

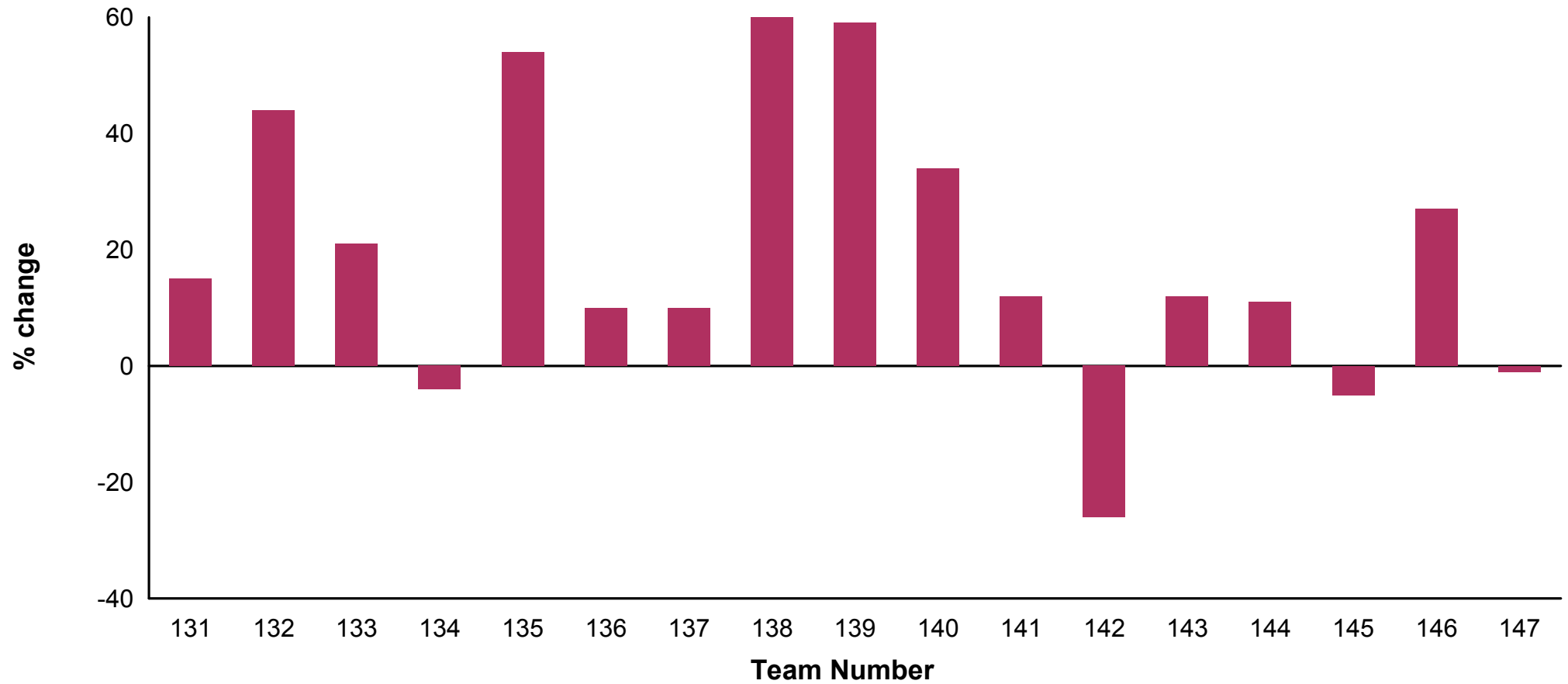


Enginuity 2018 Competition

COMPARATIVE ASSESSMENT OF TEAMS REPORT FOR STANTEC

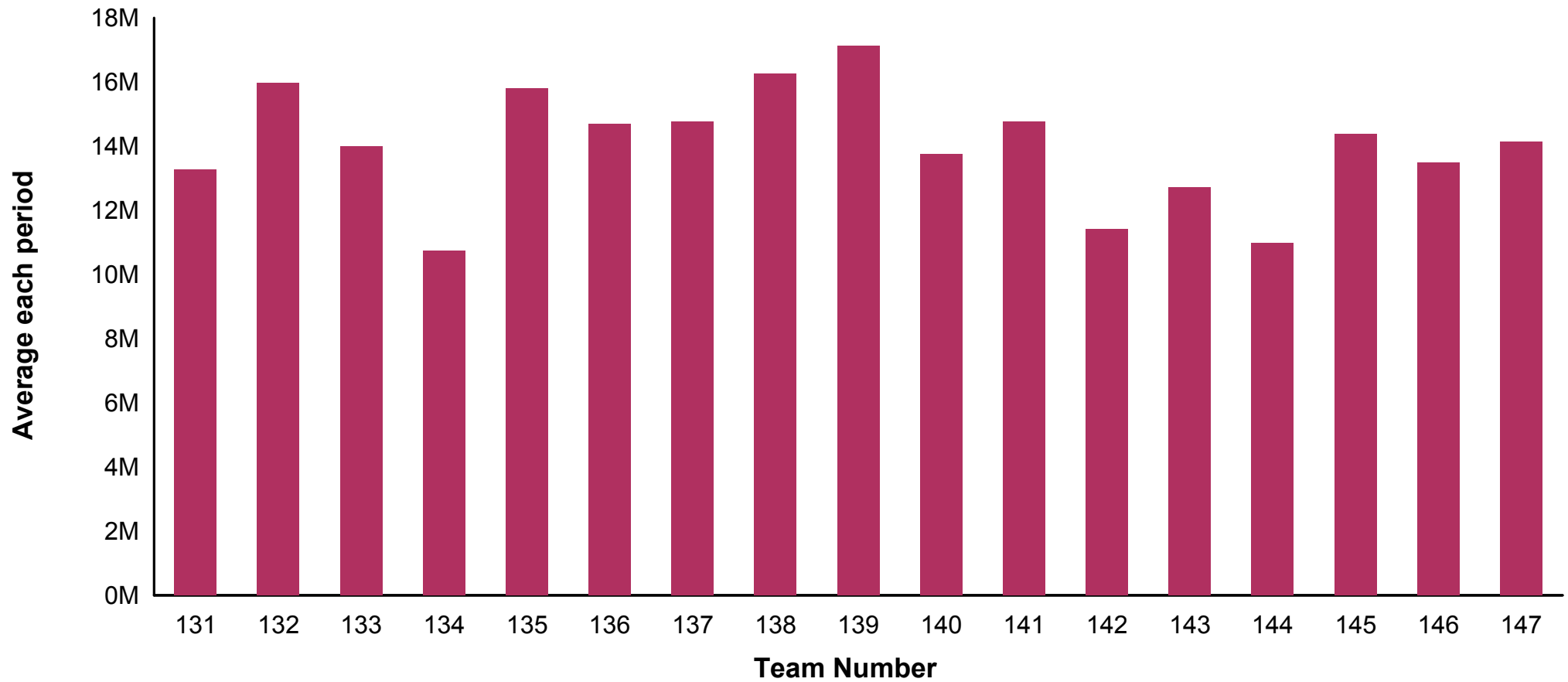
		FINANCE			OVERHEADS					PROCUREMENT				JOB PROGRESSION			THE FUTURE		
No.	Name	No. of periods in charge	% chg in Comp Value	% chg in Share Price	% Market Share	Marketing Department					No. Jobs Bid For	No. Jobs Won	No. Jobs Lost	% Bid Success Rate	Profitability (% of Job Costs)			F/wd W/load	F/wd Margin
						% Market Share (By Sector)	IND	B&C	TRA	ENE					W&S	Job Profit	O/Head Costs		
131	TS1136	8	15	53	22	3	52	24	7	13	36	20	16	56	4.0	1.9	1.7	31.1m	2.6%
132	Technical Knockout	8	44	29	32	0	44	24	19	14	29	18	11	62	4.7	1.9	2.4	38.6m	2.7%
133	Stantecosaurus	8	21	7	30	8	48	0	18	25	31	16	15	52	3.8	1.8	1.6	25.9m	2.8%
134	Soil Management	8	-4	8	16	0	46	21	29	5	21	16	5	76	3.4	2.3	0.8	20.7m	2.9%
135	Shatha Paramhita, now part of I	8	54	147	26	0	49	1	17	34	21	17	4	81	5.7	1.4	3.5	33.0m	2.4%
136	Monkey's with Straw Hats	8	10	1	32	0	39	33	0	29	25	17	8	68	3.8	2.2	1.4	24.8m	2.8%
137	Stantastic Engineers and Where	8	10	69	23	0	40	30	1	29	34	19	15	56	3.3	1.5	1.5	34.8m	2.8%
138	STANDout TEChnologies AU	8	60	111	29	18	80	1	0	0	25	15	10	60	6.1	1.8	3.6	39.6m	2.6%
139	Can D+C	8	59	45	25	24	72	1	0	4	29	20	9	69	4.7	1.4	2.7	38.4m	2.8%
140	Stanzac	8	34	58	22	0	47	5	18	31	26	16	10	62	4.4	1.4	2.5	29.1m	2.5%
141	Stantec 6	8	12	34	27	0	44	19	20	17	37	19	18	51	3.8	1.9	1.5	15.8m	2.4%
142	Team Esh-MWH	8	-26	-57	21	0	57	14	27	2	30	14	16	47	2.0	2.4	-0.6	10.1m	3.2%
143	Ridding Ambiguity with Enginu	8	12	28	30	0	36	20	26	18	24	14	10	58	4.1	1.9	1.8	36.8m	2.4%
144	StanSHEQ	8	11	31	19	0	48	14	32	7	21	16	5	76	3.8	1.9	1.6	28.9m	2.7%
145	Warrington-Longbridge	8	-5	0	28	0	51	22	23	3	17	14	3	82	3.0	2.0	0.7	26.6m	2.5%
146	Scot-Tec	8	27	60	29	0	53	4	37	6	21	13	8	62	5.2	2.0	2.6	45.9m	2.4%
147	Stantinity	8	-1	22	23	0	48	27	17	7	35	22	13	63	2.8	1.6	0.8	27.6m	2.5%

COMPANY VALUE



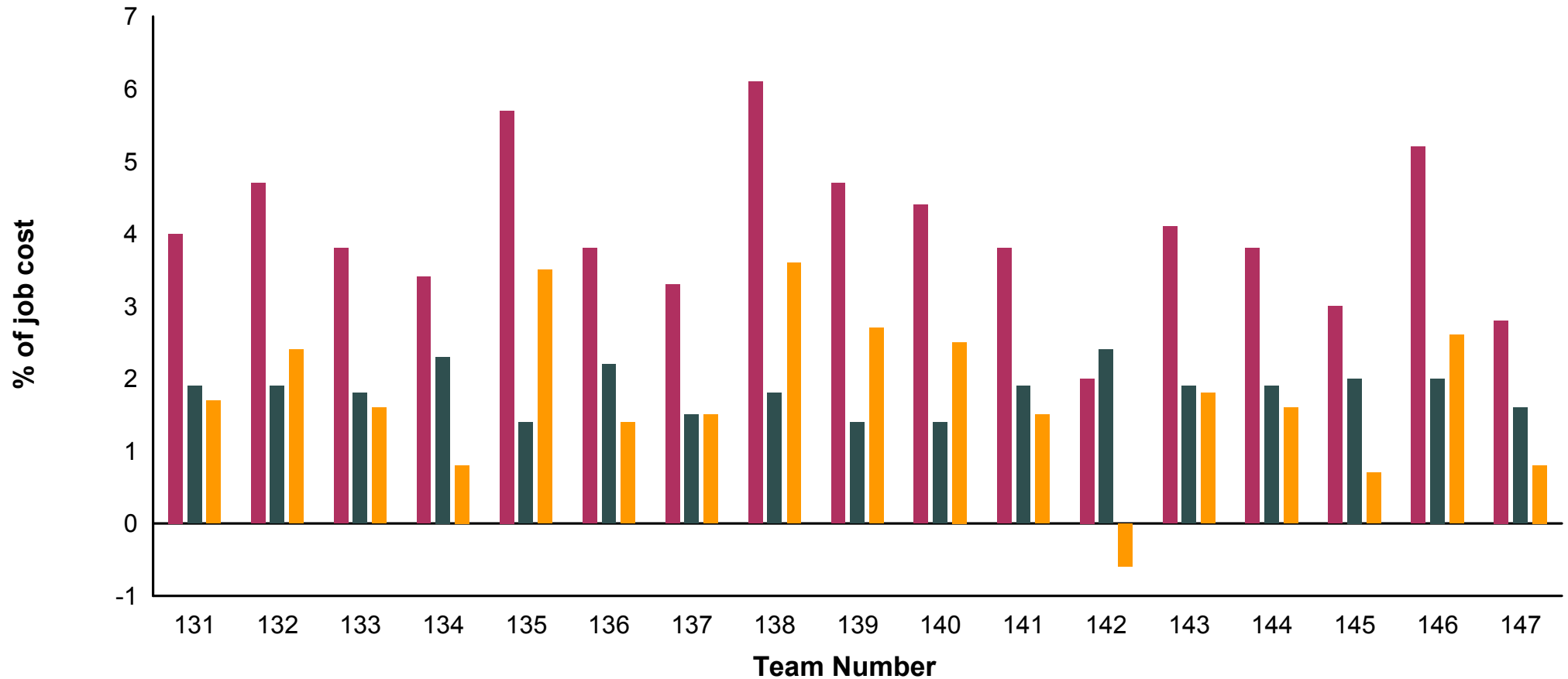
Increasing the value of the business is the prime objective of the management team.

TURNOVER



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

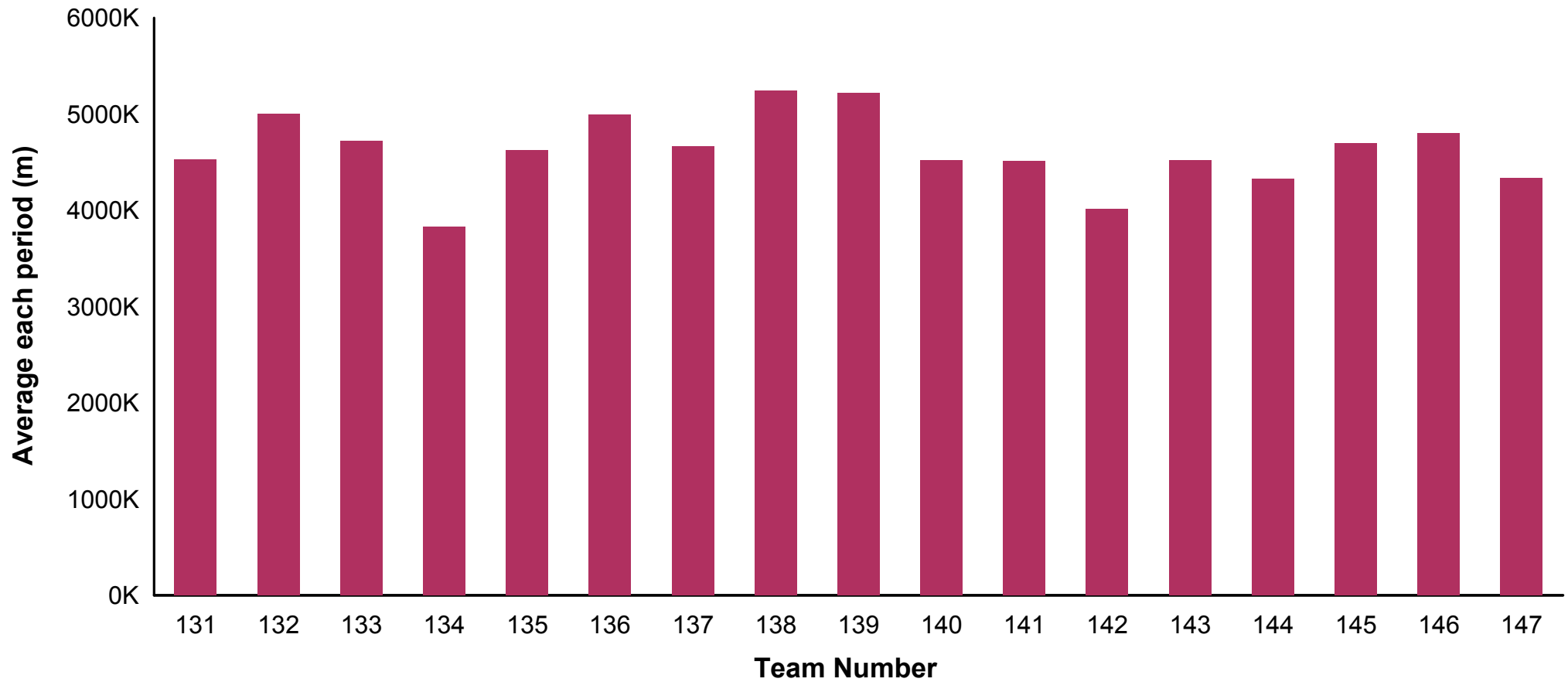
PROFITABILITY



Managing jobs as profitably as possible, and keeping overhead costs under control, are both key drivers in ensuring that the company’s operating profit is as healthy as possible. This ultimately feeds into the cash account, and affects company value.

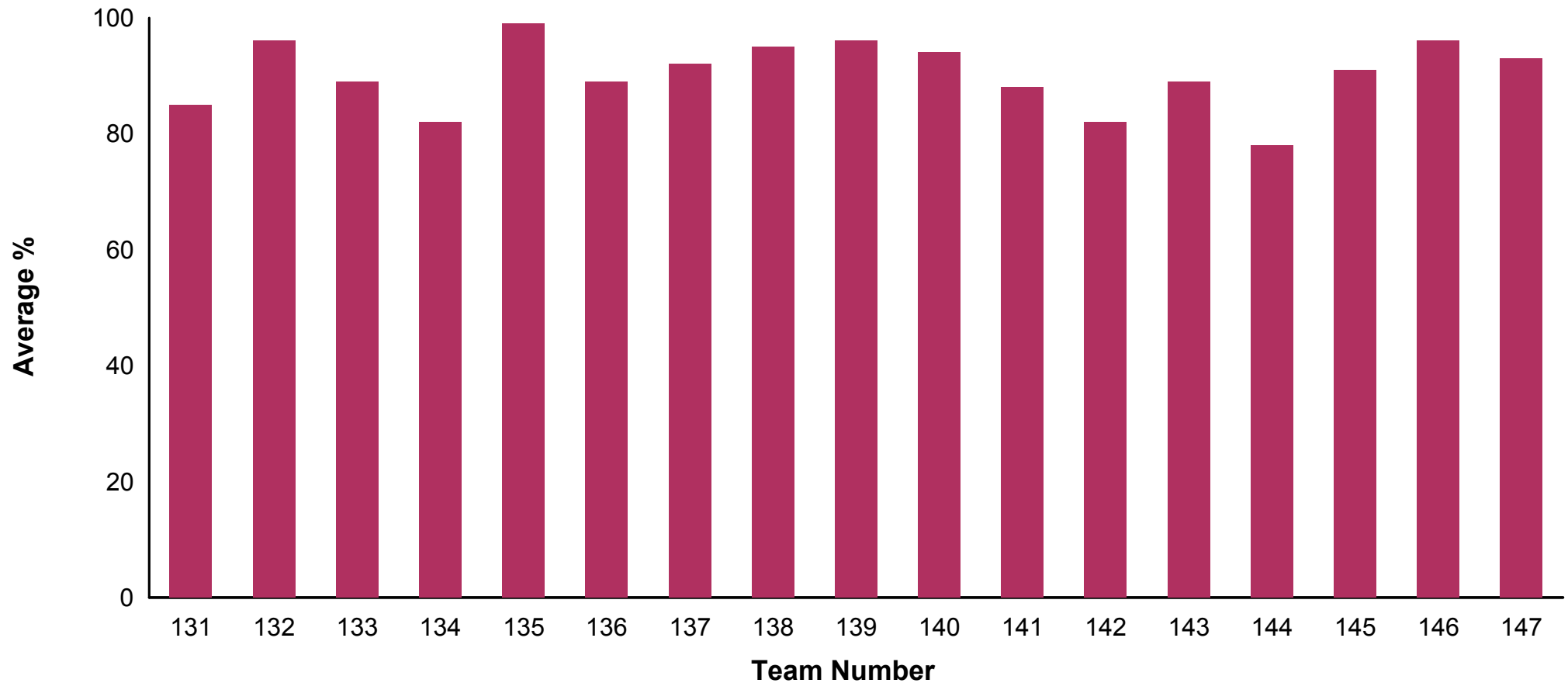
- Job profit
- Overhead costs
- Operating profit

CAPITAL BASE



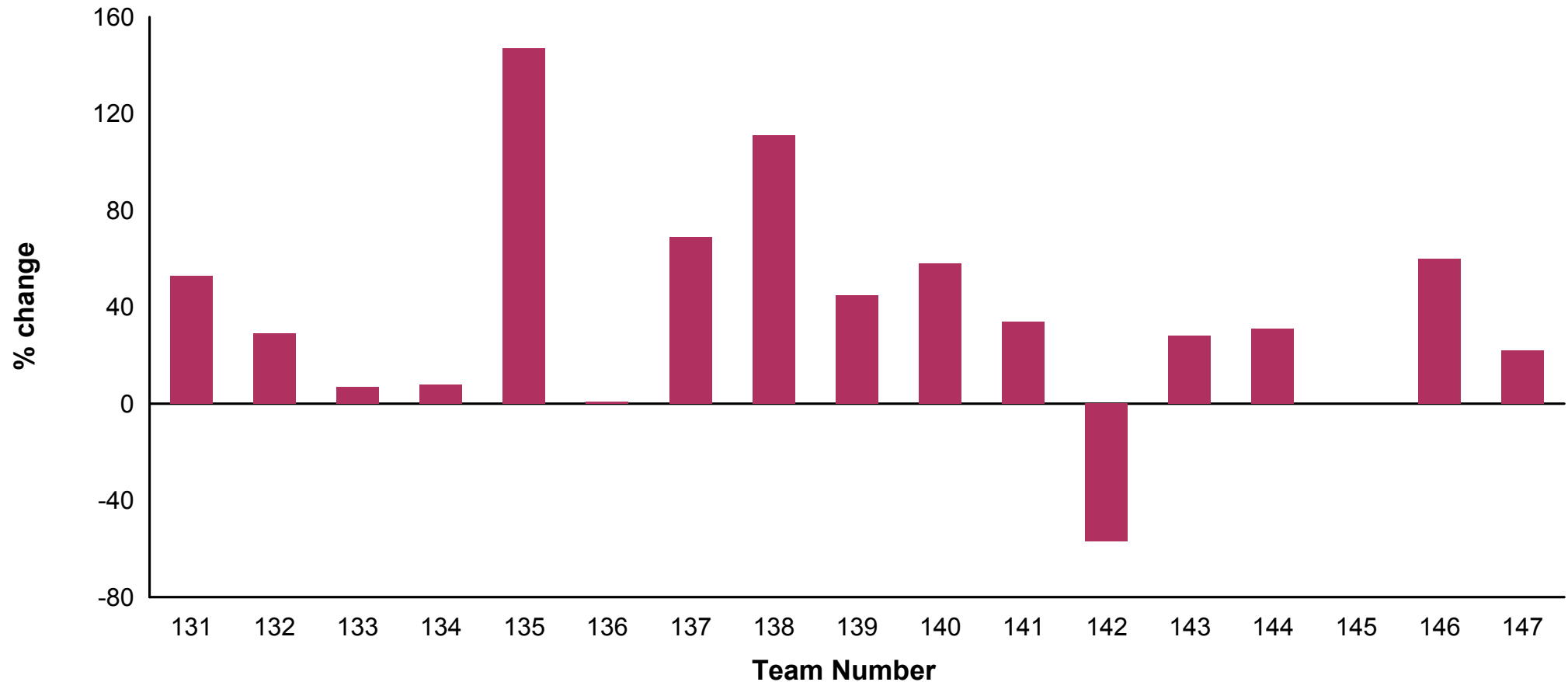
Expanding the company's capital base (infrastructure) enables more work to be undertaken, and potentially more growth.

CAPITAL EMPLOYED



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

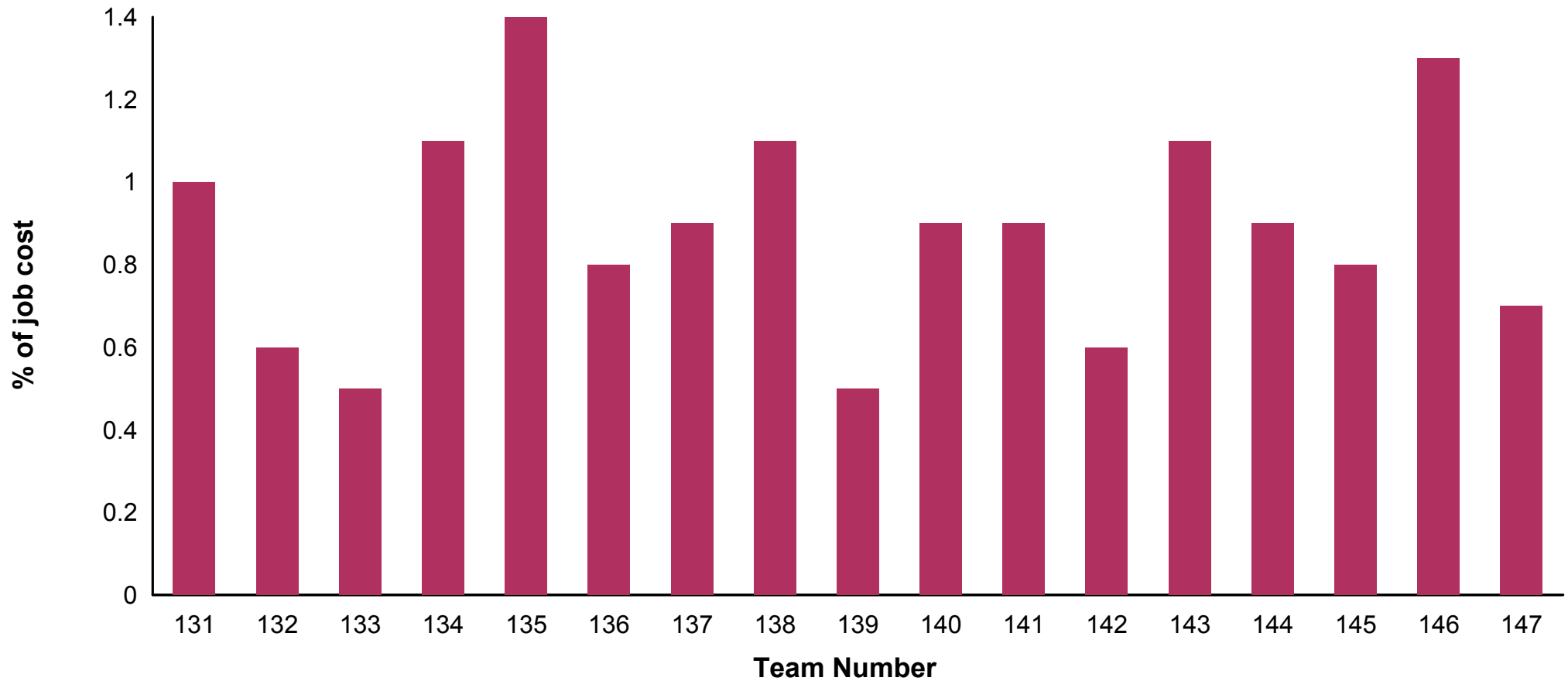
SHARE PRICE



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.

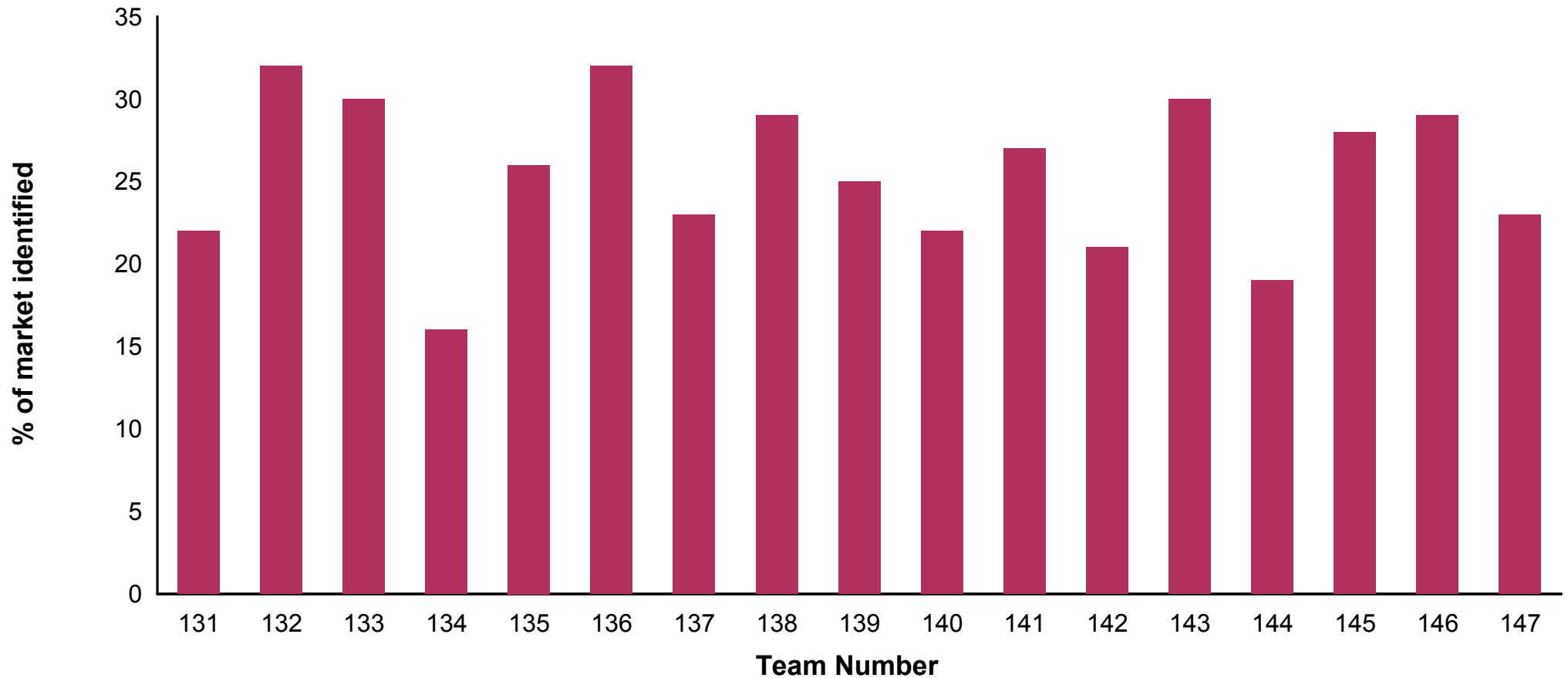
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

DIVIDEND PAID



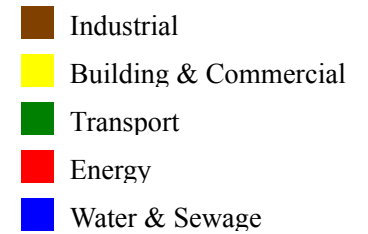
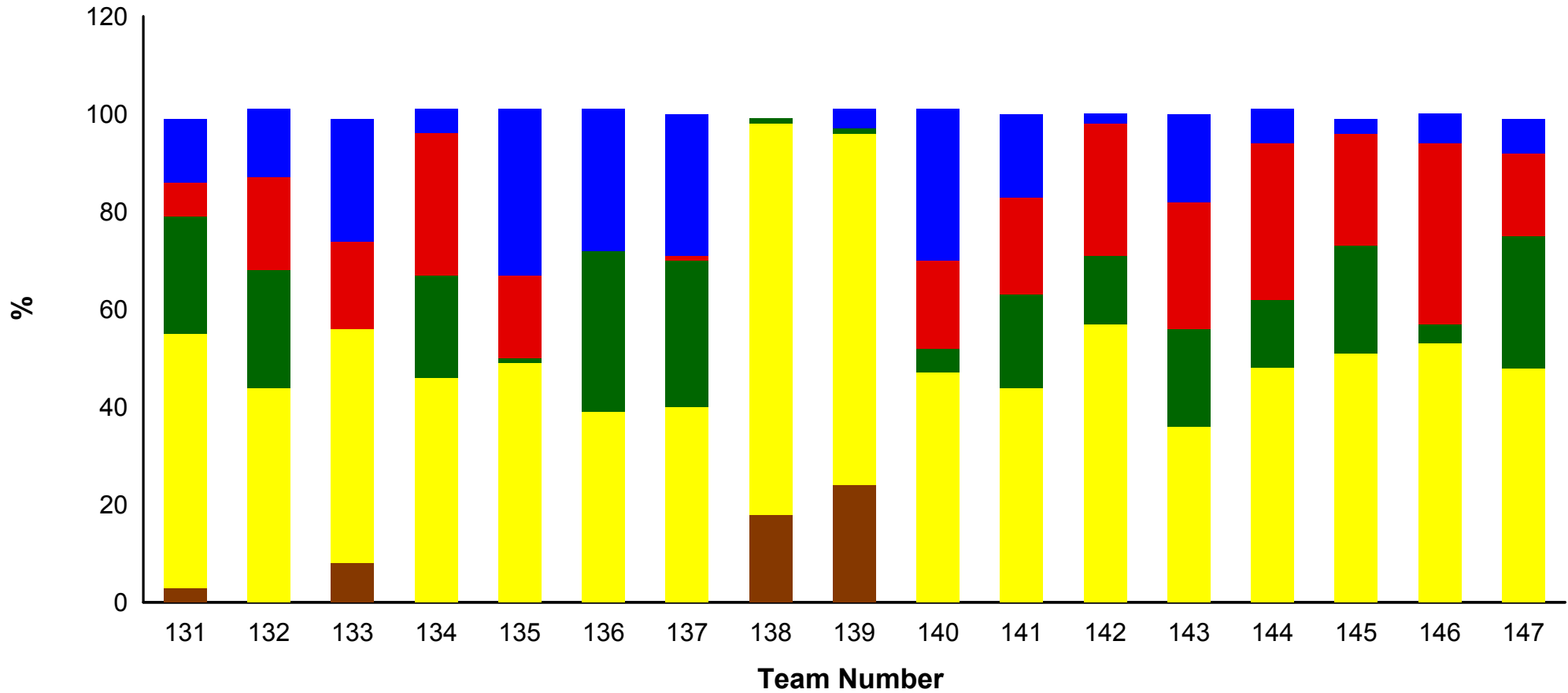
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.

MARKET SHARE (OVERALL)

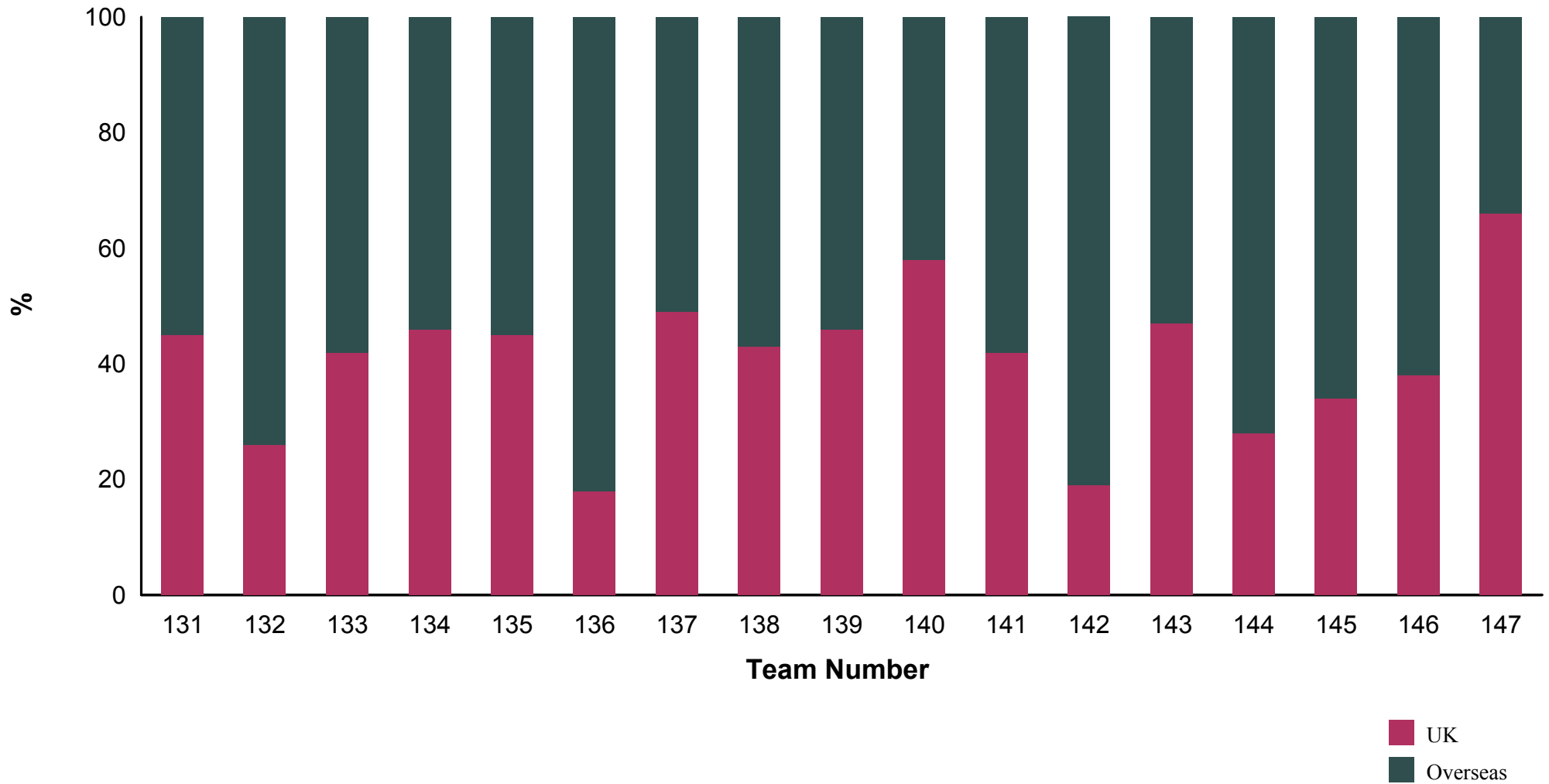


Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

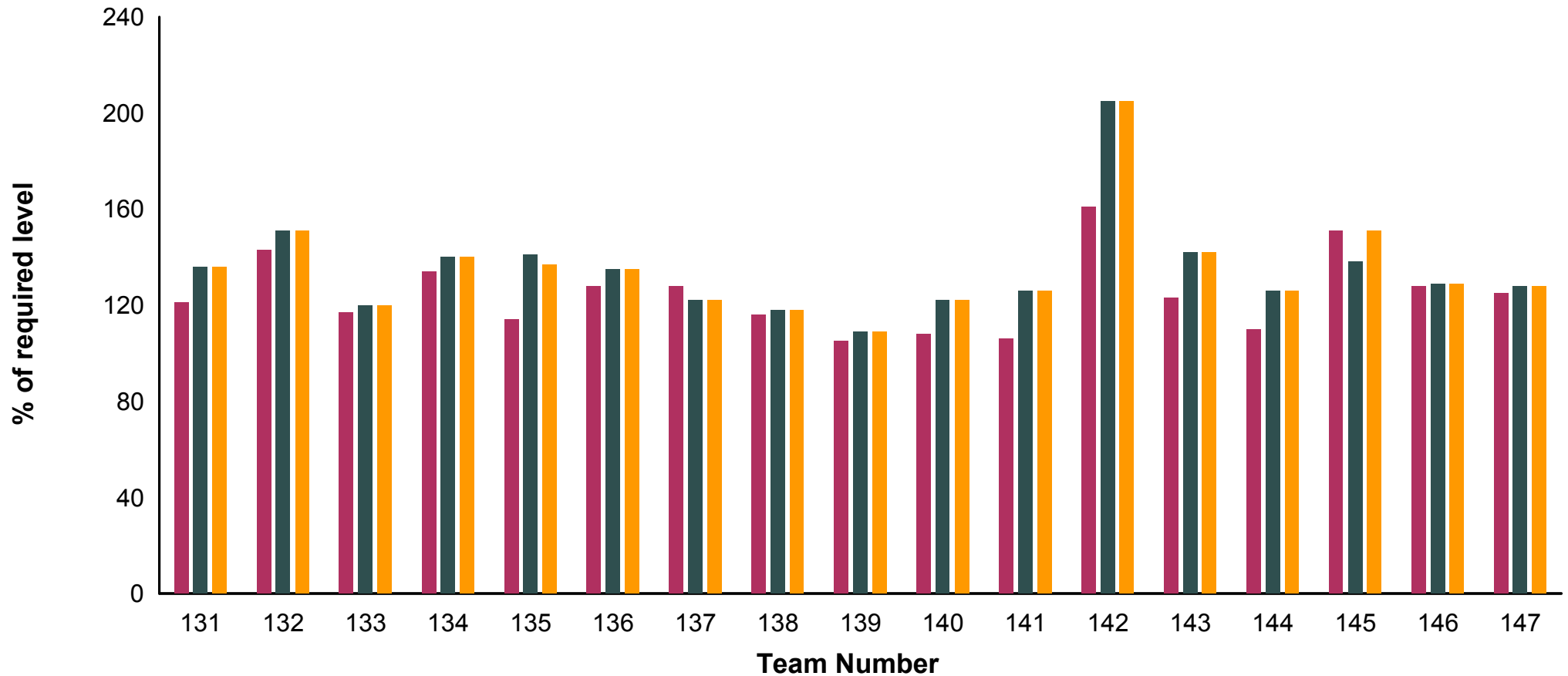
MARKET SHARE SPLIT (BY SECTOR)



MARKET SHARE SPLIT (BY LOCATION)



OVERHEAD STAFFING

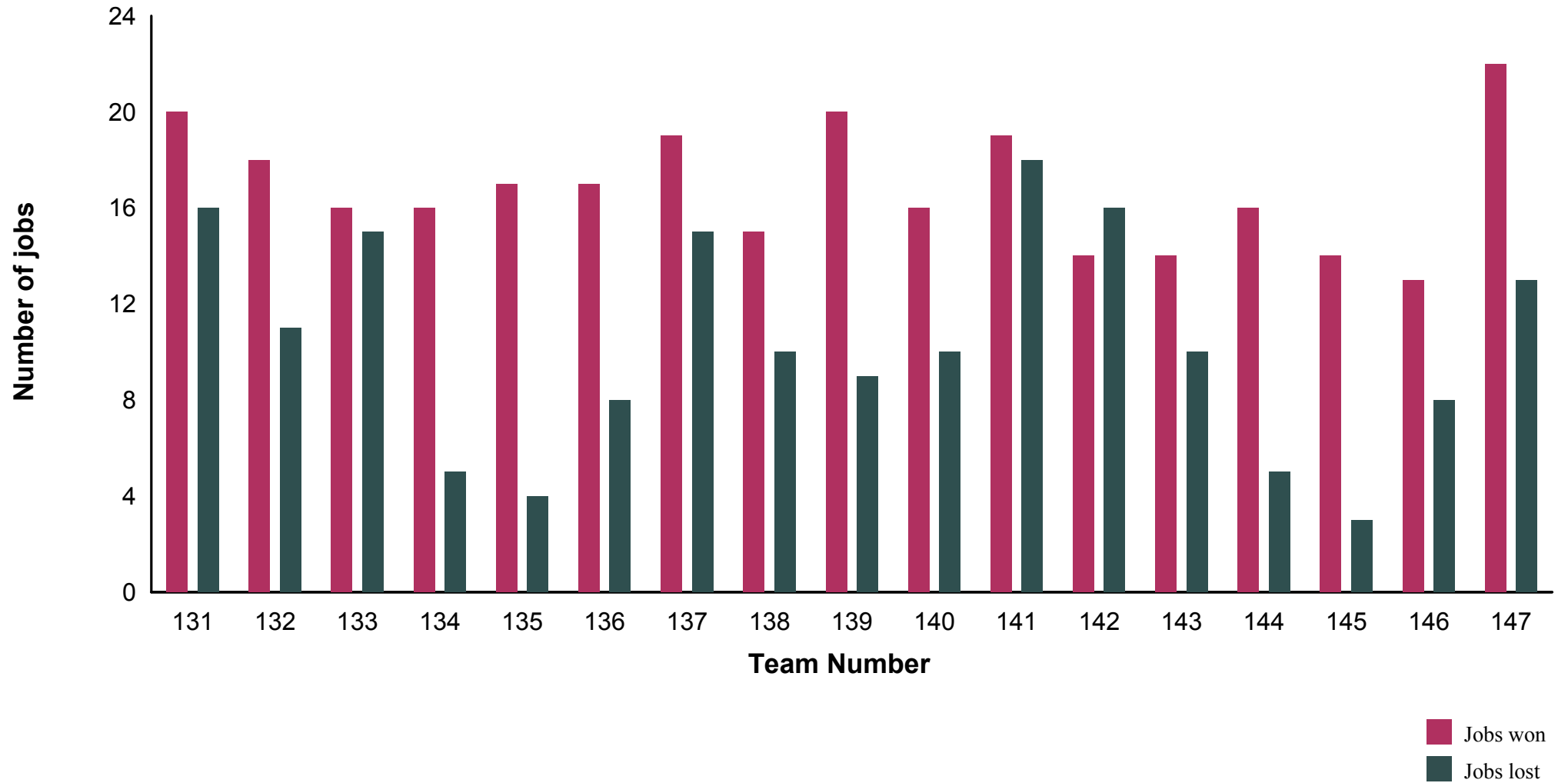


Efficient overhead management has a significant impact on operating profitability.

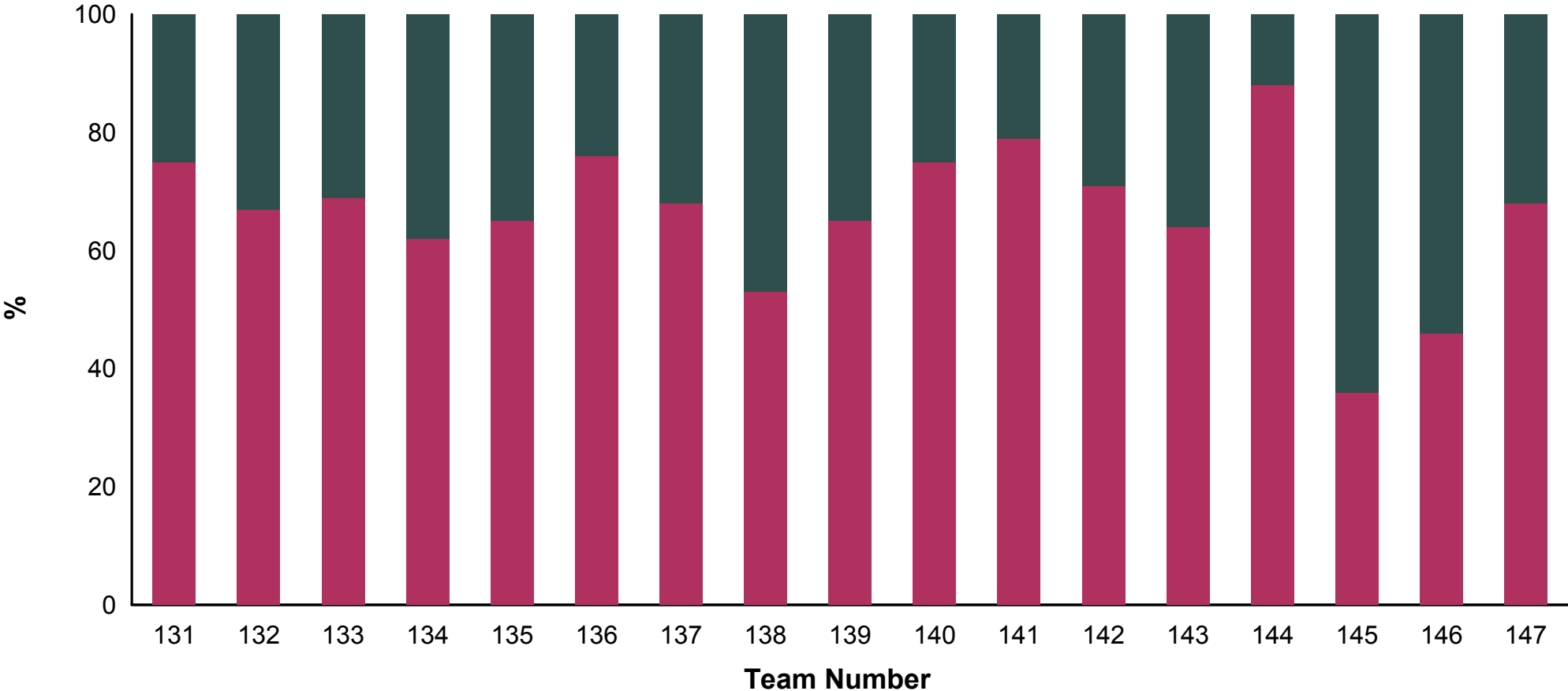
100% is the required level. Anything lower indicates understaffing, with an adverse affect on costs (Head Office and QHSE) or value (Measurement).

- Head Office
- QHSE
- Measurement

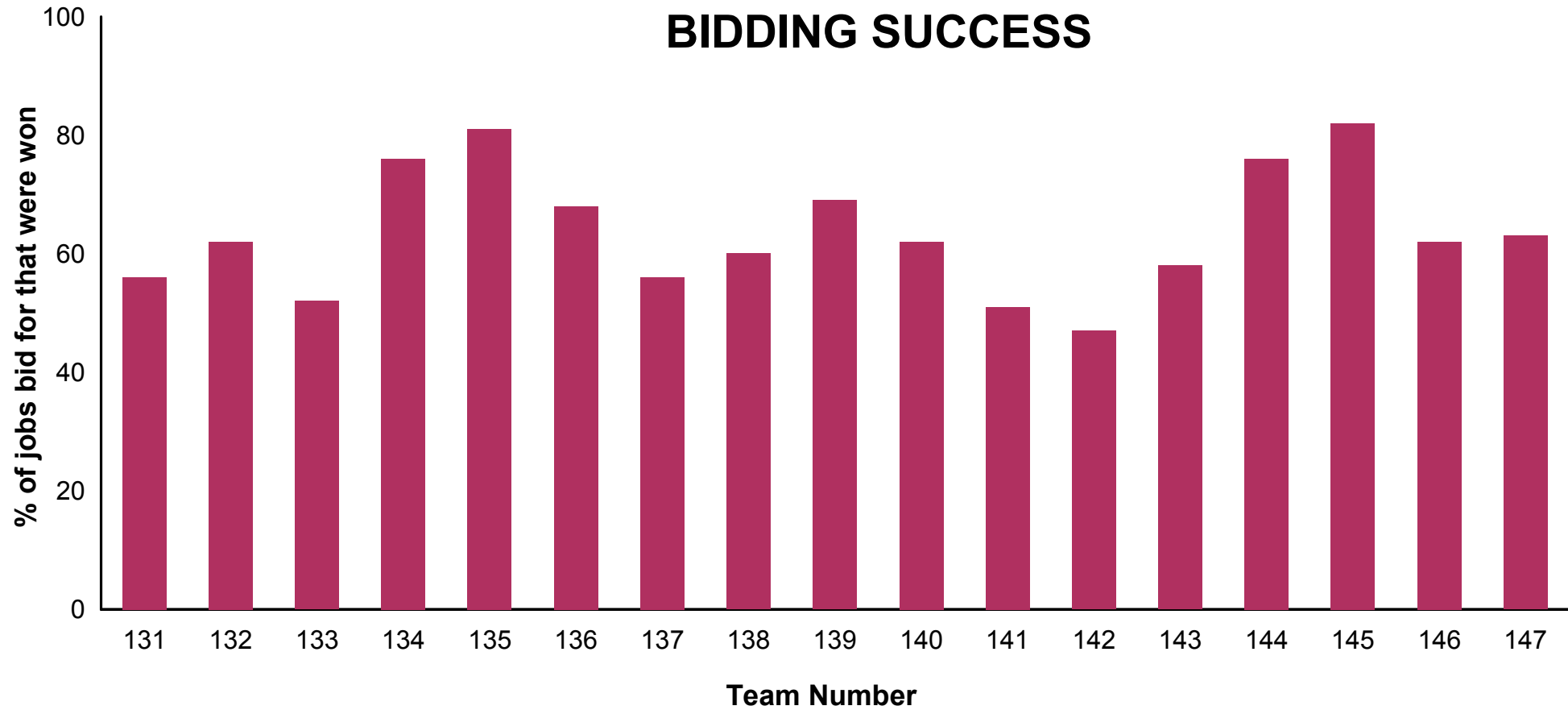
JOBS WON AND LOST



TYPE OF JOBS WON



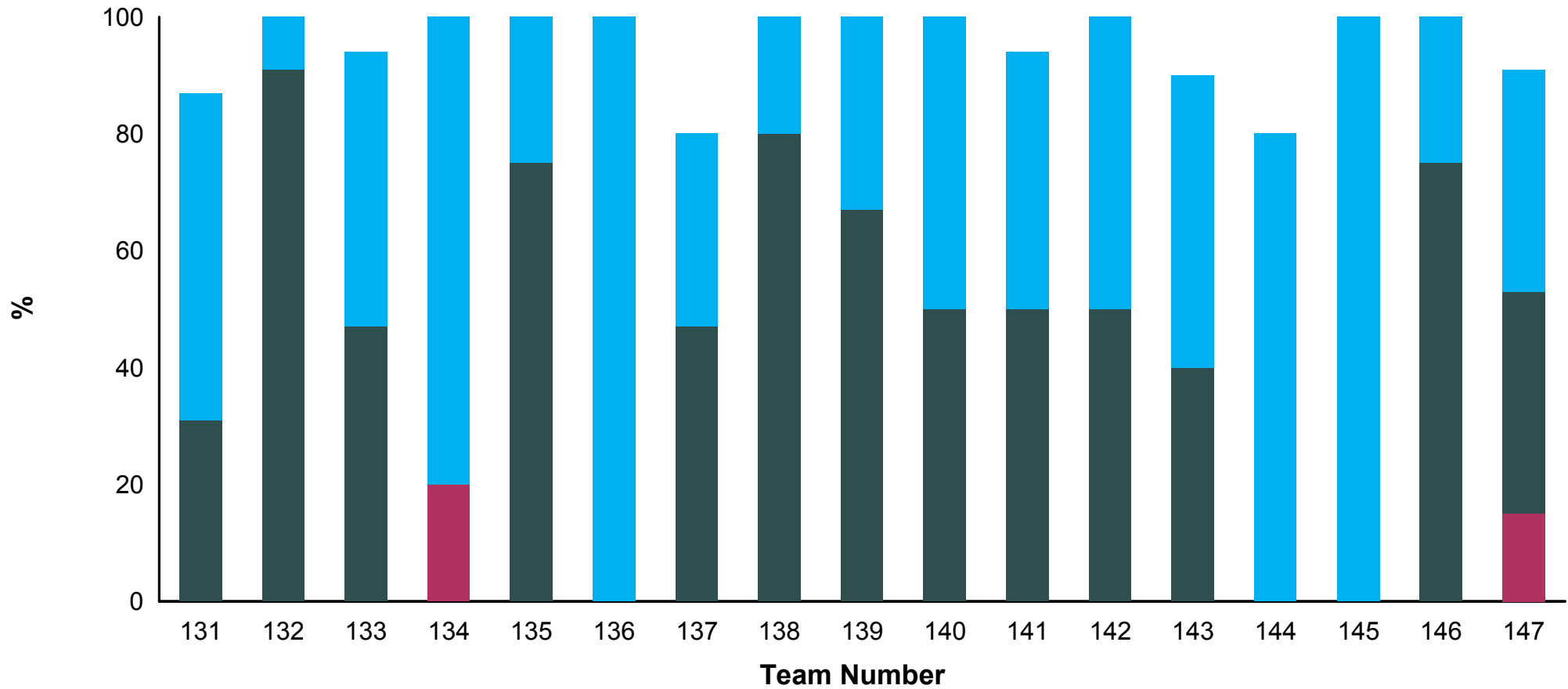
Build only
Design & Build



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

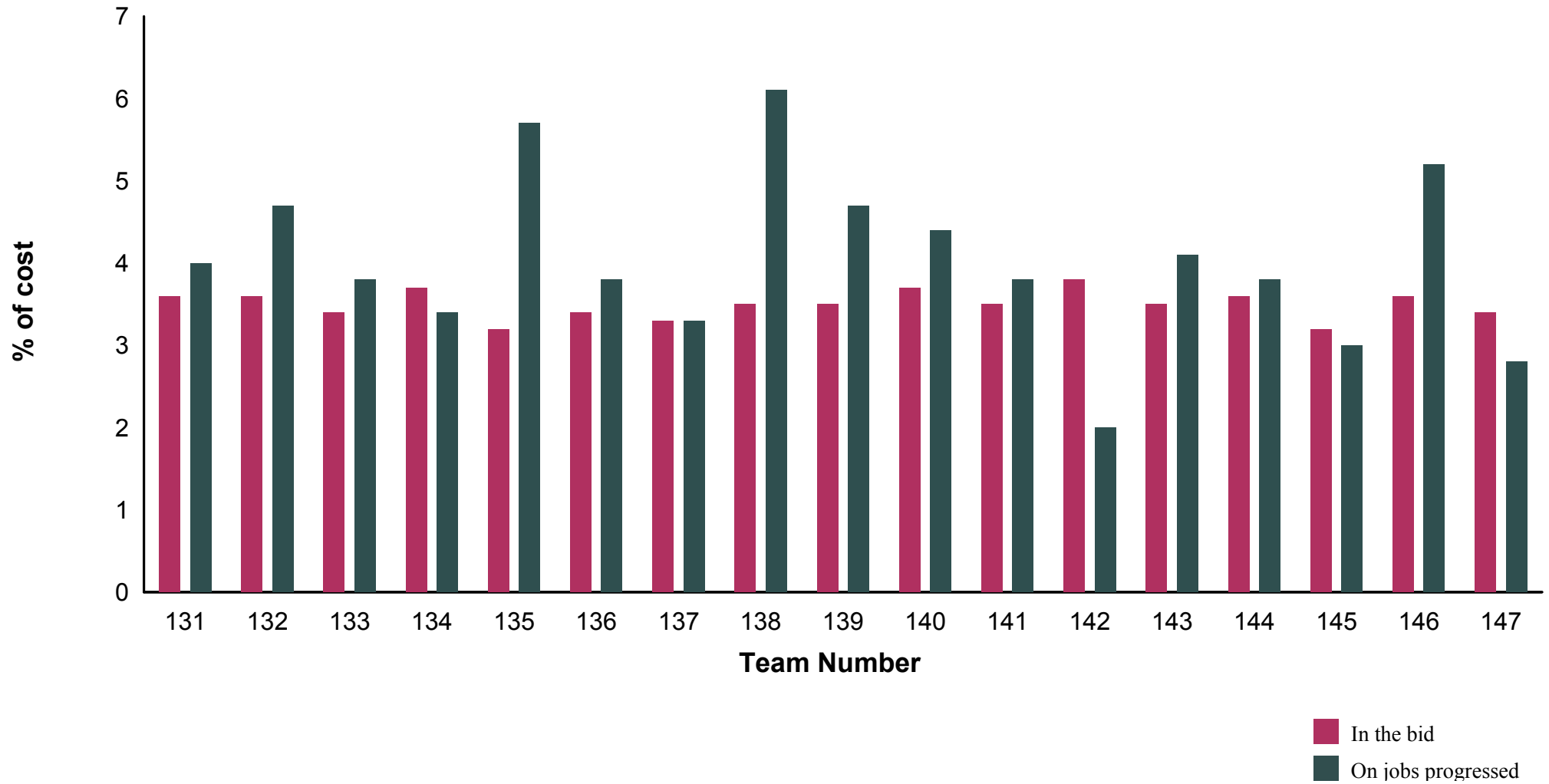
High bidding success keeps bidding costs to a minimum.

REASON FOR JOB LOSS

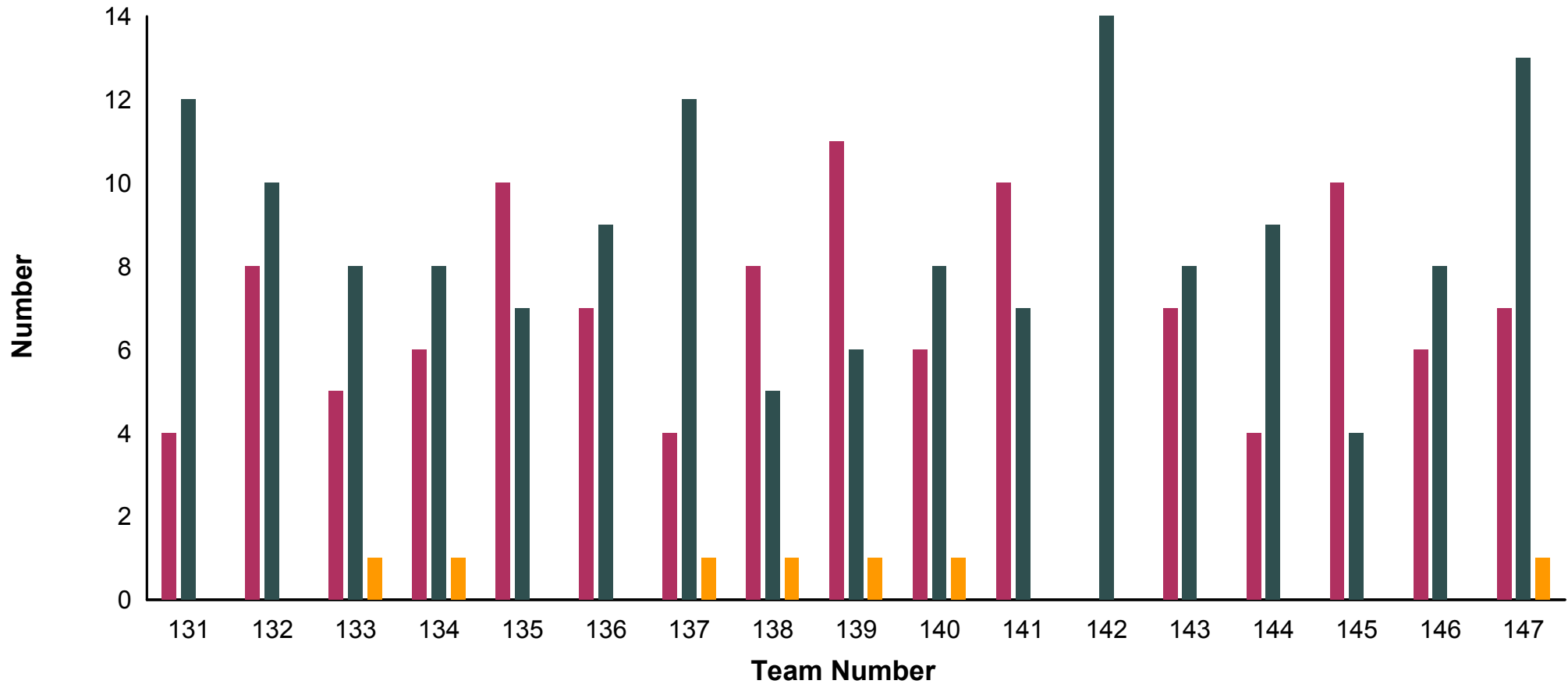


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

MARGINS



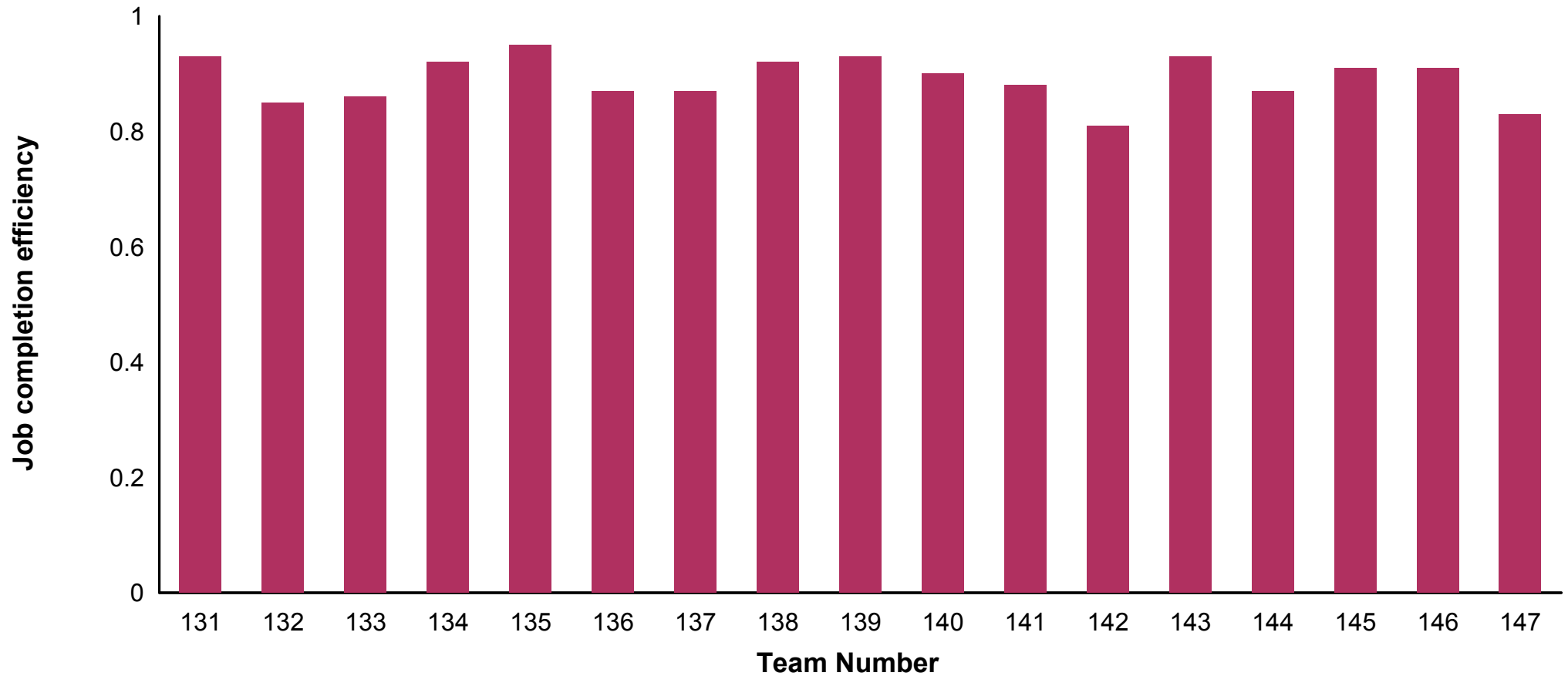
JOB COMPLETION



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

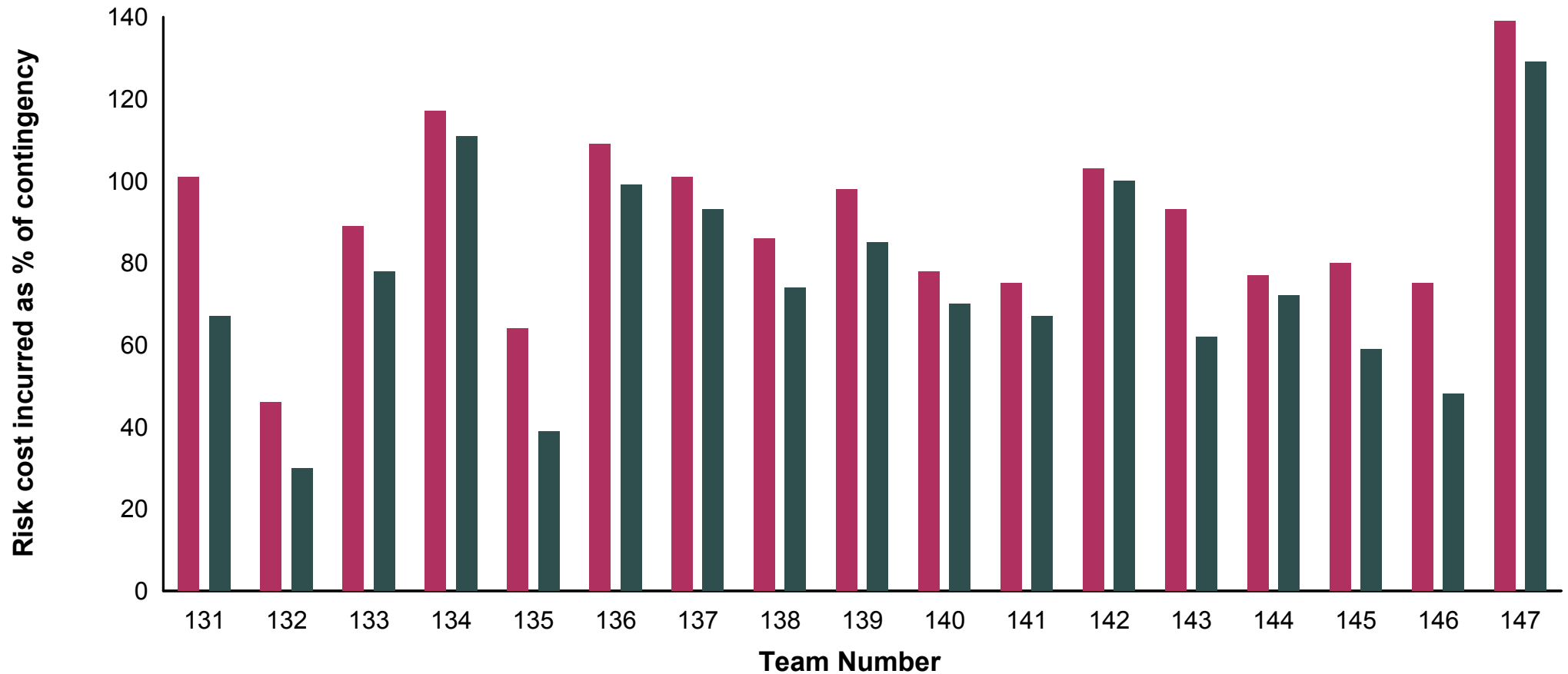
LABOUR MANAGEMENT



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.

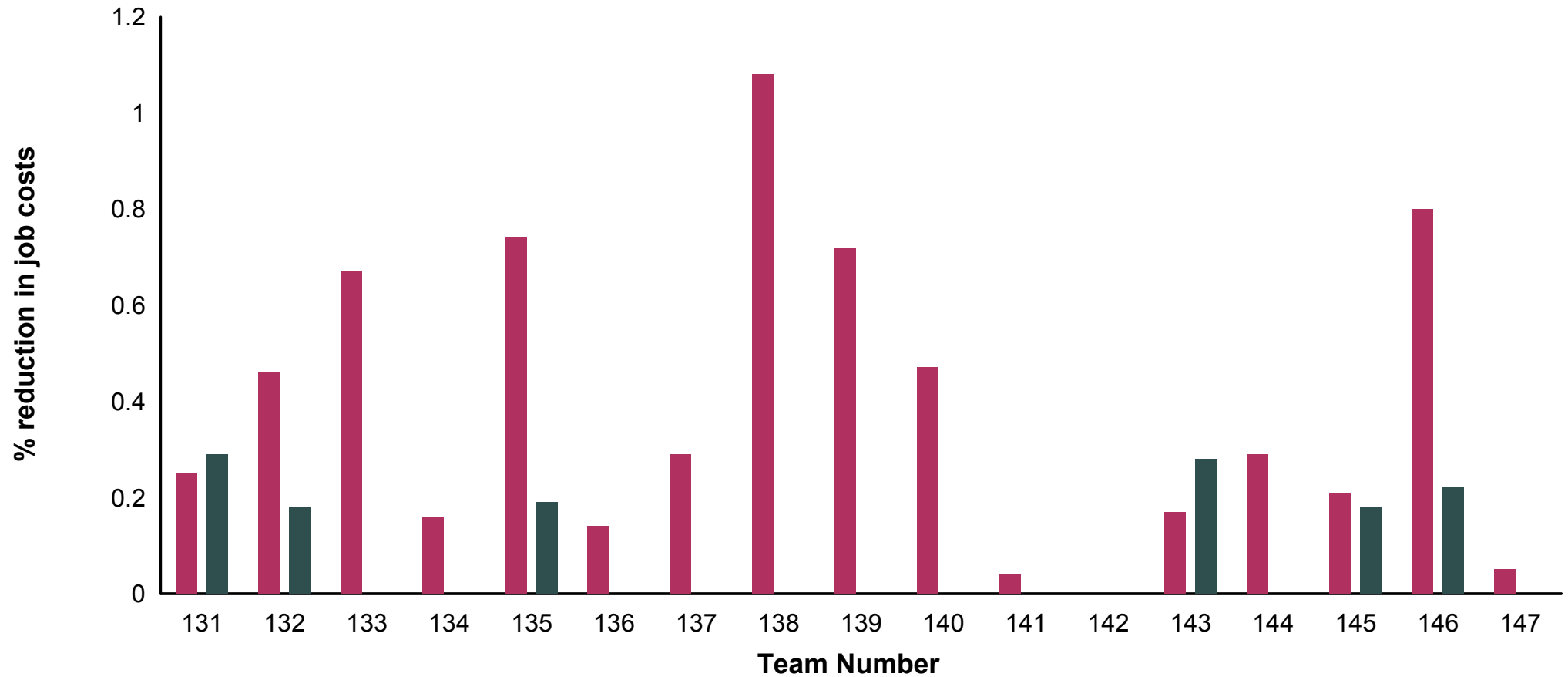
RISK MANAGEMENT



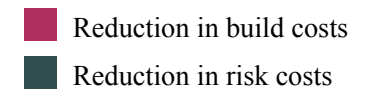
An effective risk management policy is crucial to keeping projects as profitable as possible.

■ Before mitigating actions
■ After mitigating actions

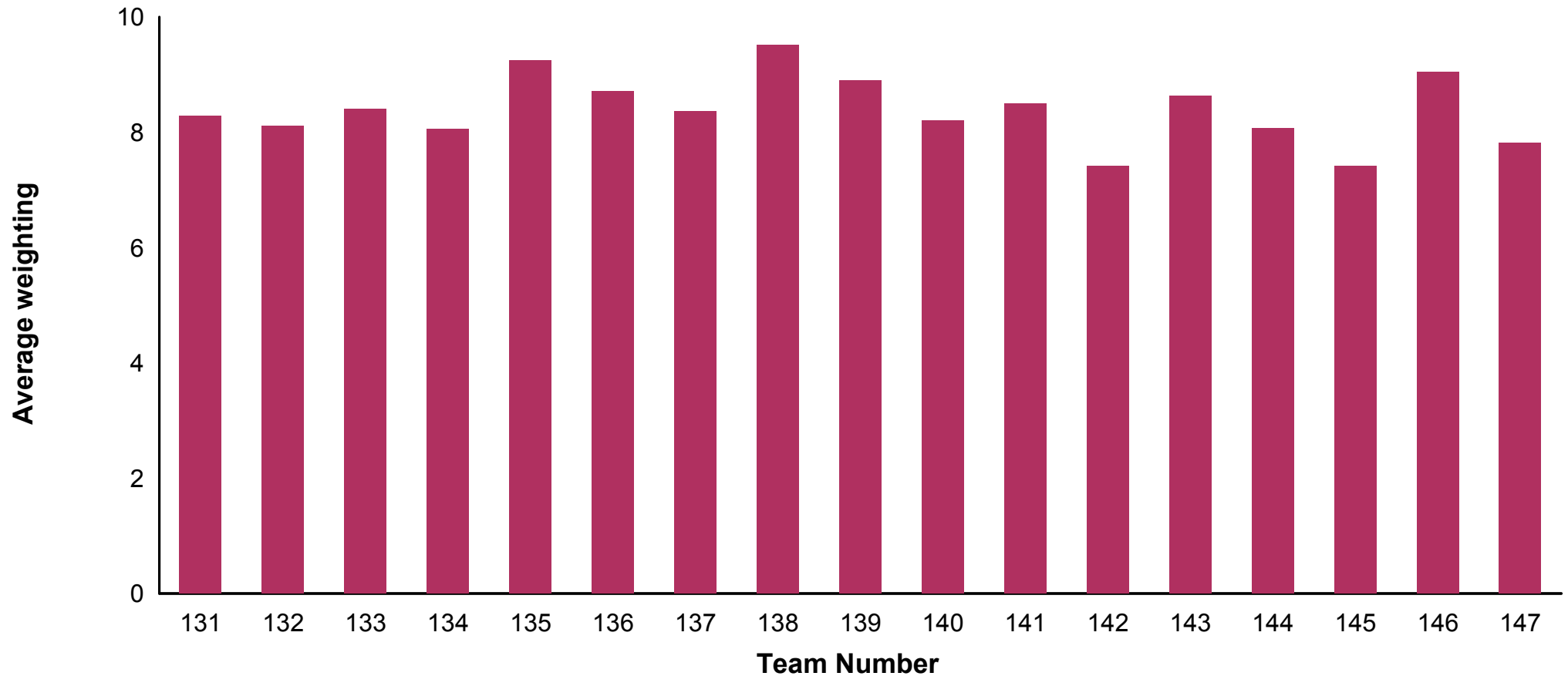
TARGETED INVESTMENTS



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



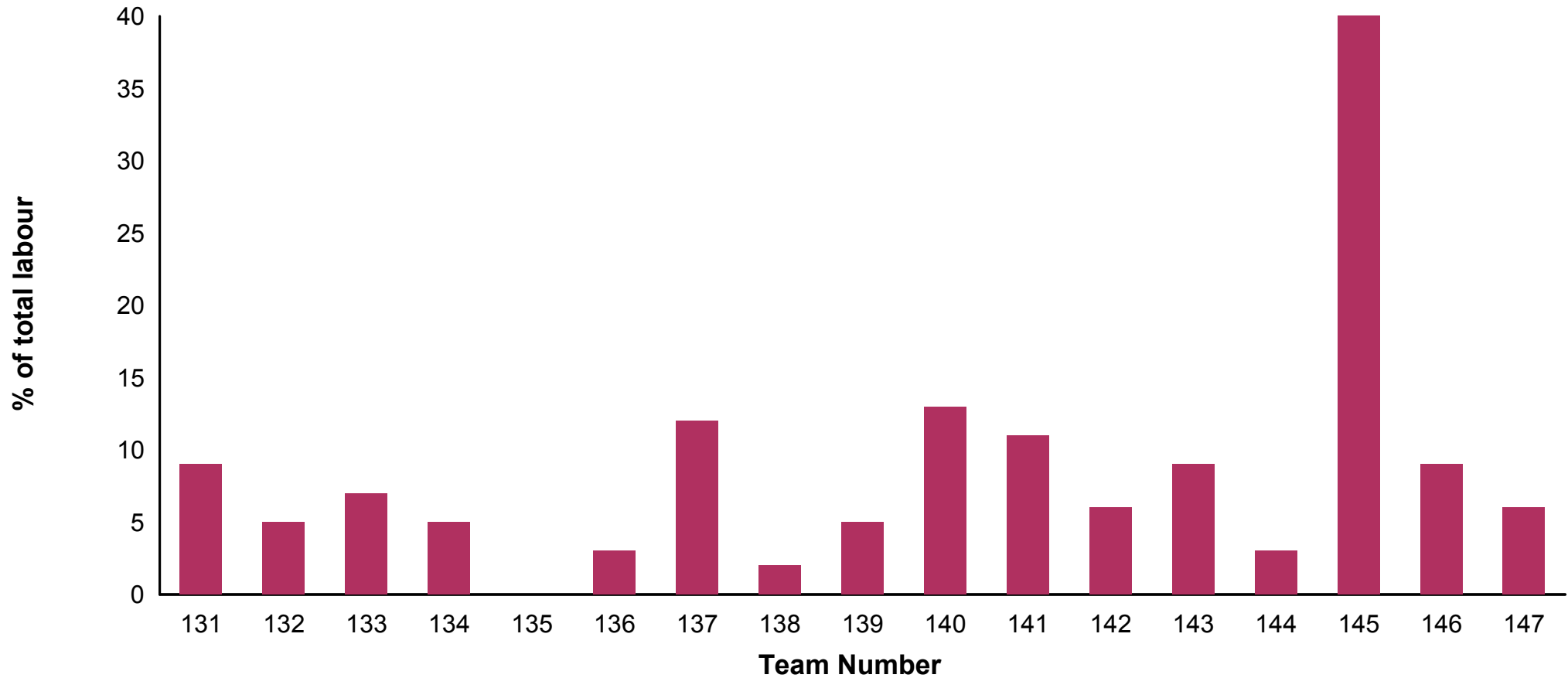
PROJECT MANAGER (PERFORMANCE)



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).

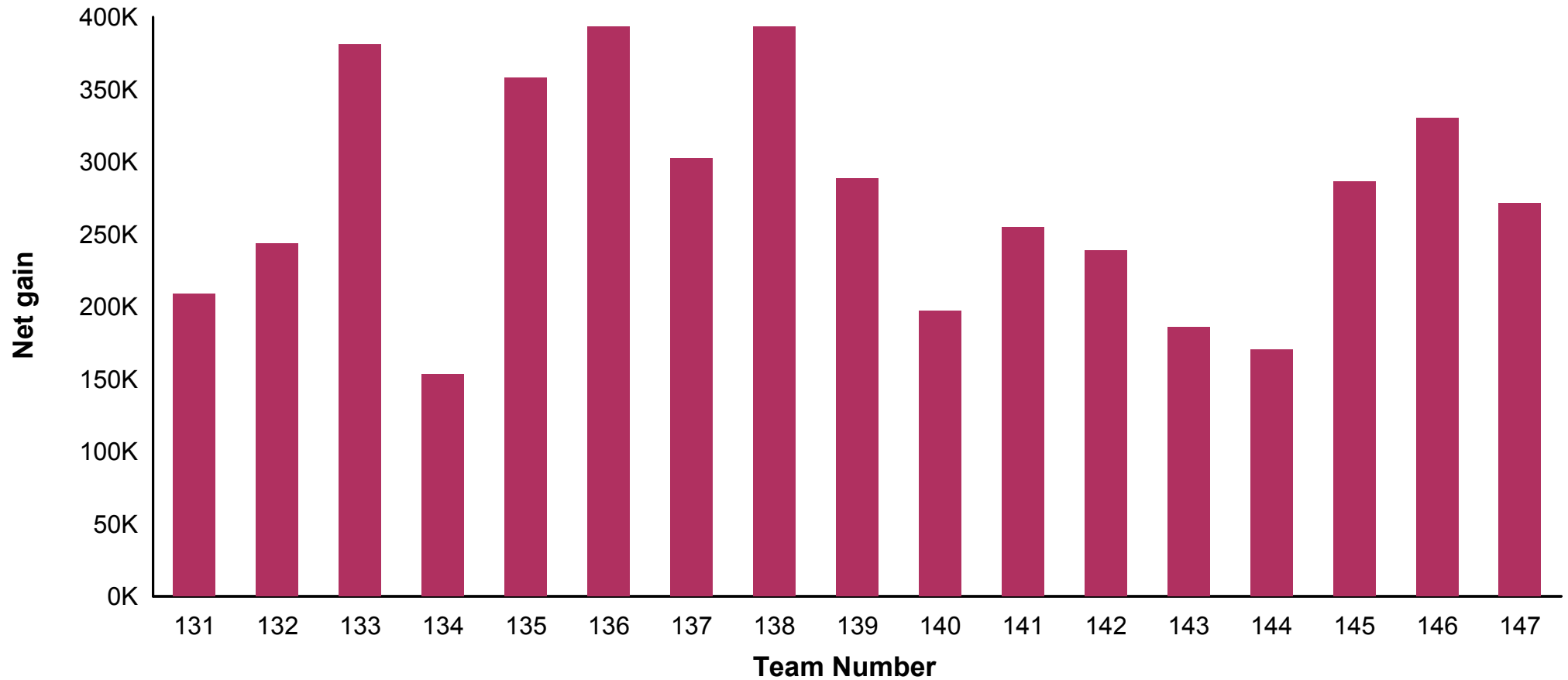
SUBCONTRACTOR USAGE



Subcontractor costs vary from country to country.

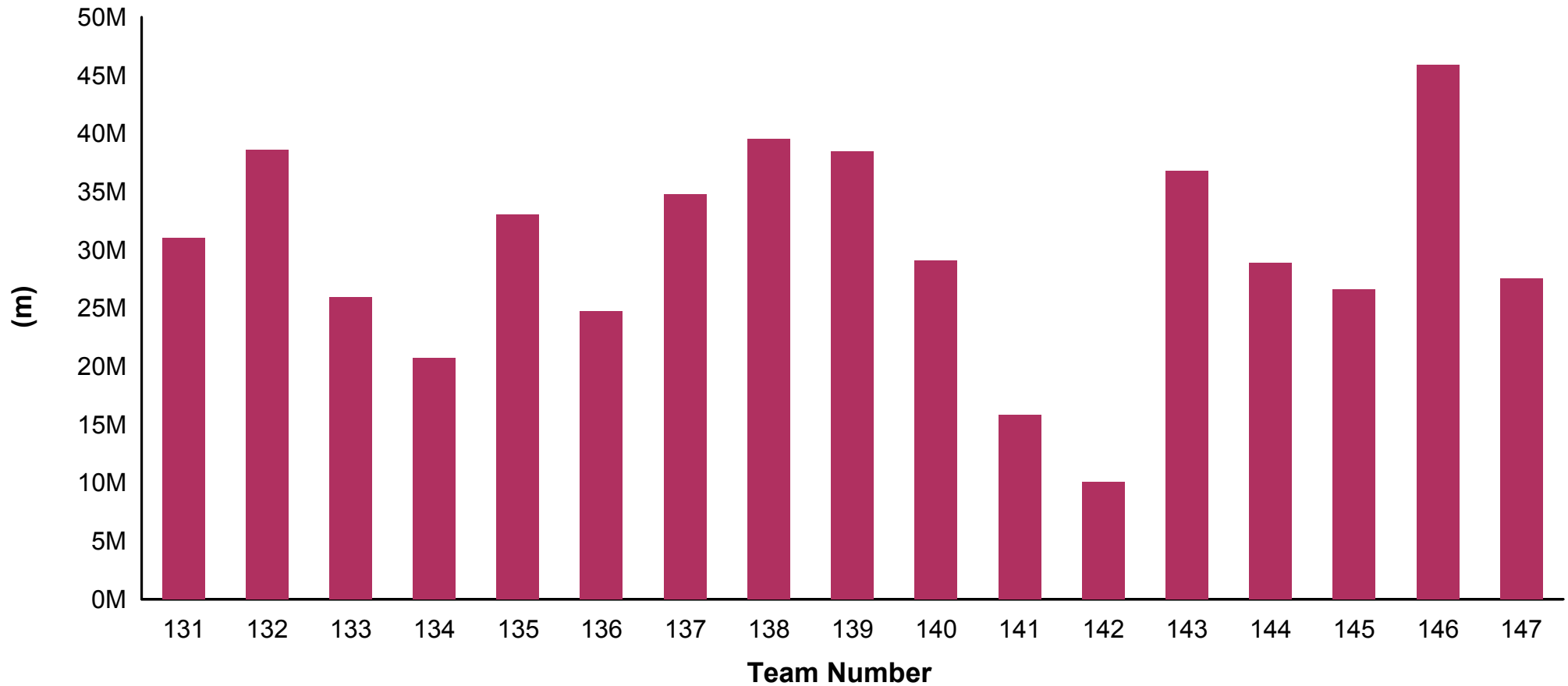
Excessive use of subcontractors can have an adverse affect on the morale of the company's own labour.

PROJECT MANAGER (BONUS AFFECT)



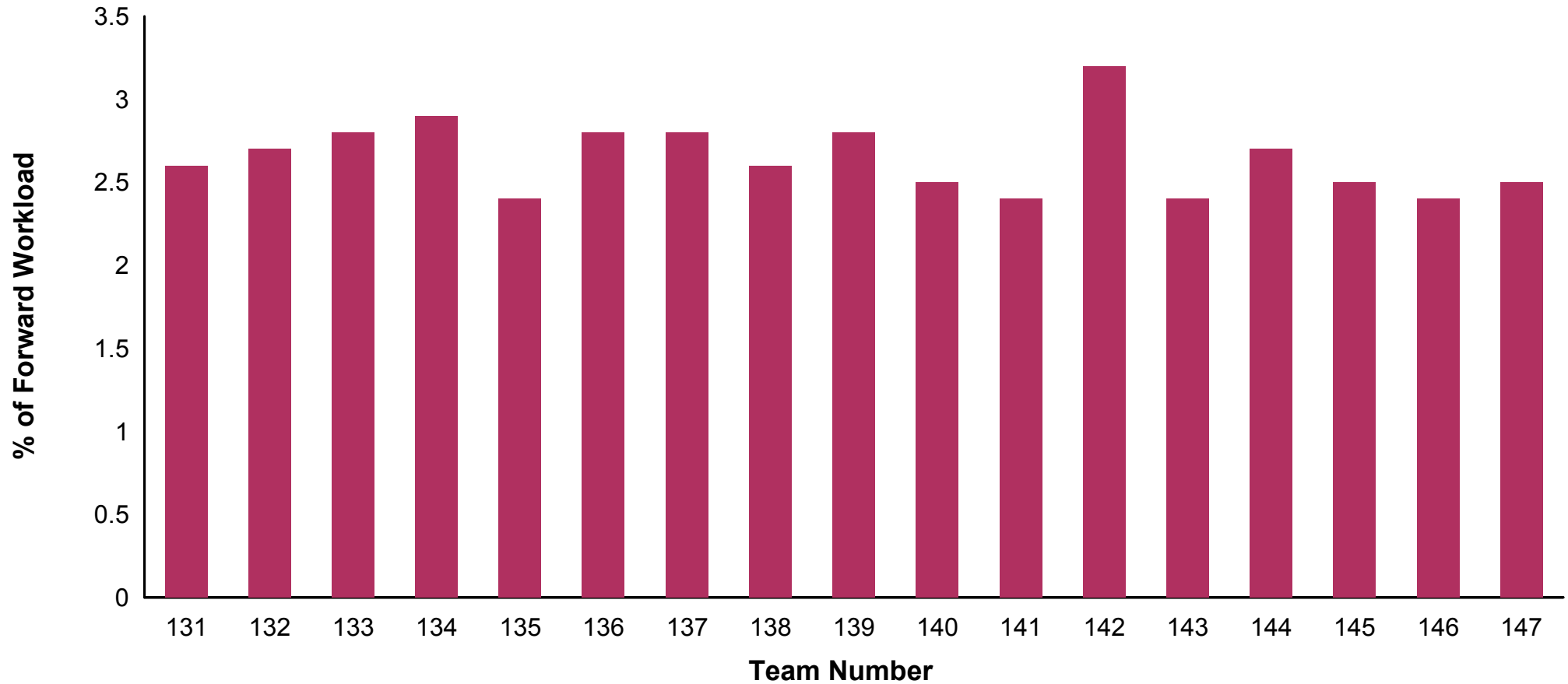
Paying a bonus to project managers not only prevents them from resigning, but can improve their productivity, with a potential net monetary gain (job profit).

FOWARD WORKLOAD



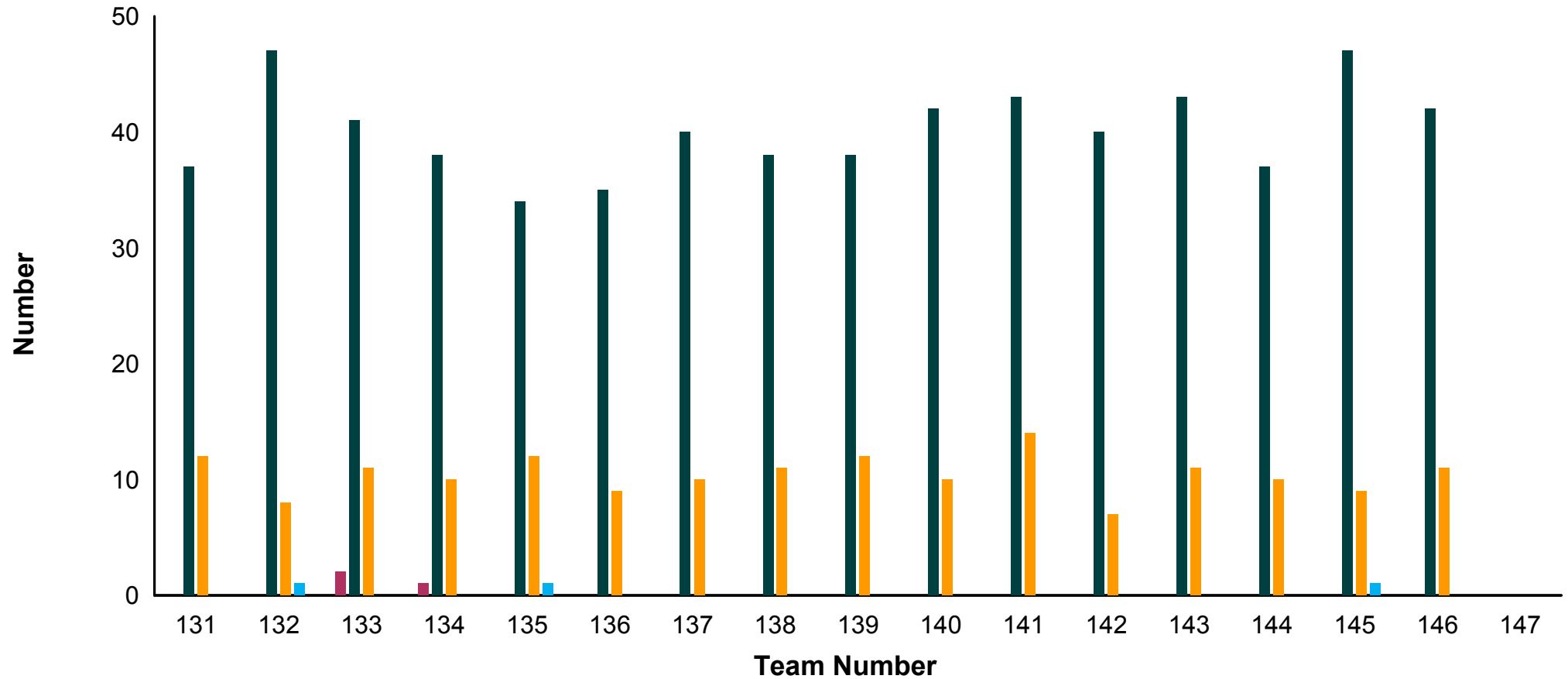
As well as past performance, the future outlook in terms of forward workload is key to the future prosperity of the business.

FOWARD MARGIN



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

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