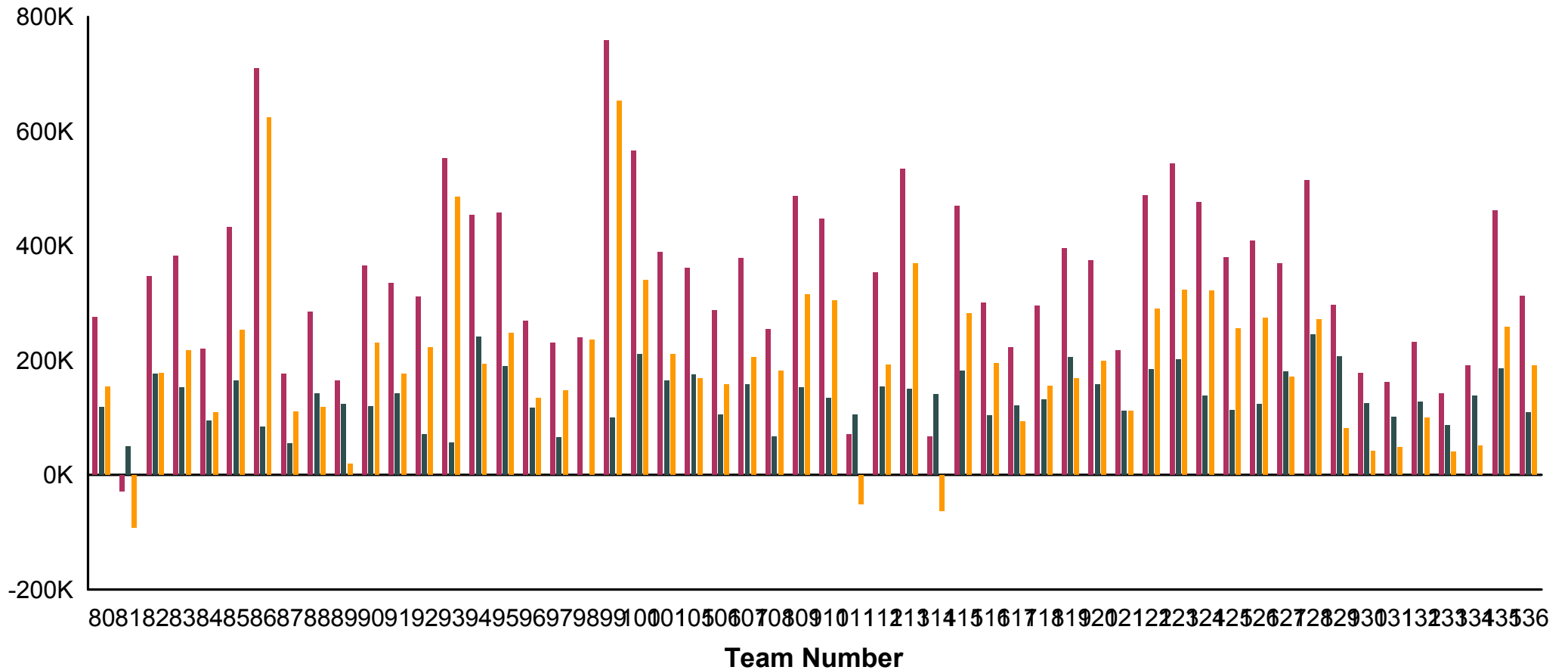


Ultimately the Operating profit improves the value of the business, going straight into the Cash Account.

$$\text{OPERATING PROFIT} = \text{GROSS PROFIT} - \text{OVERHEAD COSTS}$$

- Gross profit
- Overhead costs
- Operating profit

CHANGE IN COMPANY VALUE EACH PERIOD



The value of the company is reduced by paying dividends to shareholders.

So long as the dividend payments are offset by higher operating profit, the value of the business will continue to rise.

- Operating profit
- Dividend paid
- Change in company value