



Engenuity 2023 Competition

COMPARATIVE ASSESSMENT OF TEAMS REPORT FOR STANTEC

CURRENT POSITION

DURING TIME IN CHARGE

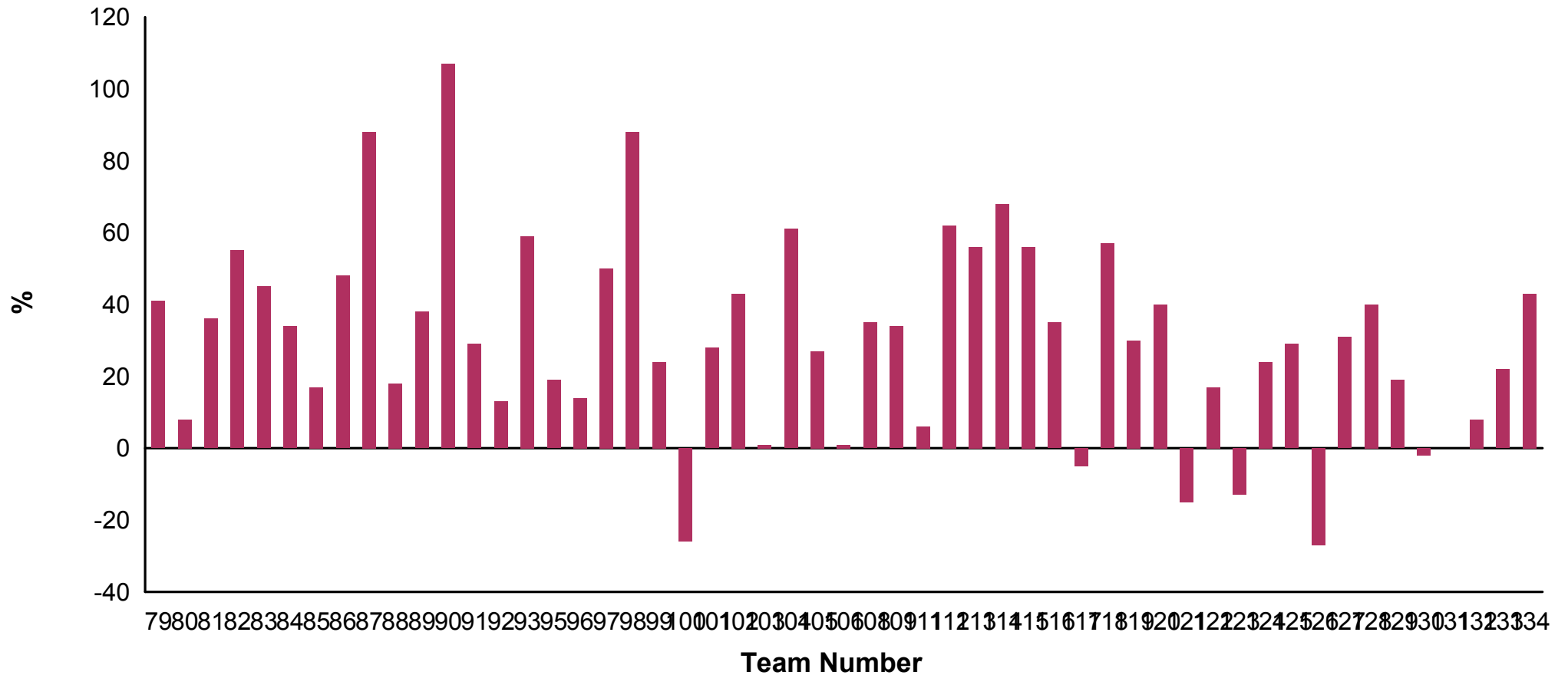
No.	Name	No. of pers	CURRENT POSITION				DURING TIME IN CHARGE										
			Chg in Value	Chg in Share Price Value	F/ward W/load	F/ward Margin	Market Share	PROCUREMENT		JOB PROGRESSION			COMPANY PROFITABILITY			COMPANY VALUE	
							Average value of work won each period	Average margin in jobs won	Average t/over each period	Average amount job profit each period	job profit	Average amount 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	
79	Quick Before Famous	8	41 %	48 %	39.9 m	3.6 %	26 %	17.9 m	4.0 %	15.2 m	0.7 m	4.8 %	681,989	199,401	400,010	139,375	247,682
80	Energy Infinity	8	8 %	54 %	31.6 m	3.6 %	28 %	14.4 m	3.9 %	12.6 m	0.5 m	4.5 %	538,937	231,319	246,148	191,412	48,793
81	We are All Kings	8	36 %	61 %	37.8 m	3.7 %	22 %	17.0 m	4.0 %	14.5 m	0.7 m	4.9 %	646,350	176,908	383,890	150,719	219,630
82	Stan From Canada	8	55 %	117 %	36.7 m	3.3 %	17 %	18.9 m	3.7 %	16.5 m	0.9 m	5.9 %	886,855	198,714	565,670	216,044	336,457
83	Fiscally Fit	8	45 %	113 %	39.2 m	3.9 %	25 %	18.4 m	3.9 %	15.7 m	0.9 m	6.0 %	852,976	231,410	511,502	224,375	275,627
84	Are You Smarter Than A1	8	34 %	50 %	20.2 m	3.5 %	31 %	15.0 m	4.0 %	14.7 m	0.8 m	5.6 %	768,885	278,476	403,036	180,406	208,843
85	Stantec HI Hui	8	17 %	36 %	44.8 m	3.8 %	18 %	16.2 m	4.1 %	12.8 m	0.6 m	4.6 %	558,572	224,402	270,730	152,625	104,440
86	Stantastic 4	8	48 %	79 %	25.9 m	3.6 %	21 %	17.0 m	4.1 %	16.0 m	0.8 m	5.2 %	771,048	185,238	479,988	173,406	293,596
87	Stanchievers	8	88 %	197 %	35.6 m	3.3 %	29 %	18.9 m	3.7 %	16.7 m	1.1 m	7.3 %	1,116,454	182,865	758,645	233,013	531,520
88	Mequon Maniacs	8	18 %	-9 %	25.6 m	3.5 %	18 %	10.9 m	3.9 %	9.9 m	0.5 m	5.0 %	469,544	246,096	181,988	49,375	106,471
89	StanWest Engineering	8	38 %	52 %	29.1 m	3.4 %	16 %	15.9 m	3.6 %	14.5 m	0.6 m	4.5 %	608,844	169,726	355,447	110,719	232,691
90	Whatever It Takes	8	107 %	117 %	43.4 m	3.3 %	28 %	20.0 m	3.9 %	16.8 m	1.2 m	7.7 %	1,191,462	220,126	792,689	137,500	648,698
91	Liquef-Action	8	29 %	15 %	38.0 m	3.2 %	20 %	15.2 m	3.6 %	12.7 m	0.6 m	4.9 %	572,466	206,786	301,091	116,250	175,407
92	#TeamOffice-ST	8	13 %	73 %	34.4 m	3.4 %	20 %	17.4 m	3.7 %	15.3 m	0.5 m	3.7 %	537,210	194,095	279,097	185,188	81,306
93	The nameless squad	8	59 %	33 %	33.3 m	3.5 %	16 %	16.2 m	4.0 %	14.3 m	0.8 m	6.1 %	799,036	232,089	464,502	100,875	359,408
95	Stantec Lima	8	19 %	25 %	23.7 m	3.5 %	17 %	11.8 m	3.8 %	11.1 m	0.5 m	4.4 %	450,759	162,714	226,496	111,362	115,600
96	Office Kings	8	14 %	57 %	32.0 m	3.6 %	24 %	13.6 m	4.0 %	11.8 m	0.6 m	4.9 %	535,700	249,092	230,835	137,906	82,127
97	Alianza del pacifico	8	50 %	164 %	31.7 m	3.8 %	17 %	17.0 m	4.0 %	15.3 m	0.9 m	6.6 %	934,314	243,824	561,706	255,150	303,620
98	Stantec-cinq	8	88 %	85 %	40.8 m	3.5 %	26 %	19.8 m	3.6 %	16.9 m	1.0 m	6.4 %	1,004,101	203,435	653,692	119,533	531,686
99	Better2gather	8	24 %	56 %	23.7 m	3.3 %	26 %	14.8 m	3.8 %	14.0 m	0.6 m	4.7 %	610,657	203,525	330,084	167,178	145,266

100	Mavericks	8	-26 %	-77 %	12.5 m	3.3 %	16 %	7.2 m	3.8 %	7.8 m	0.1 m	1.6 %	121,217	200,662	-101,267	41,000	-158,853
101	Stone Works	8	28 %	40 %	32.3 m	3.0 %	22 %	17.6 m	3.4 %	15.8 m	0.7 m	4.6 %	669,334	252,264	343,903	159,472	169,529
102	Spark Plug	8	43 %	76 %	40.7 m	3.7 %	16 %	18.0 m	4.0 %	15.1 m	0.8 m	5.4 %	722,864	202,621	430,235	157,500	262,132
103	Digi-Build	8	1 %	-19 %	29.7 m	2.6 %	20 %	14.5 m	3.2 %	13.1 m	0.4 m	2.9 %	352,628	228,981	84,628	71,531	6,304
104	Pixies	8	61 %	249 %	33.7 m	3.7 %	22 %	20.3 m	3.9 %	18.3 m	1.2 m	6.7 %	1,136,661	208,468	756,928	373,481	371,096
105	Skyliners	8	27 %	62 %	36.1 m	3.5 %	18 %	16.9 m	3.7 %	14.6 m	0.6 m	3.9 %	534,852	171,318	293,349	120,007	161,292
106	The Hydro Homies	8	1 %	32 %	28.0 m	3.4 %	17 %	14.9 m	3.9 %	13.6 m	0.4 m	3.0 %	390,256	200,638	152,089	133,694	8,503
108	B3C	8	35 %	96 %	36.8 m	3.1 %	23 %	17.6 m	3.5 %	15.2 m	0.8 m	5.6 %	797,685	241,979	454,912	214,655	215,212
109	Creation	8	34 %	111 %	33.3 m	3.5 %	26 %	17.1 m	3.8 %	15.1 m	0.8 m	5.8 %	816,492	234,935	474,149	268,592	206,440
111	Stantec Australia QLD 3	8	6 %	-25 %	27.0 m	3.6 %	20 %	11.2 m	4.0 %	10.0 m	0.6 m	6.0 %	573,091	352,696	146,471	69,625	36,924
112	Minimum STANdards	8	62 %	155 %	25.1 m	3.5 %	22 %	17.0 m	4.1 %	16.1 m	1.0 m	6.6 %	991,007	194,665	652,484	256,629	378,170
113	Stantgether	8	56 %	176 %	45.8 m	3.7 %	28 %	18.7 m	4.0 %	15.3 m	1.0 m	6.7 %	946,004	199,724	612,408	260,620	337,397
114	Barely Managing	8	68 %	97 %	29.4 m	3.6 %	23 %	17.4 m	3.9 %	15.9 m	0.9 m	6.2 %	926,629	198,156	597,123	162,076	412,752
115	Stantec and Deliver	8	56 %	173 %	40.6 m	3.6 %	25 %	20.0 m	3.8 %	17.1 m	1.0 m	6.1 %	942,772	196,779	608,564	257,248	338,548
116	The Squad	8	35 %	157 %	42.7 m	3.4 %	23 %	18.5 m	3.9 %	15.4 m	0.9 m	6.3 %	901,670	188,620	585,405	354,125	214,297
117	AntidiseSTANblishmentz	8	-5 %	18 %	28.8 m	3.5 %	18 %	16.0 m	3.7 %	14.6 m	0.4 m	2.7 %	353,120	160,266	154,308	158,927	-28,897
118	StanWreckers	8	57 %	163 %	37.7 m	3.8 %	28 %	19.5 m	4.0 %	17.0 m	1.0 m	6.2 %	972,697	220,919	615,545	259,569	345,815
119	It's all monopoly money	8	30 %	77 %	37.0 m	3.1 %	30 %	17.3 m	3.7 %	14.9 m	0.8 m	5.7 %	795,424	300,986	393,460	204,656	179,481
120	We don't underStand	8	40 %	98 %	23.6 m	3.7 %	30 %	15.8 m	4.0 %	15.1 m	0.8 m	5.7 %	796,220	244,882	450,022	198,631	243,748
121	Let's Get Fiscal	8	-15 %	-37 %	25.0 m	3.5 %	25 %	12.7 m	3.9 %	11.8 m	0.3 m	2.7 %	297,574	271,456	-5,037	73,388	-91,148
122	One thing 'Leeds' to anot	8	17 %	-17 %	35.2 m	3.6 %	31 %	17.1 m	3.9 %	14.9 m	0.5 m	3.7 %	520,655	260,364	209,493	90,250	106,097
123	PIPE	8	-13 %	-48 %	9.7 m	3.2 %	29 %	10.3 m	3.7 %	11.3 m	0.3 m	2.7 %	304,604	264,915	2,797	90,469	-78,506
124	Gwenyn	8	24 %	36 %	28.2 m	3.7 %	24 %	13.4 m	4.0 %	12.1 m	0.5 m	4.4 %	514,491	194,248	259,733	113,500	143,422
125	Stanley	8	29 %	85 %	18.2 m	3.6 %	20 %	14.3 m	4.1 %	14.3 m	0.7 m	5.5 %	715,160	192,402	425,518	240,812	177,513
126	Game of Loans	8	-27 %	-70 %	16.3 m	3.4 %	26 %	15.6 m	3.8 %	15.8 m	0.2 m	1.4 %	205,578	234,188	-60,045	83,369	-164,837
127	No UnderSTANding	8	31 %	-33 %	37.3 m	3.8 %	24 %	18.5 m	3.8 %	16.1 m	0.6 m	3.7 %	565,142	288,352	225,115	25,375	187,903
128	EGT - Edinburgh Grad T	8	40 %	83 %	12.5 m	3.8 %	22 %	14.5 m	4.1 %	15.2 m	0.8 m	5.8 %	825,914	246,562	469,248	223,131	240,460
129	What StanEver	8	19 %	2 %	5.1 m	3.7 %	19 %	11.2 m	4.0 %	12.8 m	0.5 m	4.3 %	501,673	194,515	246,451	115,875	112,913
130	The Wolfpack	8	-2 %	34 %	30.4 m	2.4 %	21 %	12.7 m	3.2 %	11.1 m	0.4 m	3.7 %	397,601	178,960	172,047	176,406	-9,226
131	Engintoonity	8	0 %	-22 %	9.9 m	3.8 %	15 %	8.6 m	4.2 %	9.6 m	0.5 m	5.4 %	502,765	327,181	128,920	122,938	-1,293
132	Stantellectuals	8	8 %	16 %	33.7 m	3.2 %	19 %	16.8 m	3.6 %	14.8 m	0.4 m	3.1 %	412,728	158,069	213,534	139,612	49,904
133	Last Minute Squad	8	22 %	36 %	36.2 m	2.9 %	30 %	18.0 m	3.2 %	15.7 m	0.6 m	4.2 %	616,336	224,119	320,511	181,062	132,478

134	Stantec upon Tyne	8	43 %	107 %	38.6 m	2.9 %	27 %	17.1 m	3.6 %	14.5 m	0.8 m	5.8 %	779,684	200,839	473,988	208,950	257,991
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CURRENT POSITION

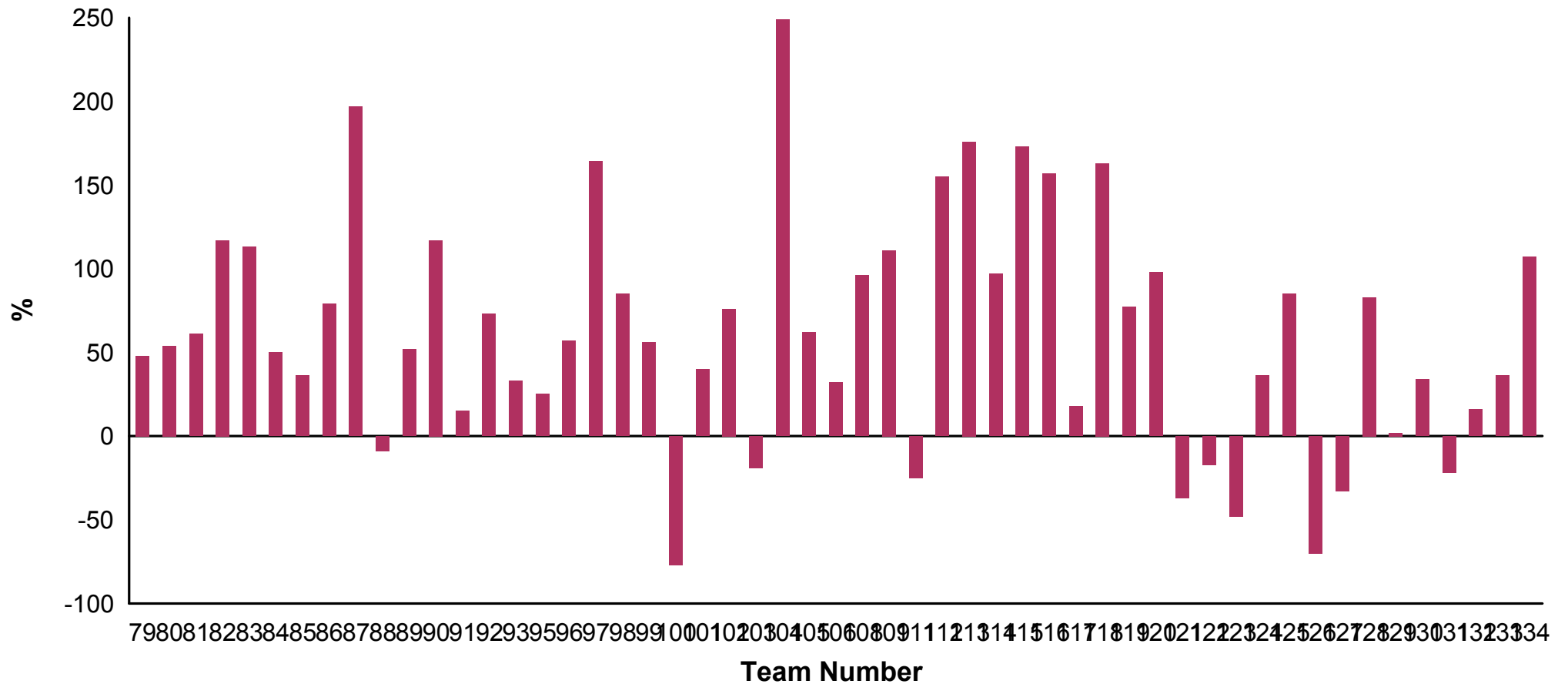
CHANGE IN COMPANY VALUE



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.

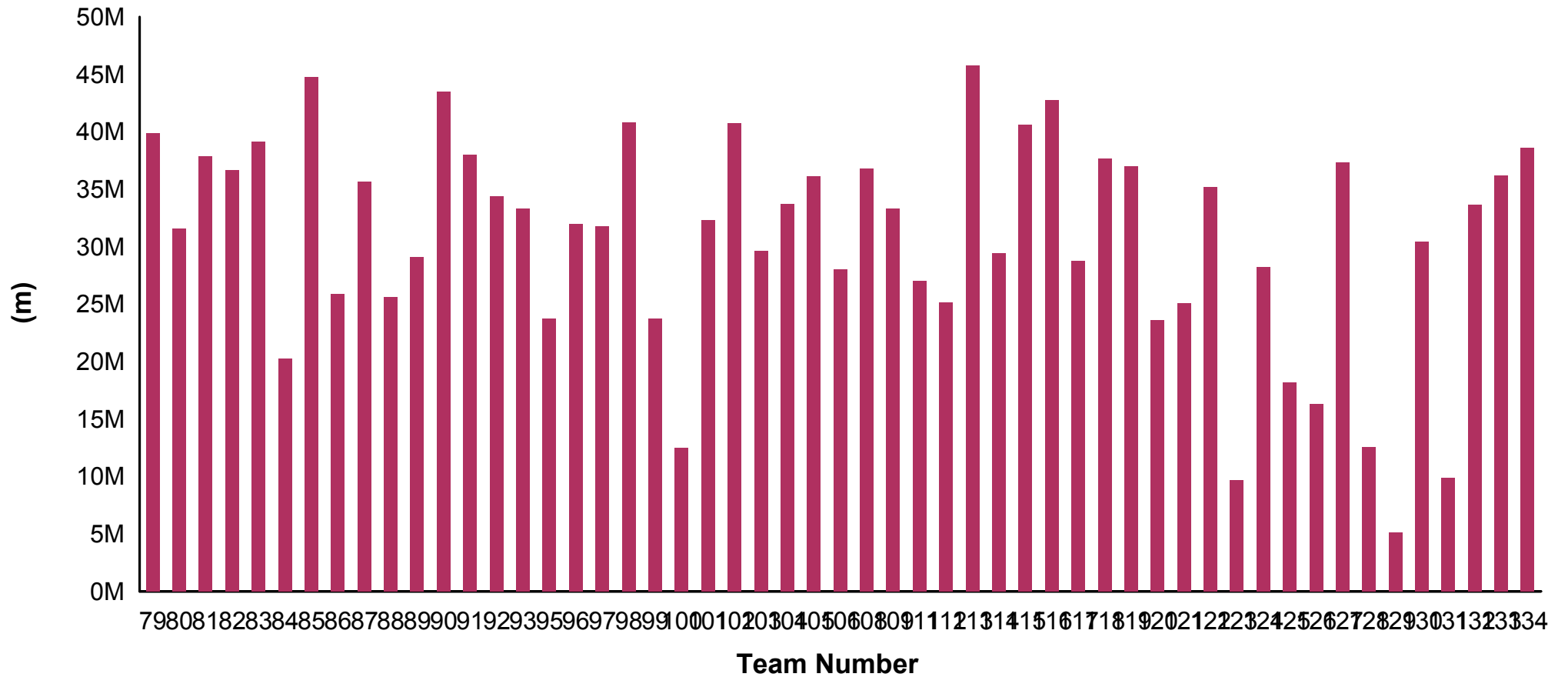
CHANGE IN SHARE PRICE



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.

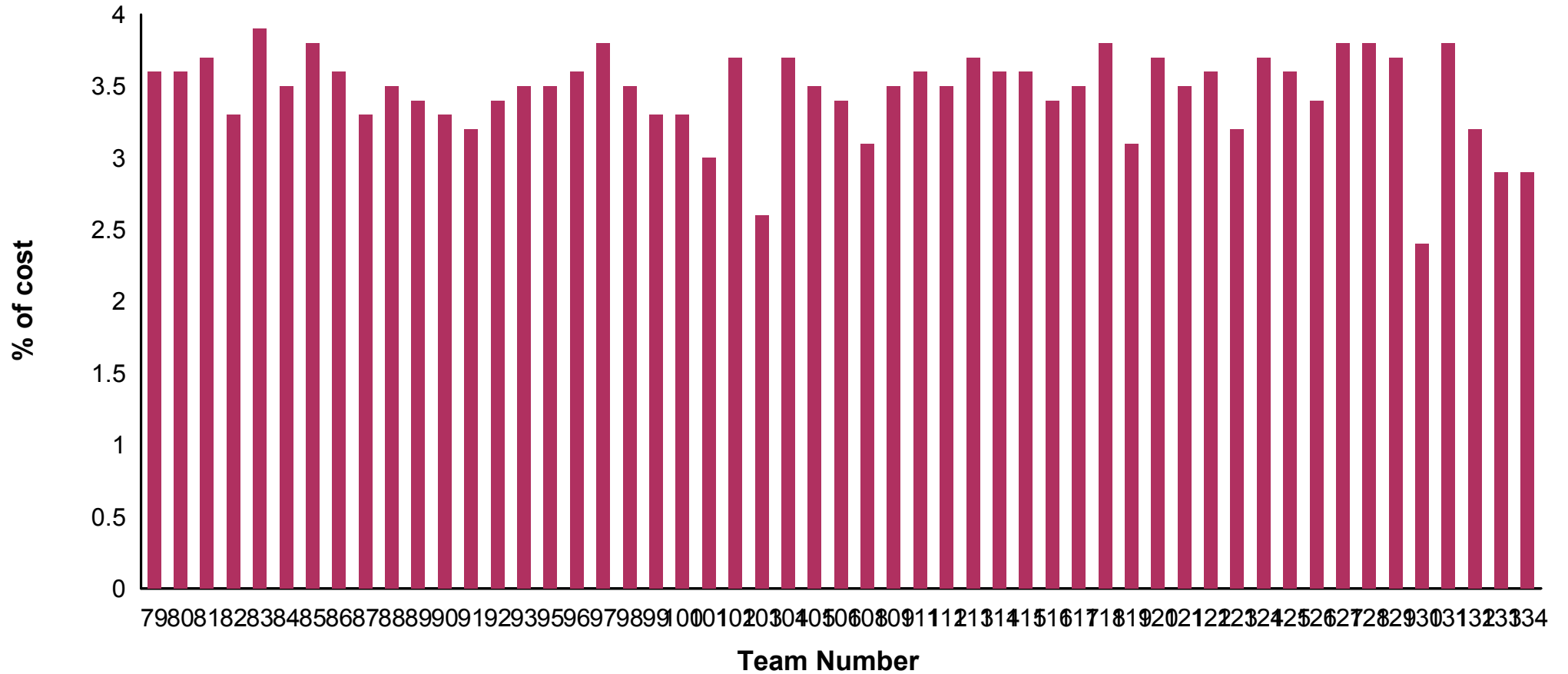
The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

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



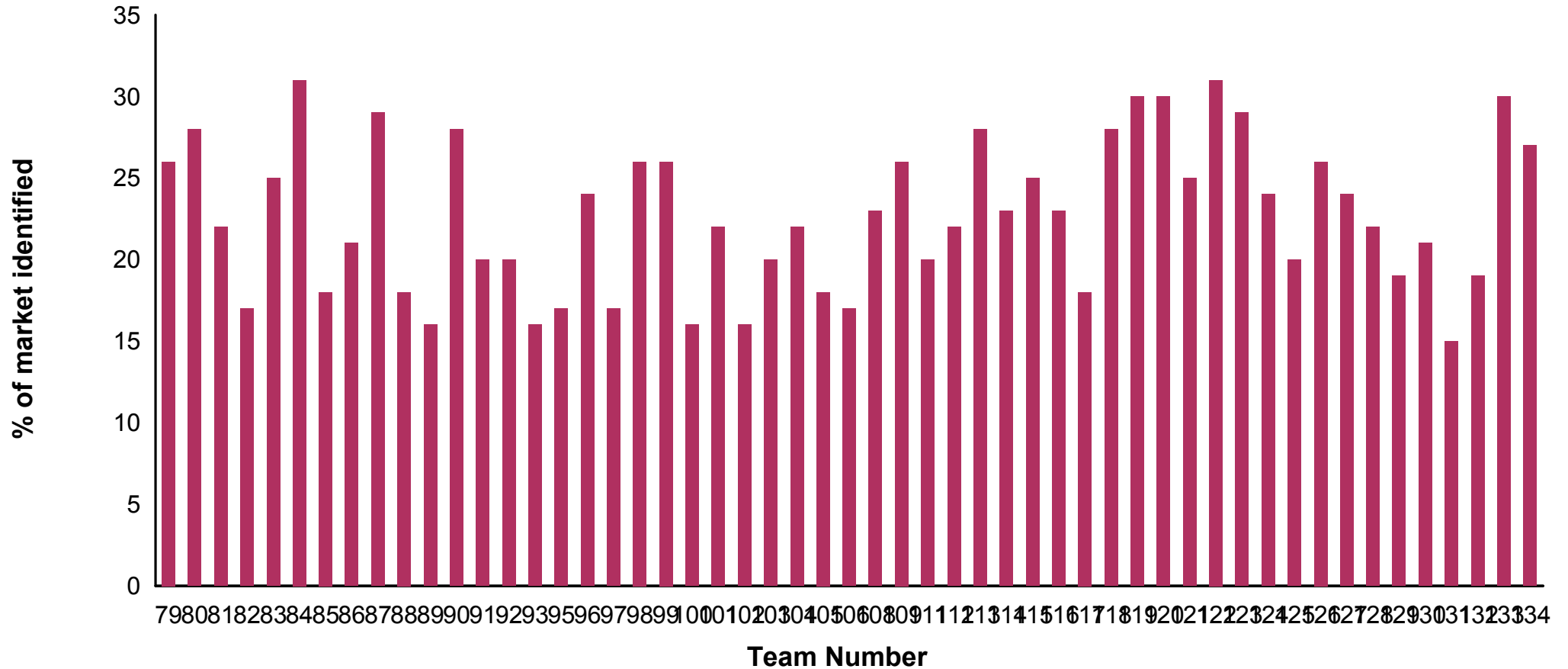
Forward workload needs to be profitable, and the forward margin measures this.

DURING TIME IN CHARGE

IDENTIFYING NEW WORK

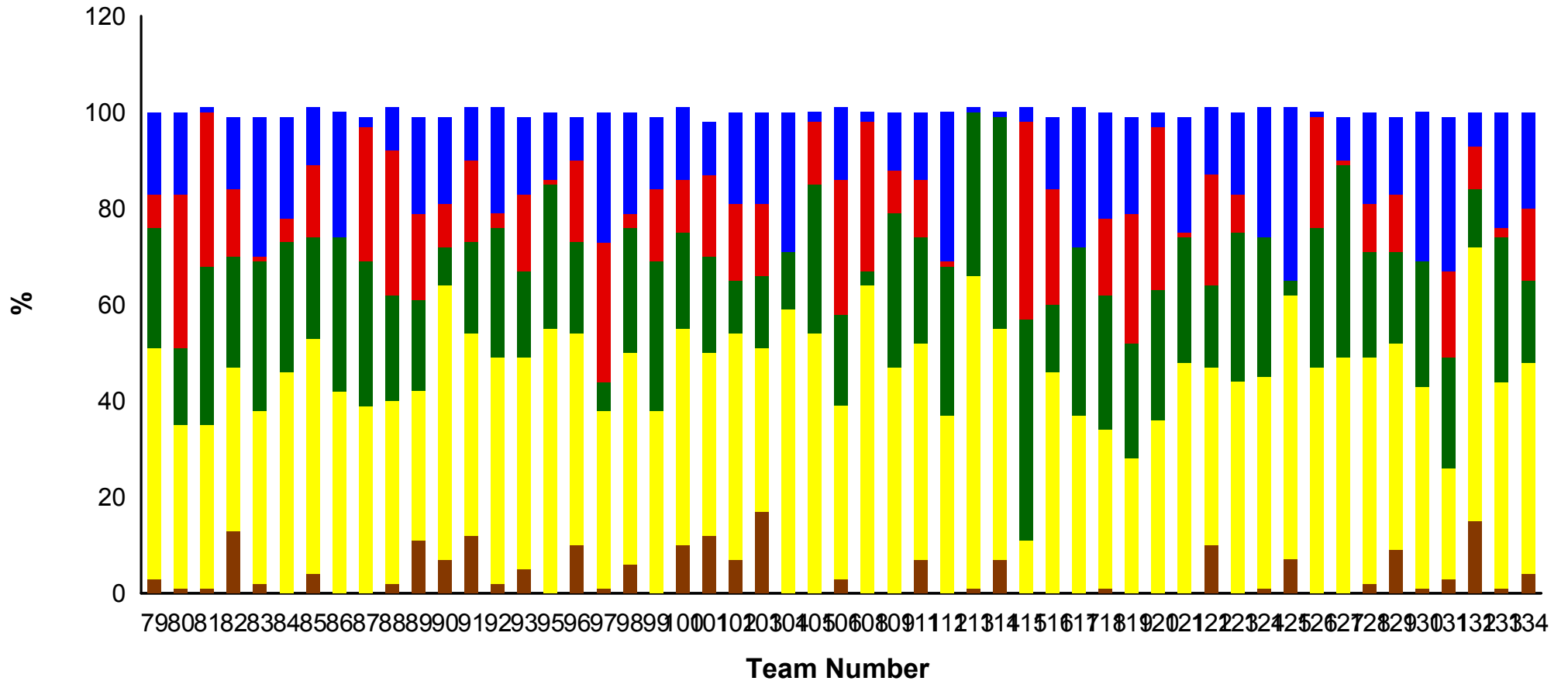
Market share is increased by identifying new work in different sectors and locations
(UK/Overseas)

MARKET SHARE (OVERALL)



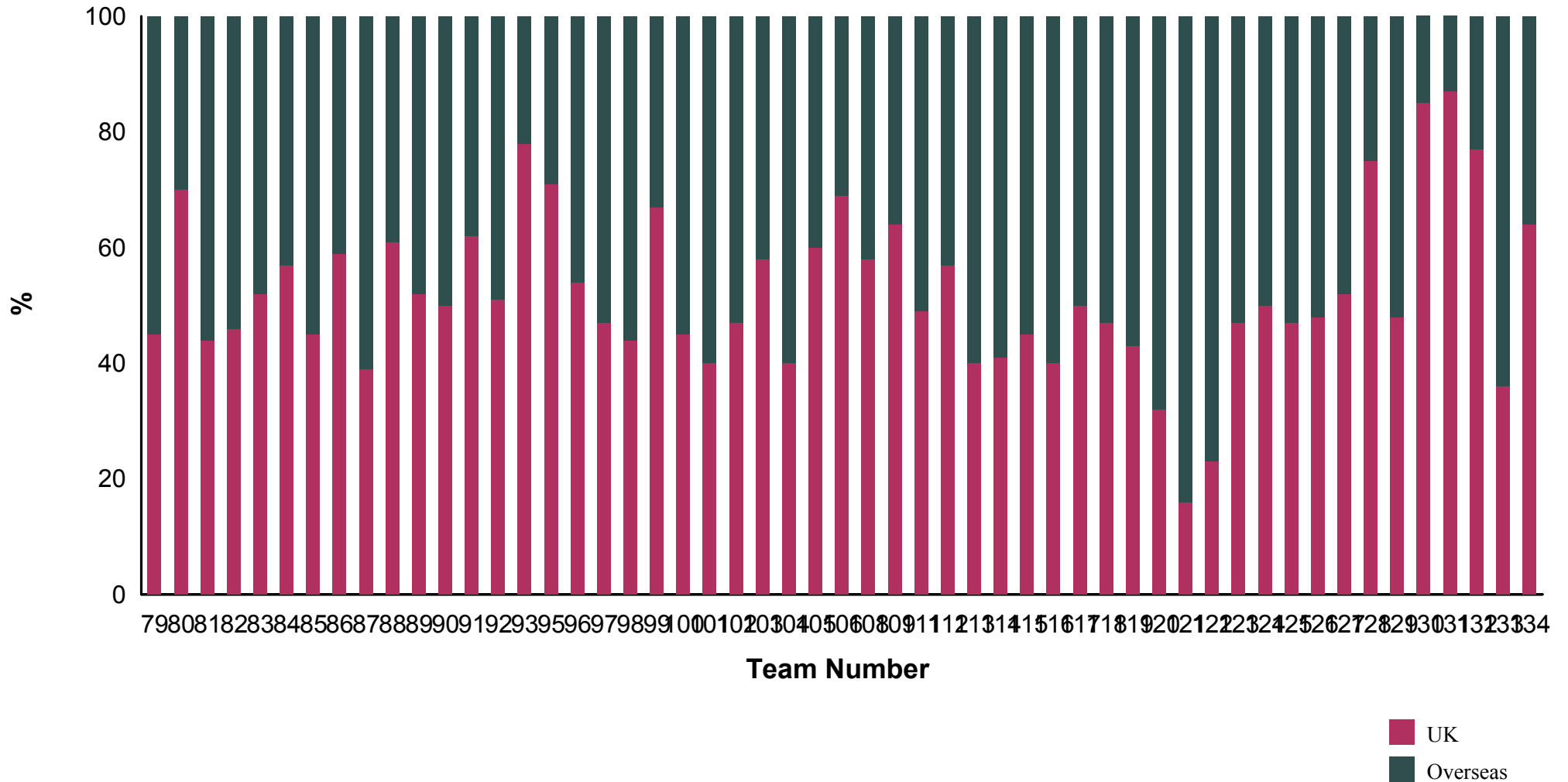
Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.

MARKET SHARE SPLIT (BY SECTOR)



- Industrial
- Building & Commercial
- Transport
- Energy
- Water & Sewage

MARKET SHARE SPLIT (BY LOCATION)

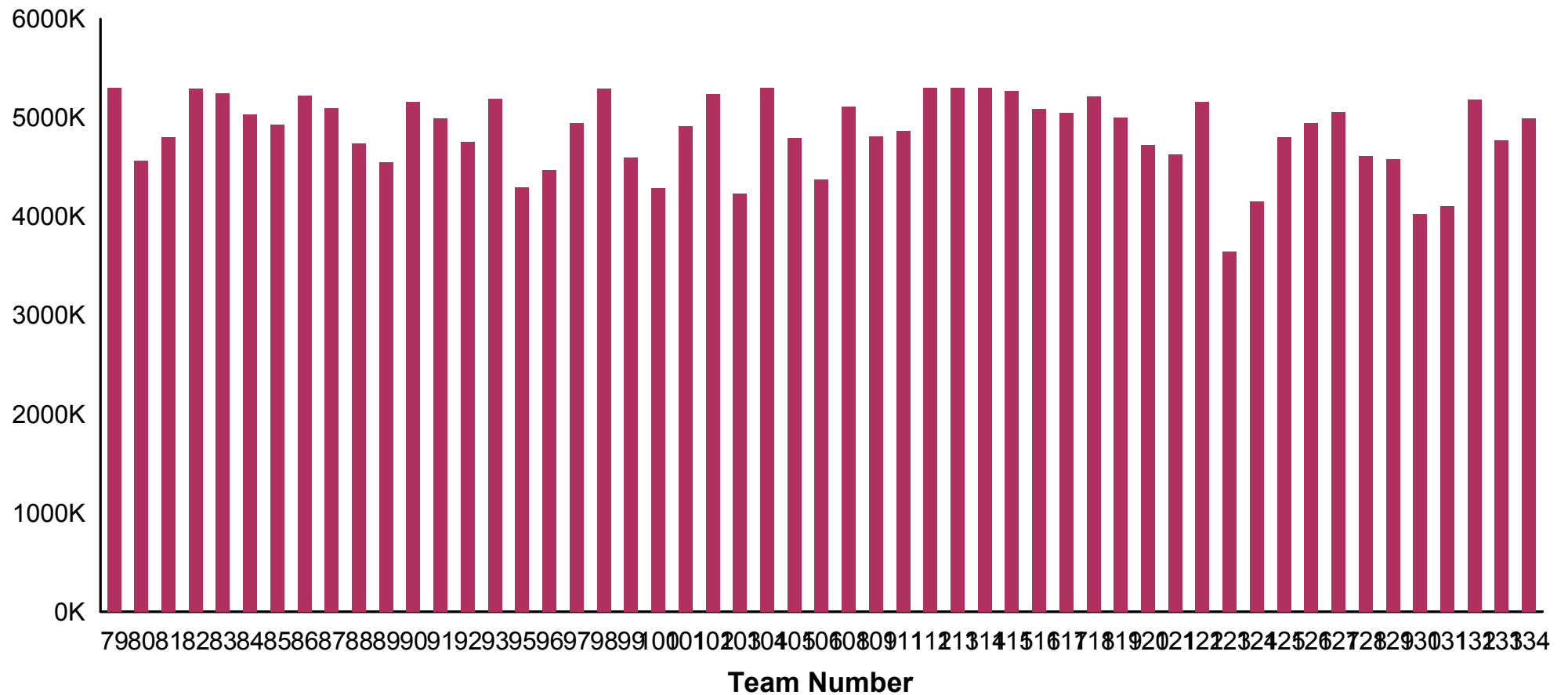


DURING TIME IN CHARGE

EXPANDING THE COMPANY INFRASTRUCTURE

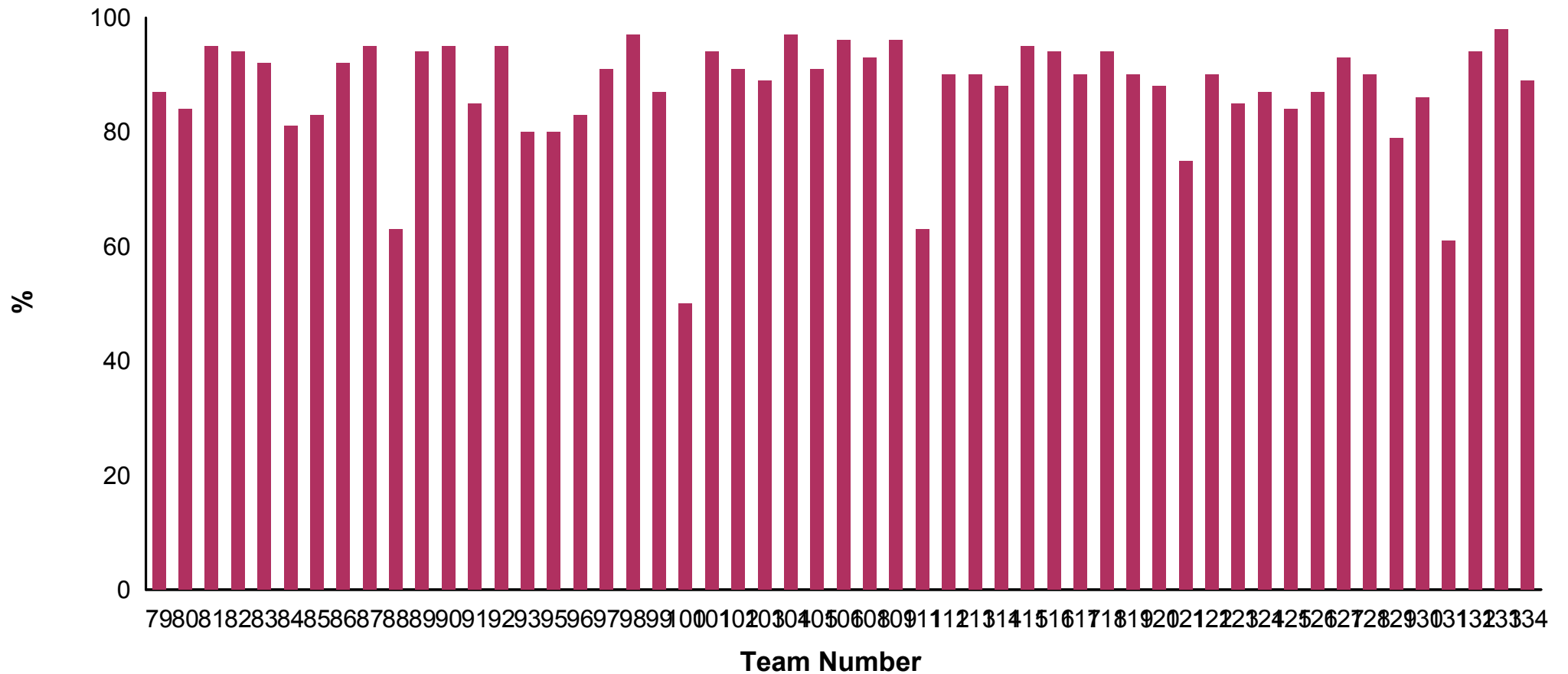
Having identified new work through the marketing decisions, the amount of new work that could be potentially won depends upon the size of the company's infrastructure, or capital base.

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



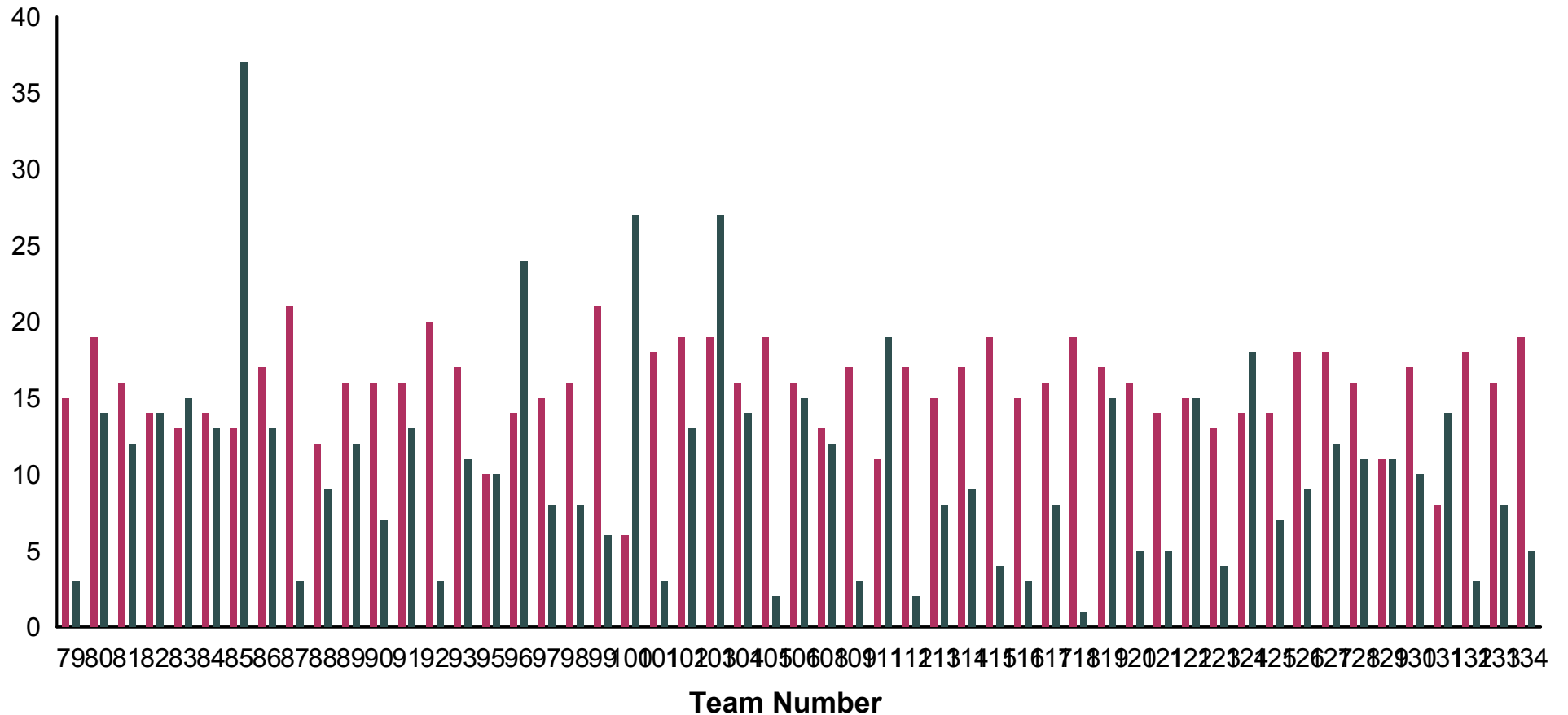
The Capital Employed measures how much of the company's capital base (infrastructure) is being utilised through winning new work.

DURING TIME IN CHARGE

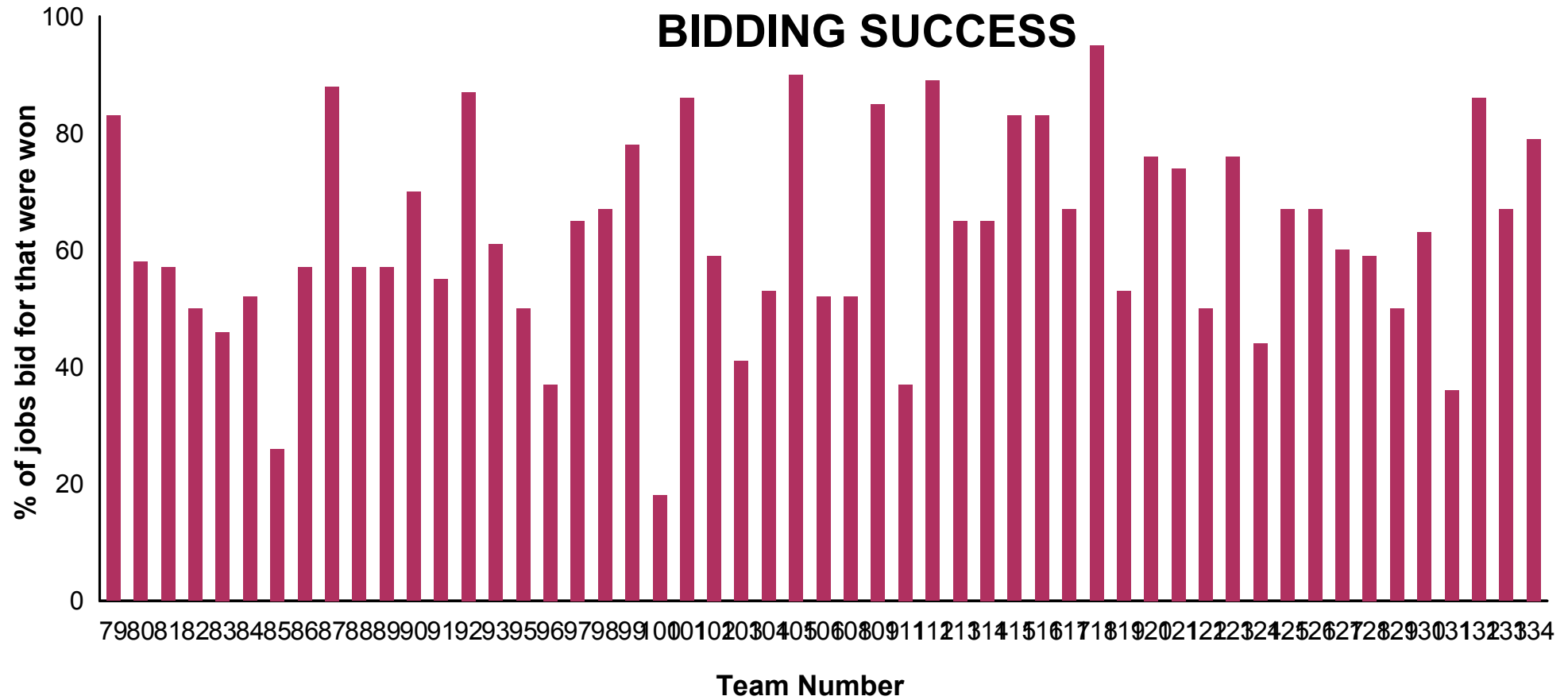
WINNING NEW WORK

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



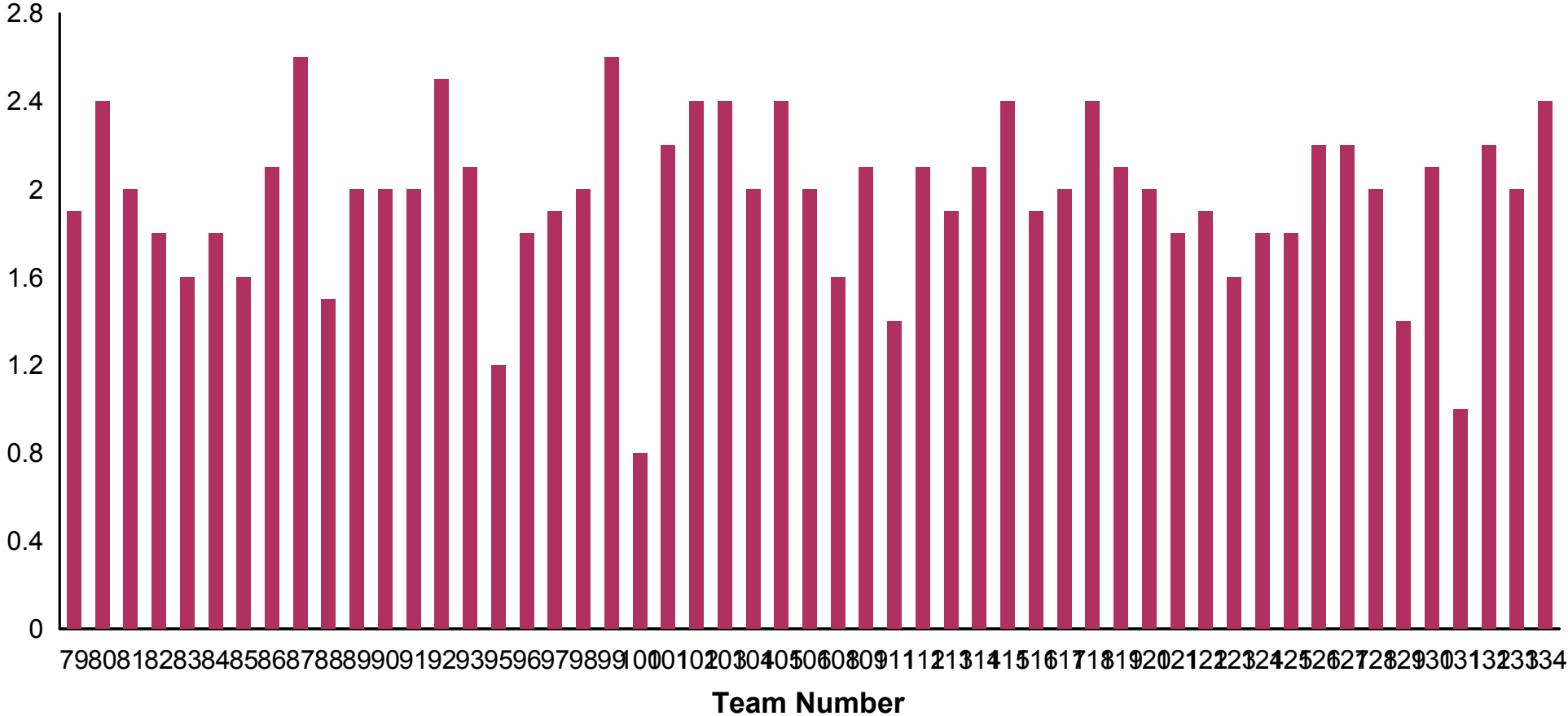
Jobs won
Jobs lost



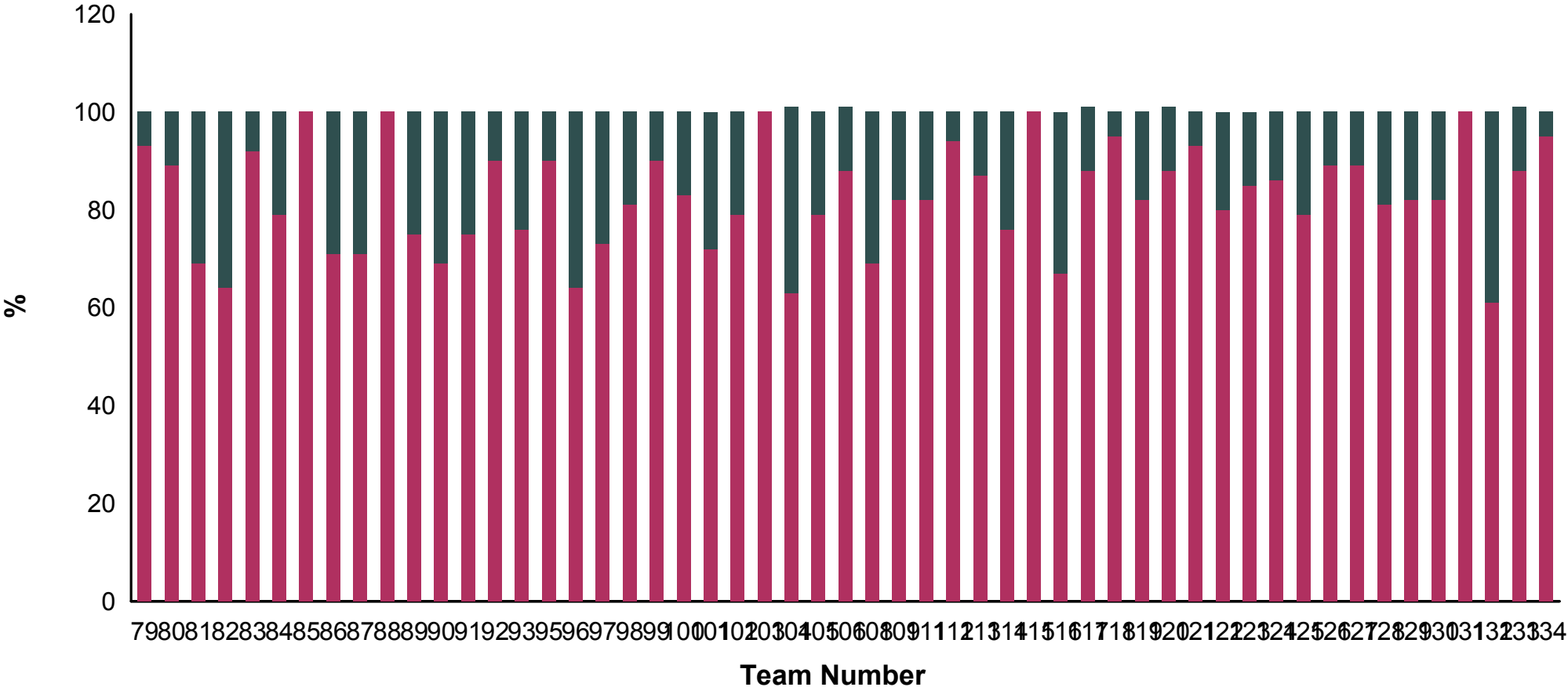
Every job that is bid for incurs a bidding cost putting the tender together, which increases overhead costs.

High bidding success keeps bidding costs to a minimum.

AVERAGE NUMBER OF JOBS WON EACH PERIOD

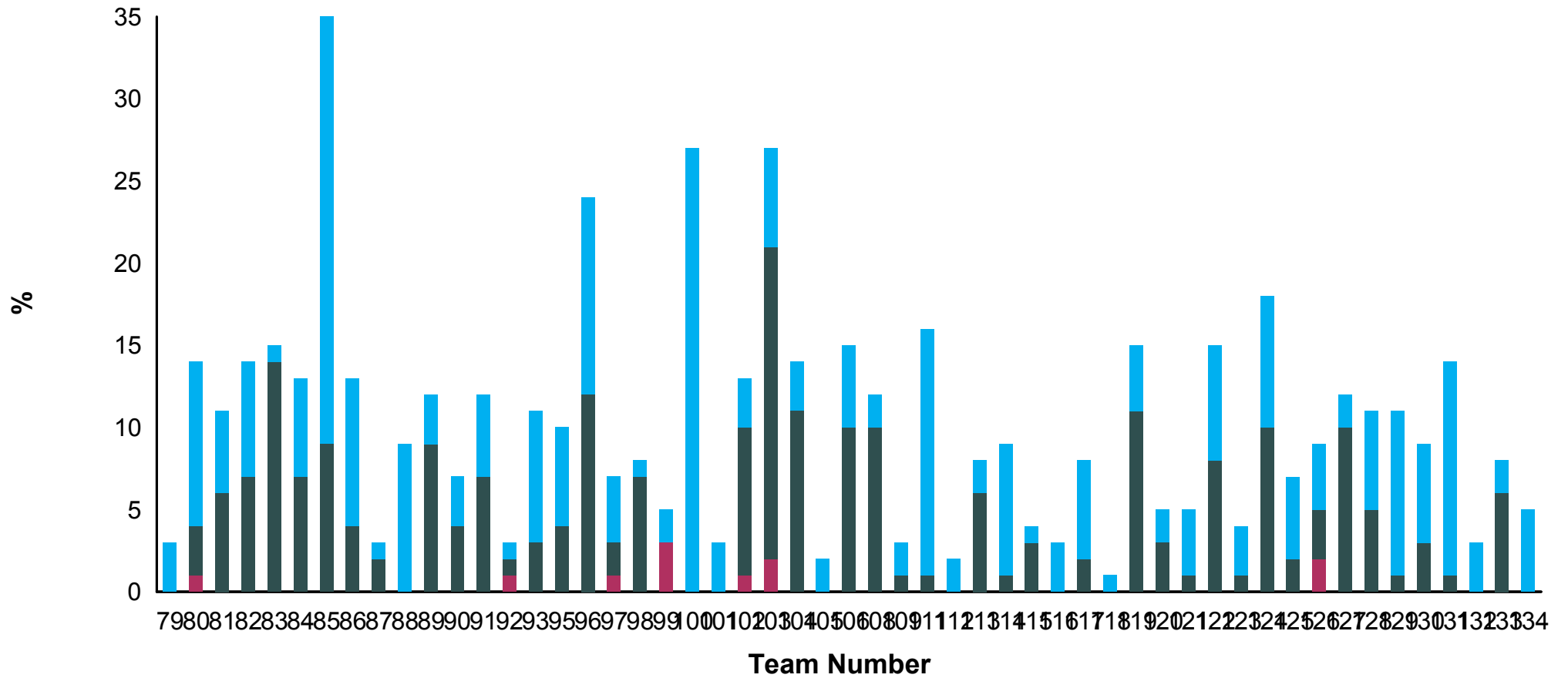


TYPE OF JOBS WON



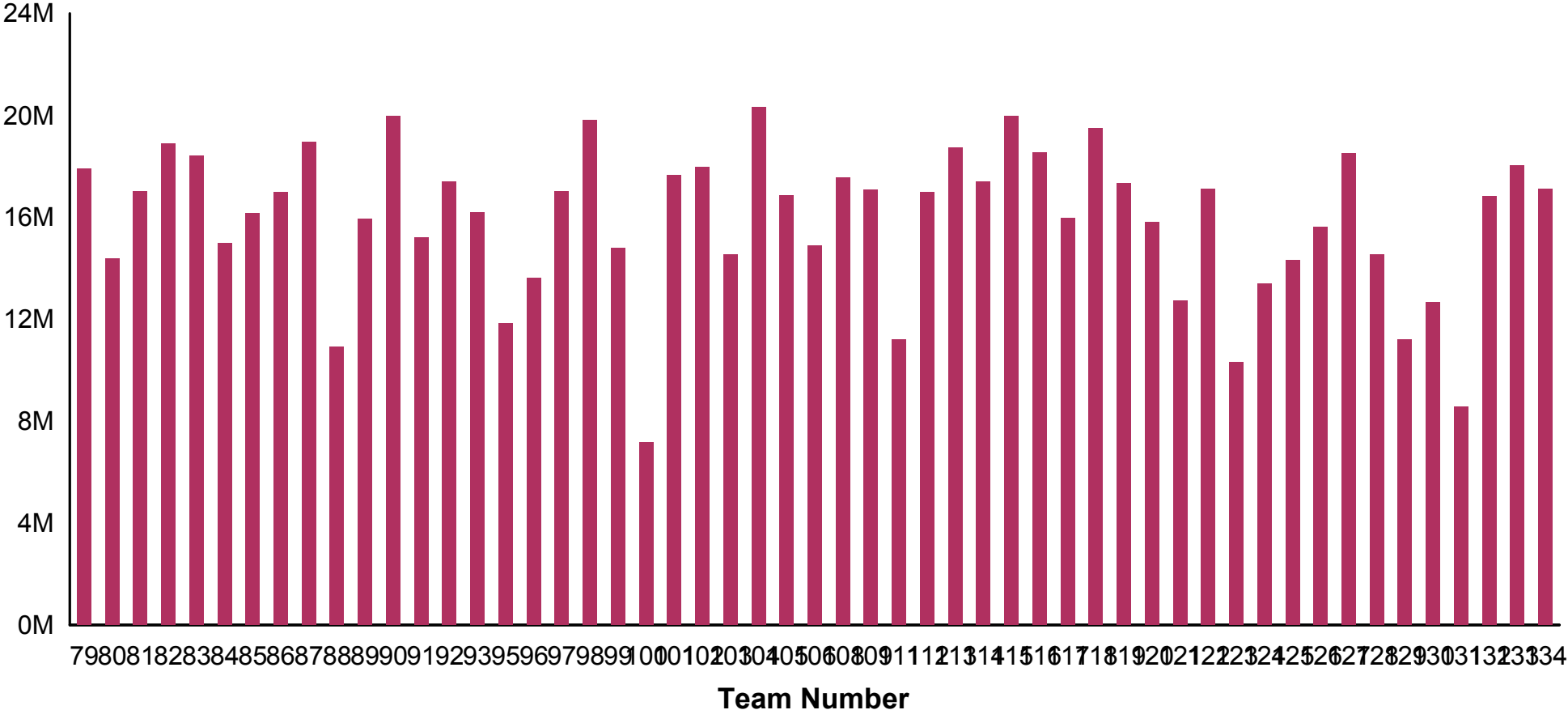
Build only
Design & Build

REASON FOR JOB LOSS

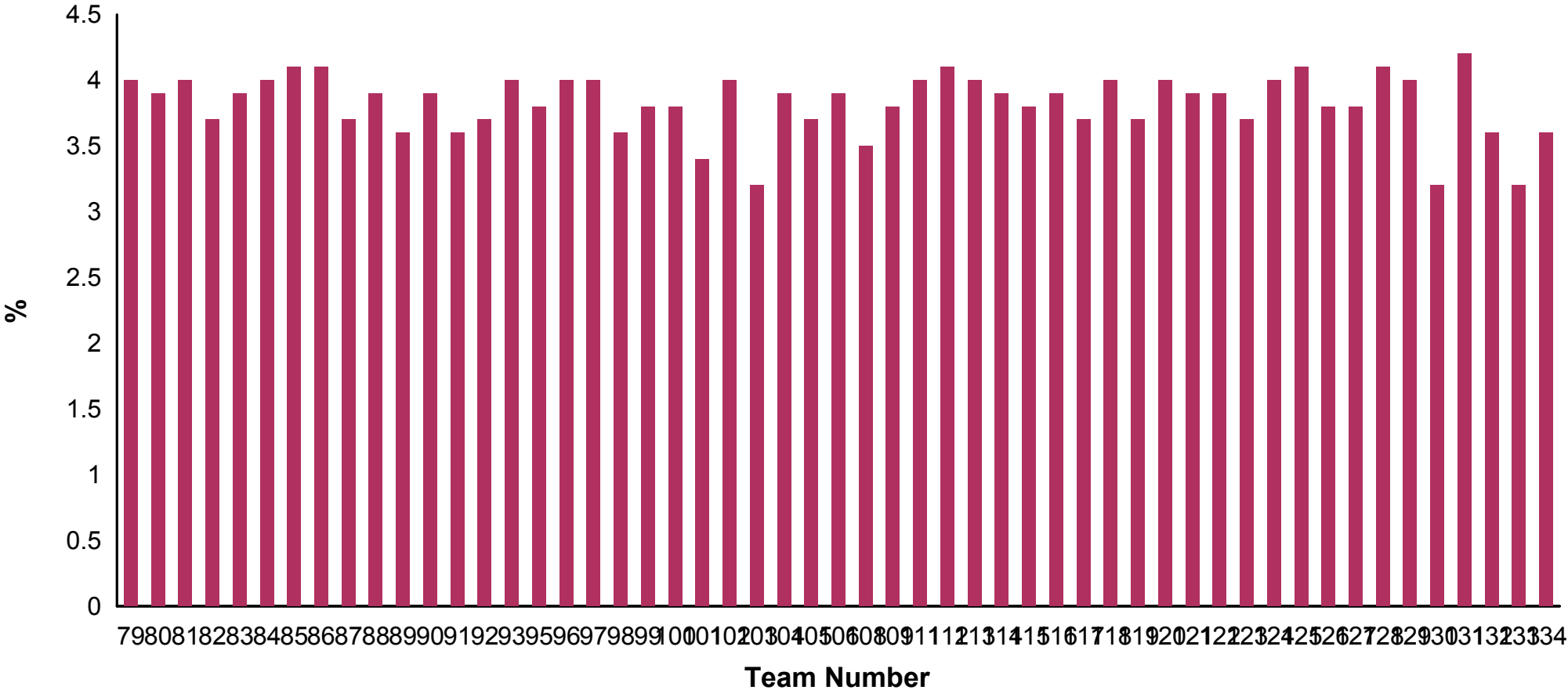


- Too many jobs in progress
- Capital base workload limitation
- Bid too low
- Bid too high

AVERAGE VALUE OF WORK WON EACH PERIOD



MARGIN IN WORK WON

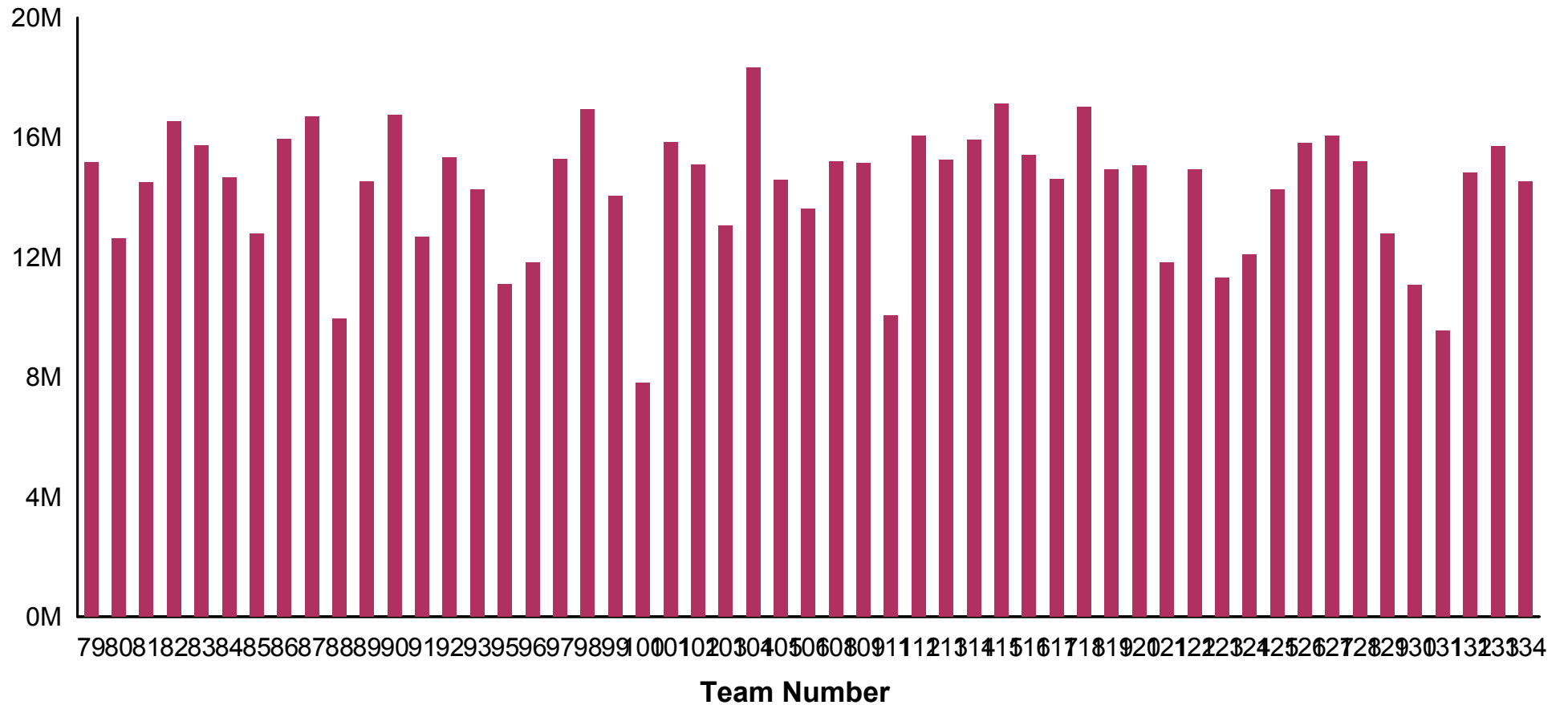


DURING TIME IN CHARGE

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



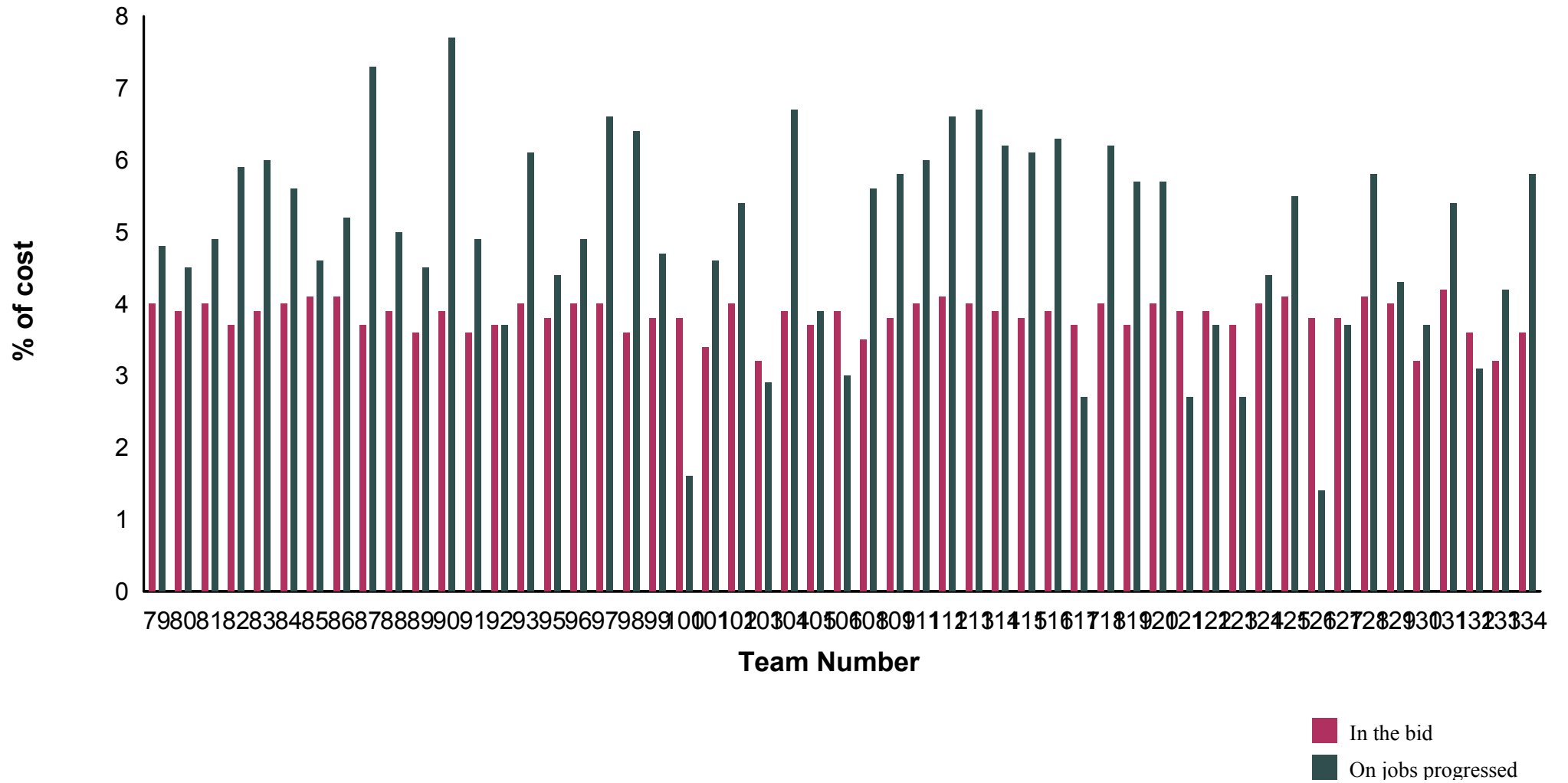
Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.

DURING TIME IN CHARGE

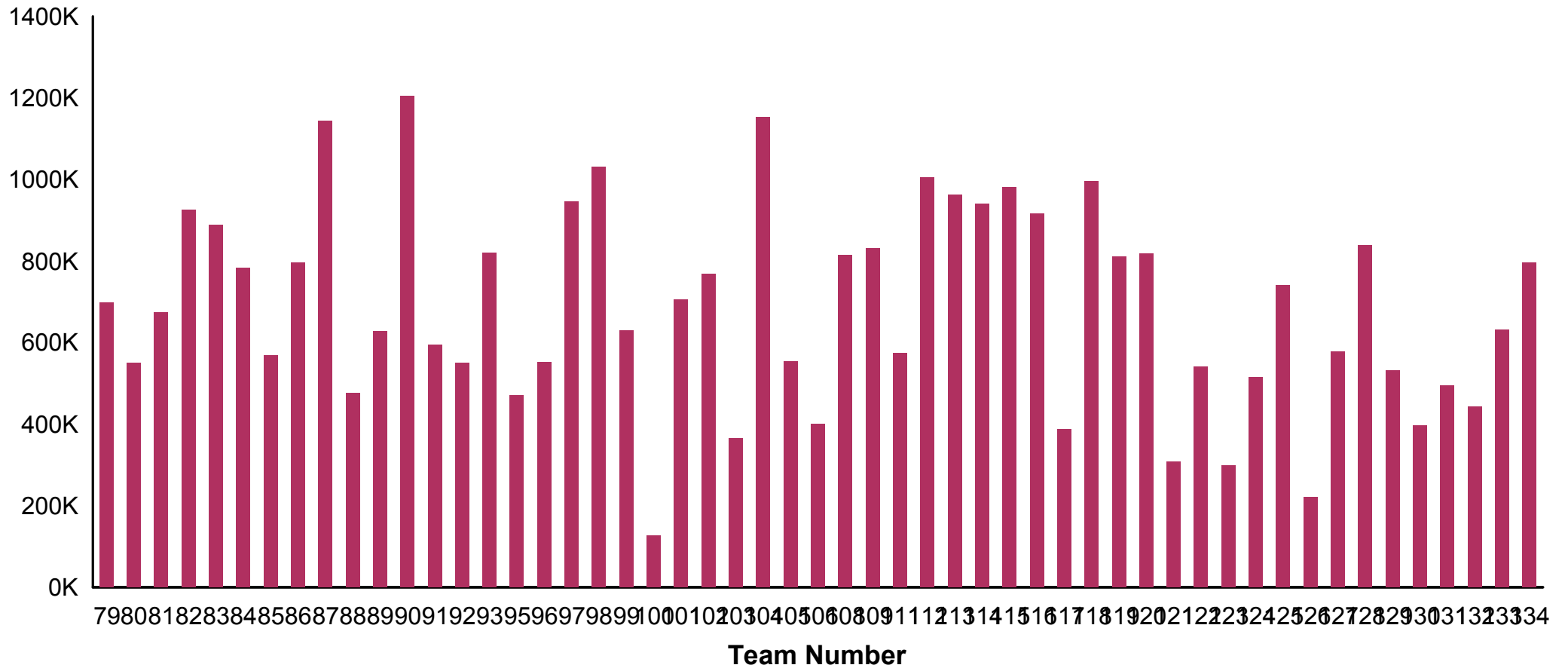
JOB PROFIT

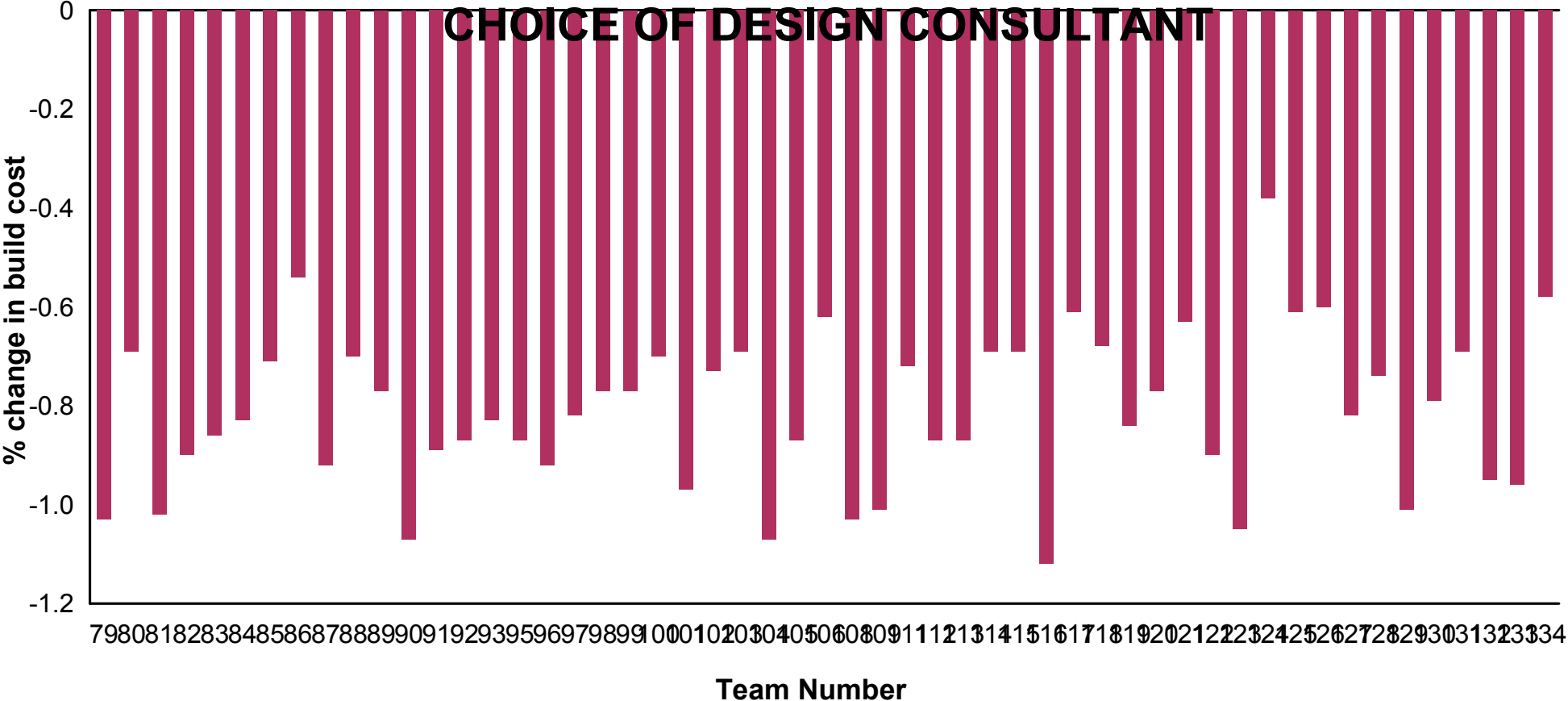
Turnover is required to grow the business, but managing jobs in progress as profitably as possible is the key to improving the value of the business.

MARGINS



AVERAGE AMOUNT OF JOB PROFIT EACH PERIOD

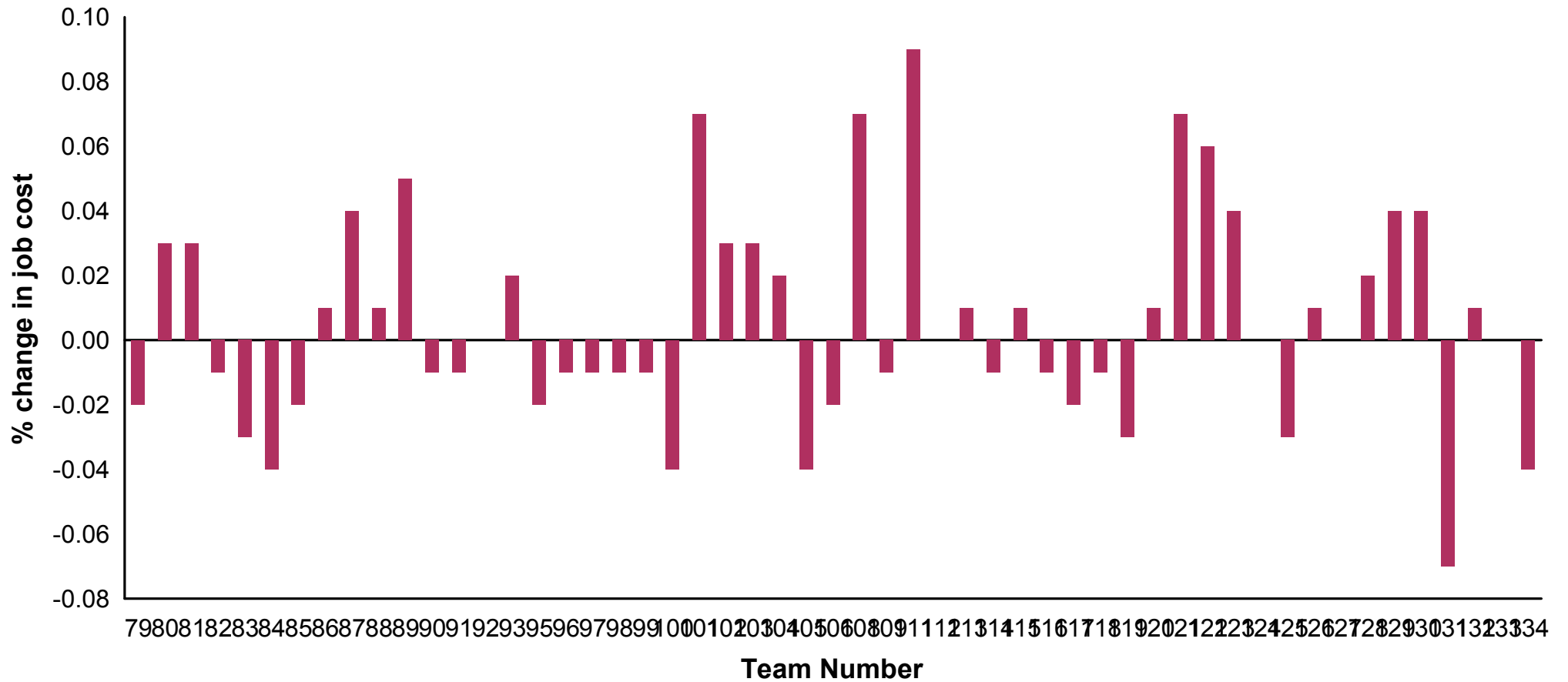




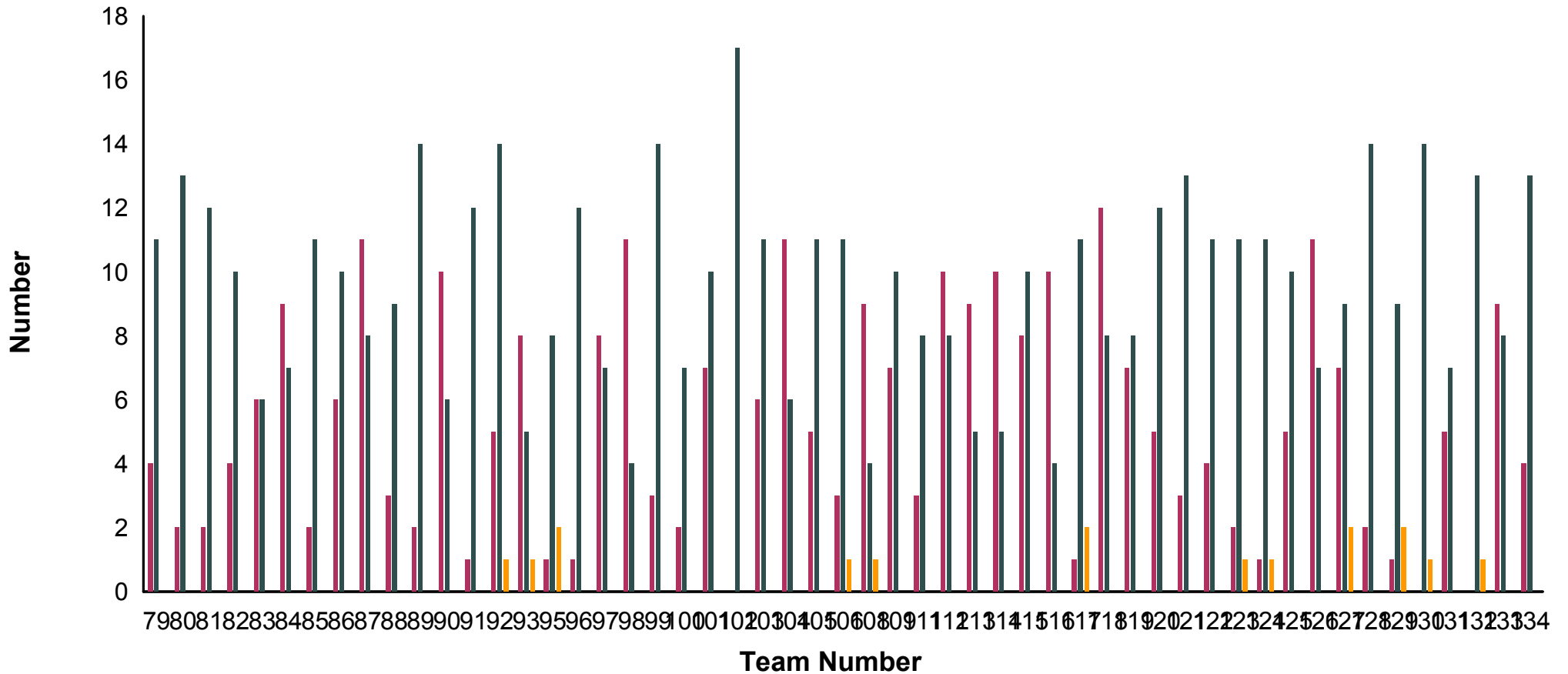
The choice of design consultant for Design and Build jobs can have a significant impact on the build costs.

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



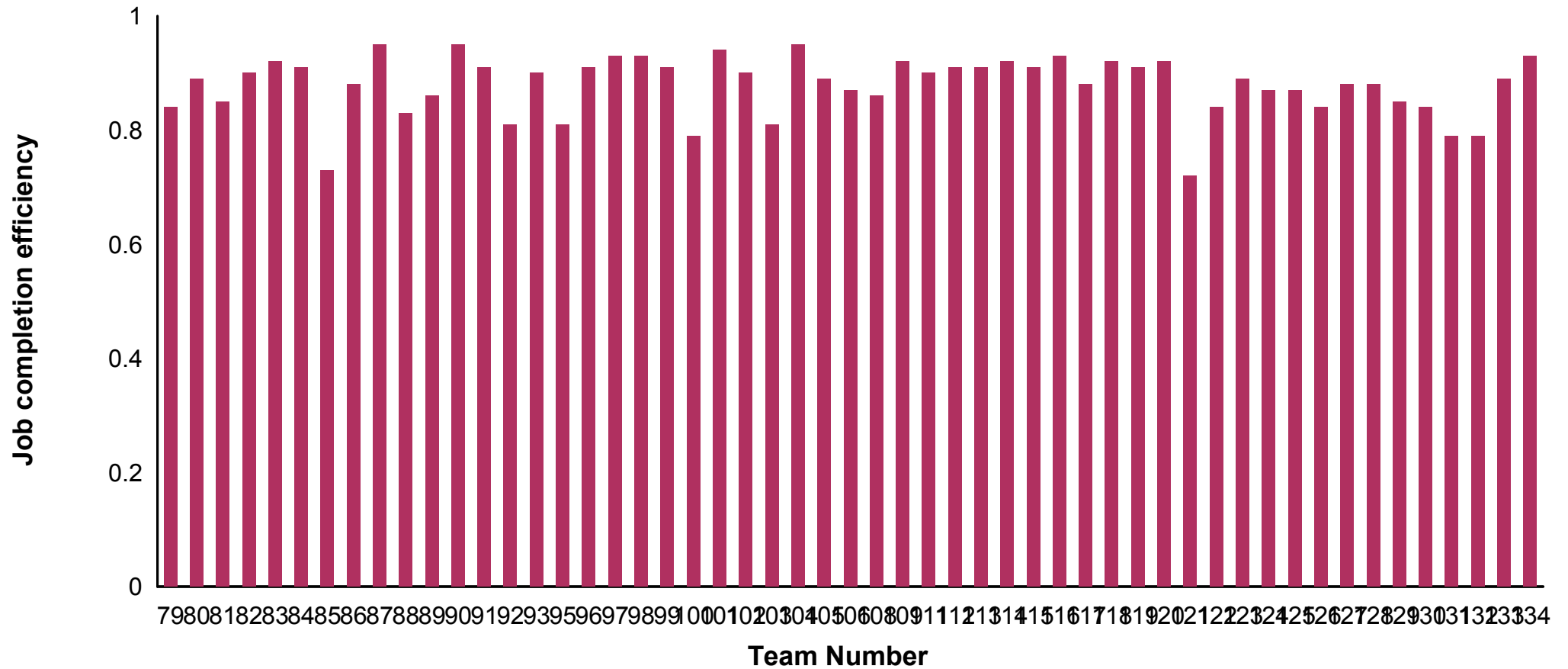
JOB COMPLETION



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

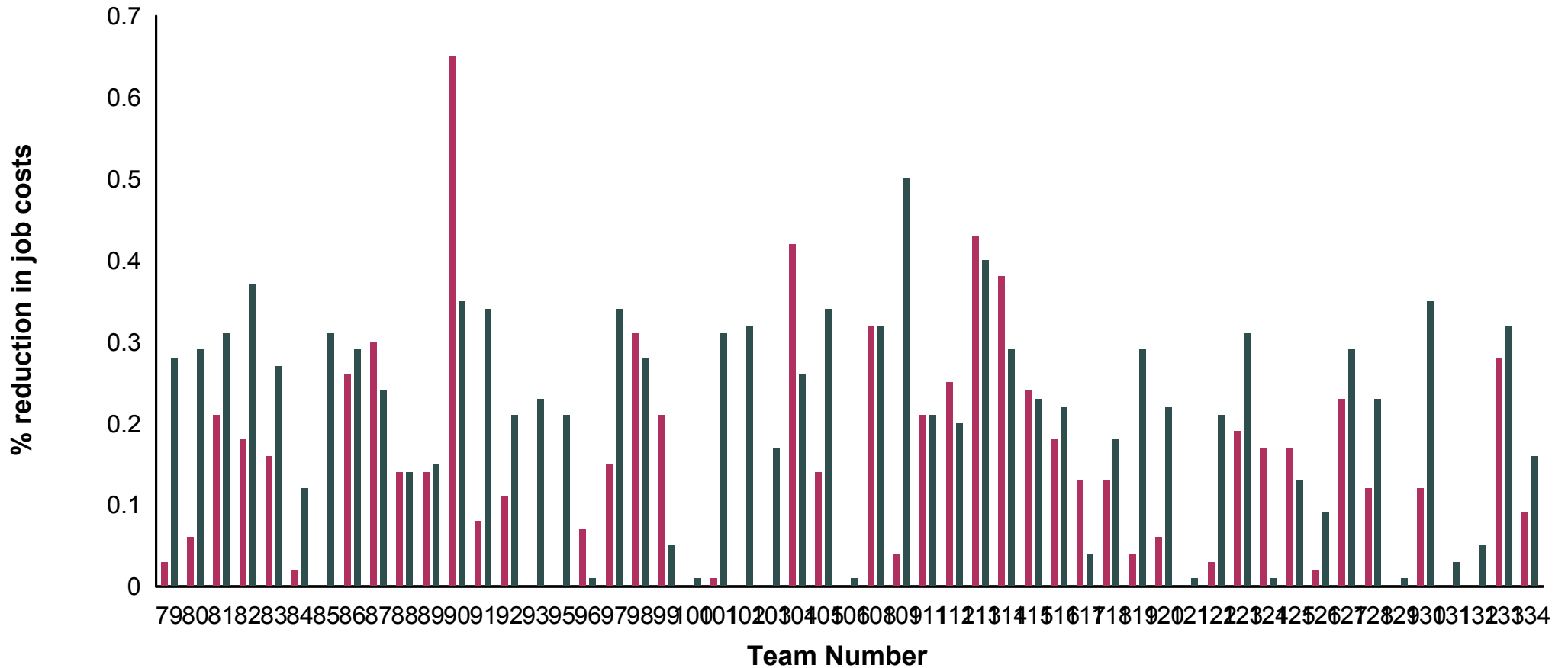
LABOUR MANAGEMENT



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.

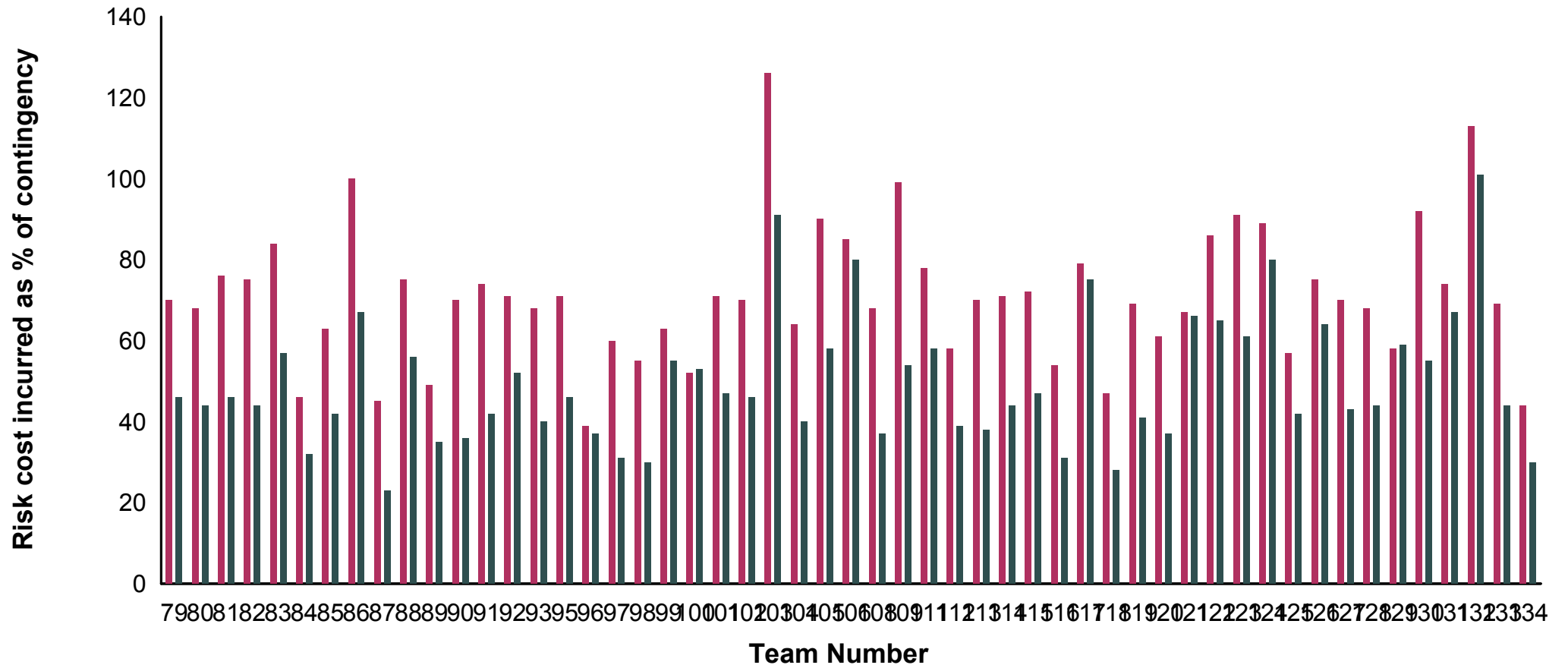
TARGETED INVESTMENTS



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

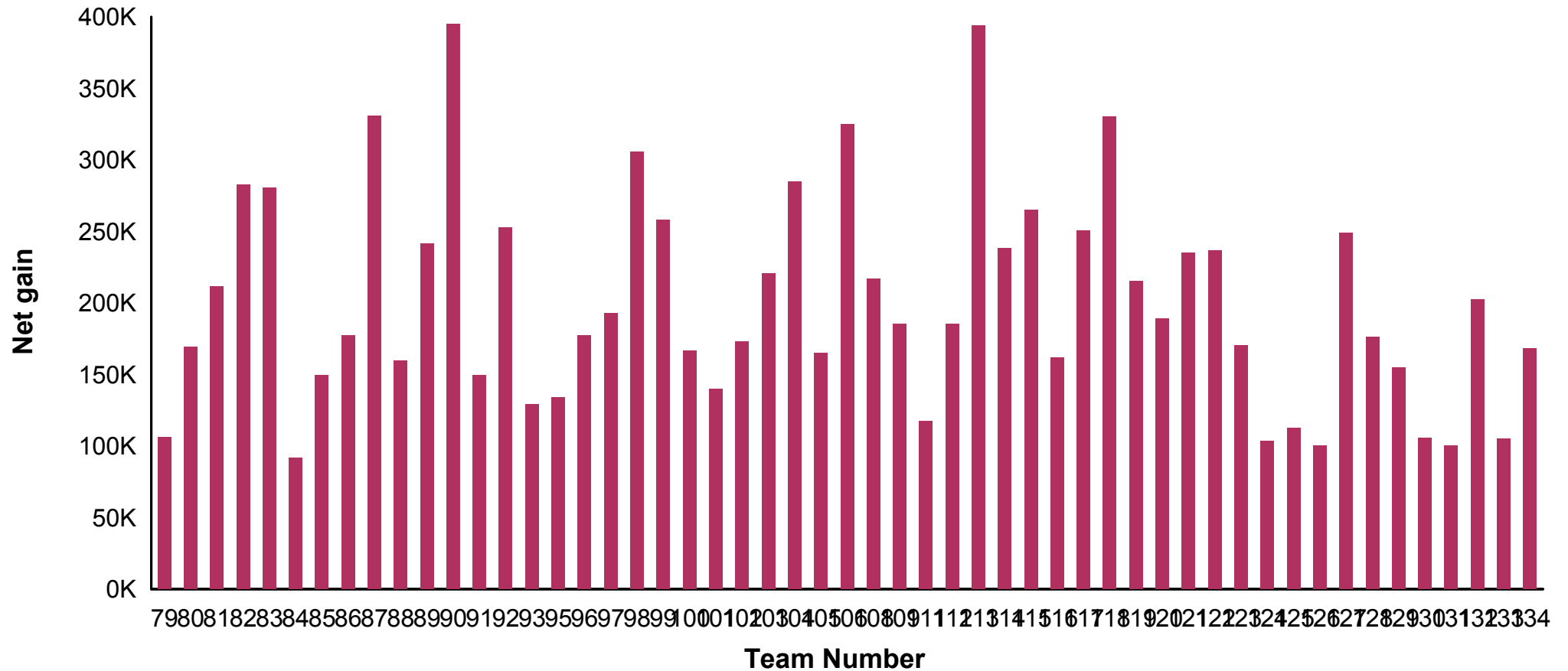
RISK MANAGEMENT



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

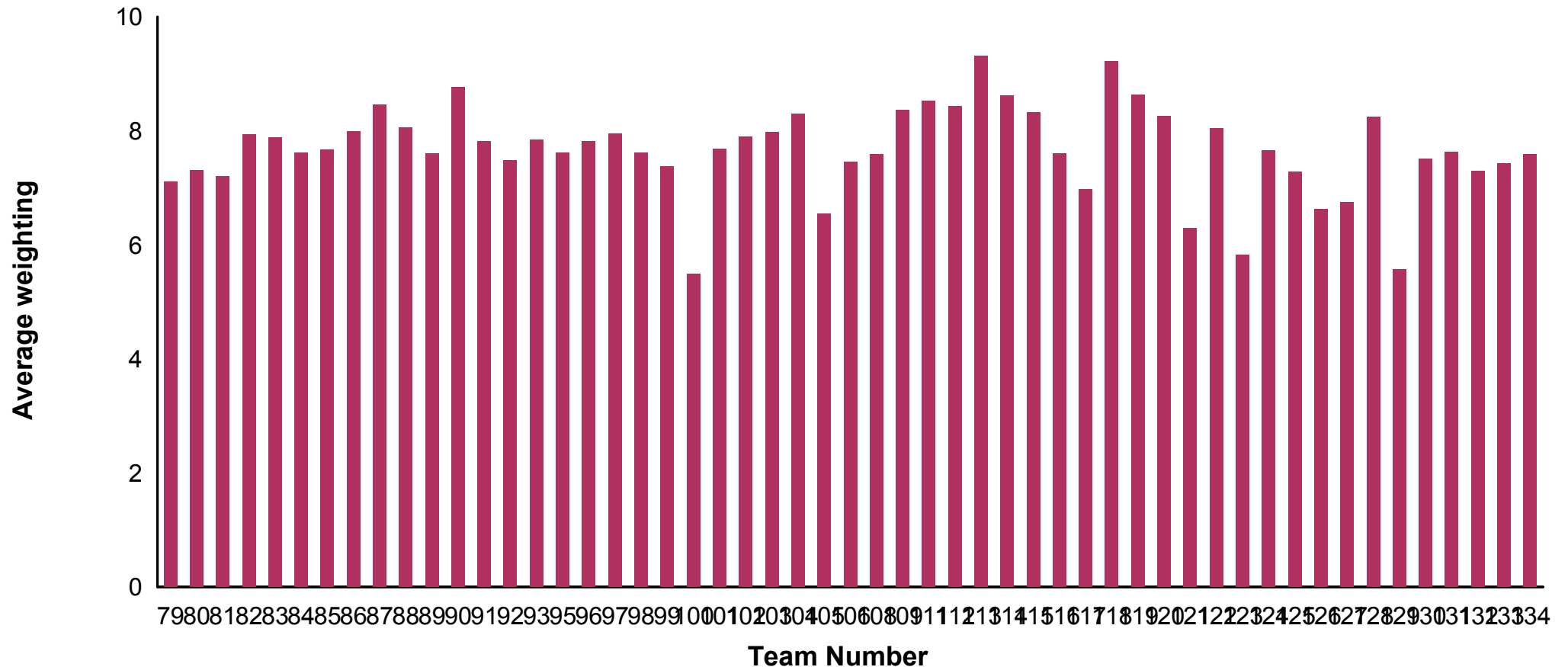
- Before mitigating actions
- After mitigating actions

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).

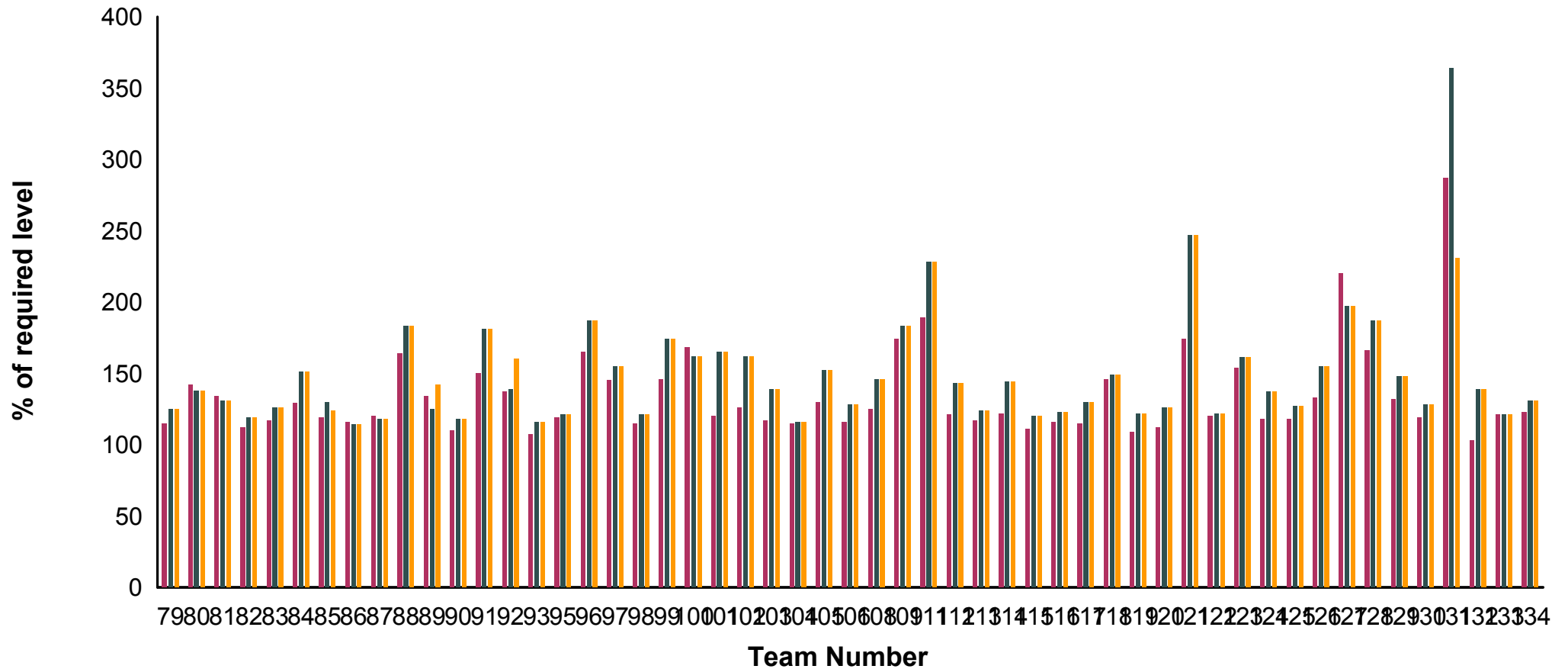
PROJECT MANAGER (PERFORMANCE)



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

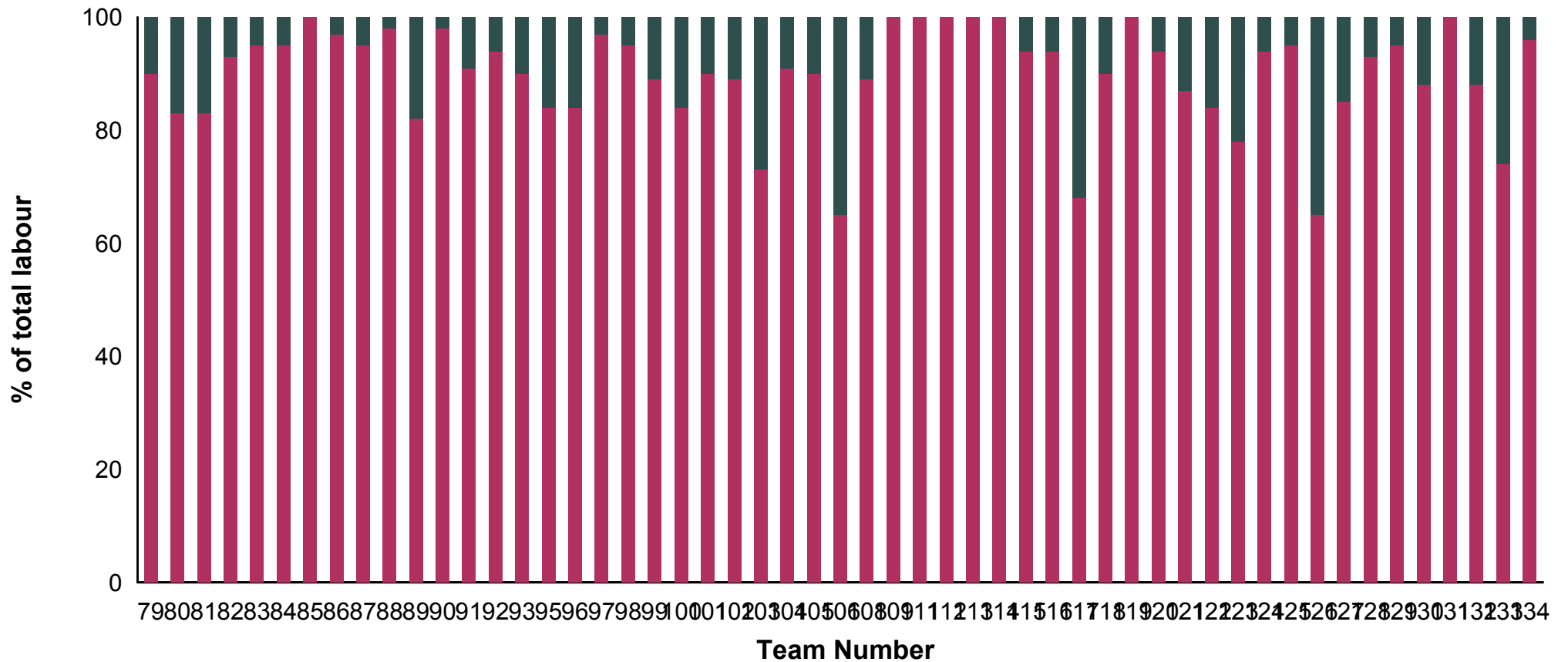


Efficient overhead management has a significant impact on operating profitability.

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

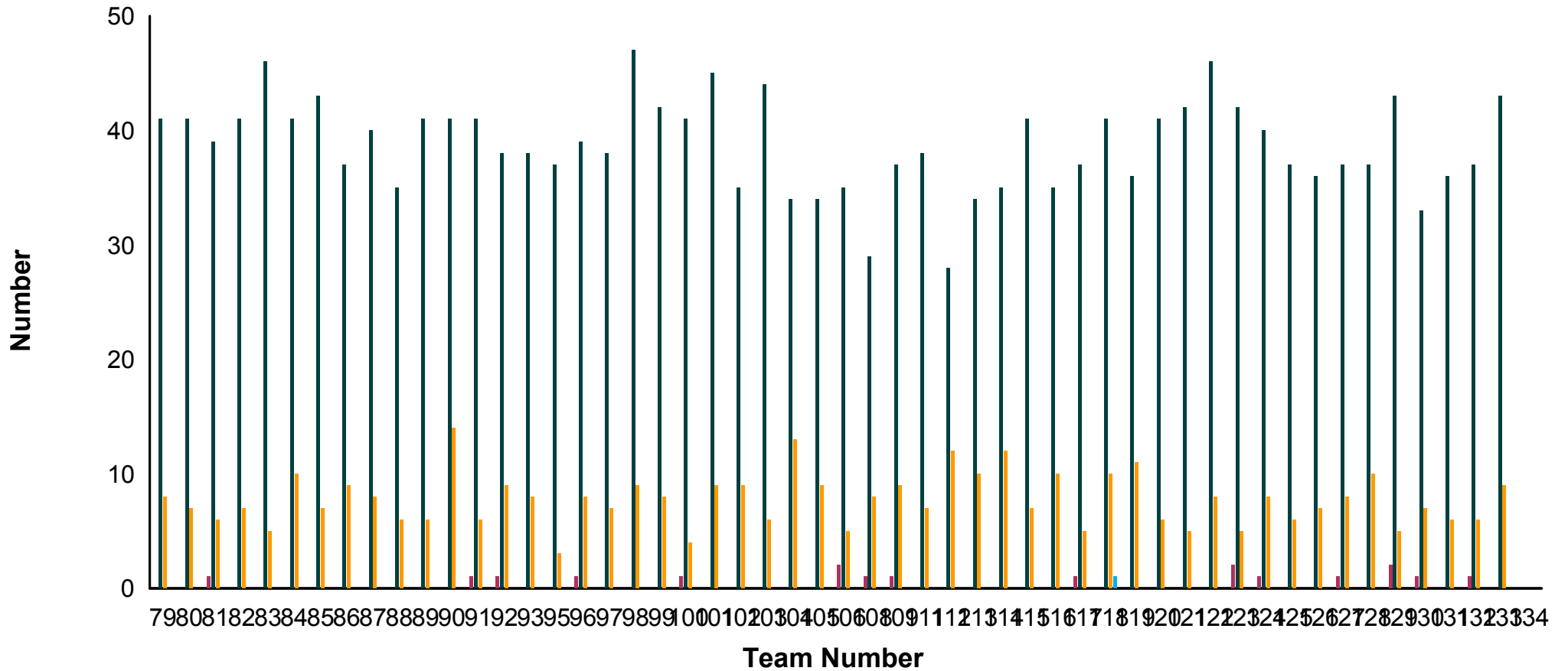


Subcontractor costs vary from country to country.

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

Own labour
Subcontract labour

CLIENT RELATIONSHIPS



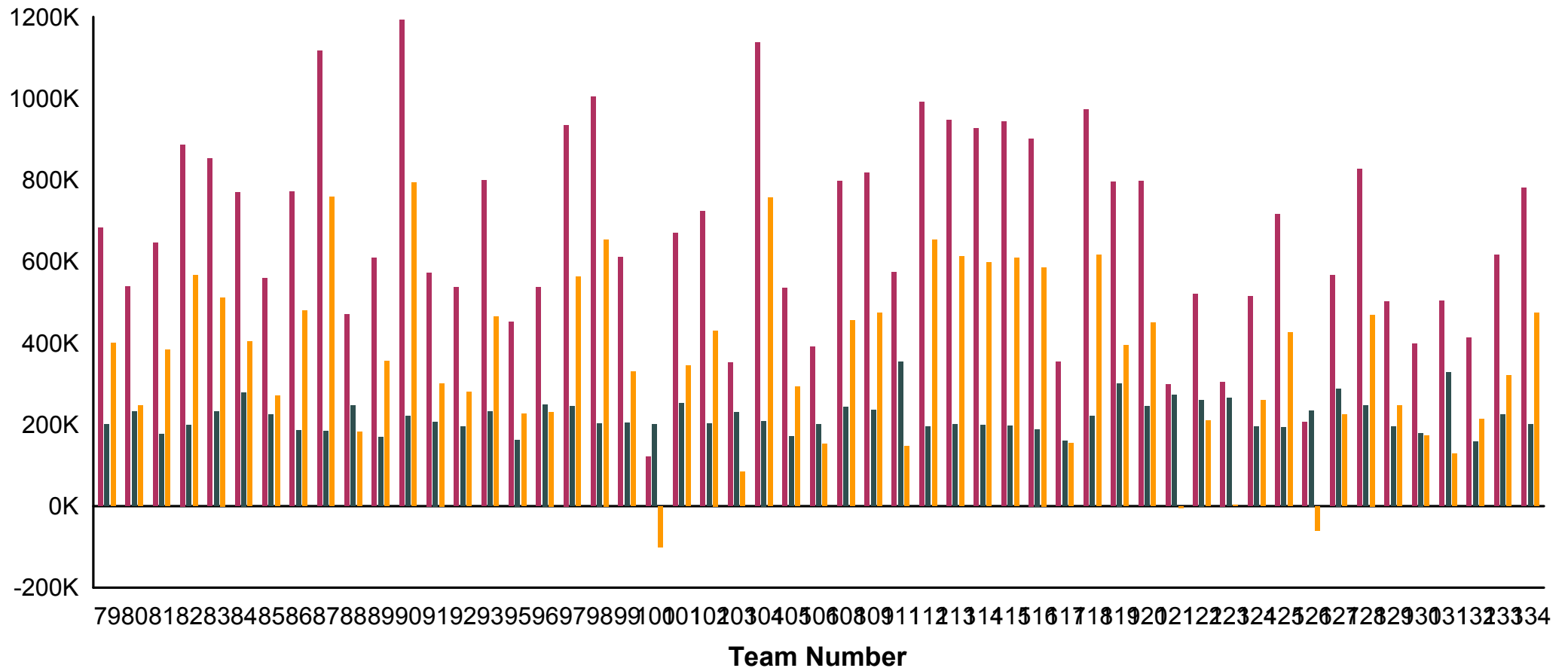
Building strong client relationships can be crucial in securing new work.

- 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

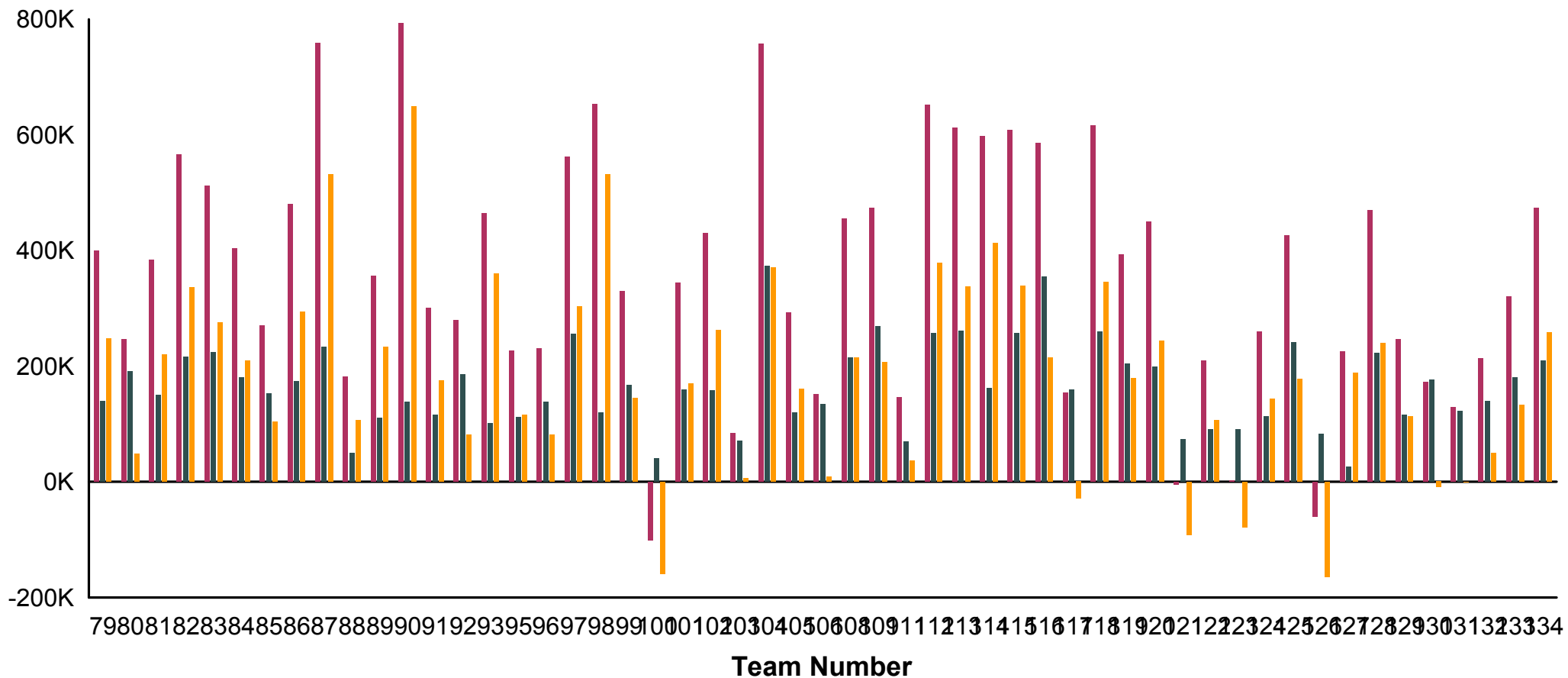


Ultimately the Operating profit improves the value of the business, going straight into the Cash Account.

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

- 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