

Managing Client Expectations

A Main Contractors View Point

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Supply Chain Management & Development

Mace

Managing Client Expectations

- Understanding the clients expectations
 - (knowing the client)
- Understanding what drives the client's expectations
 - (knowing the ultimate client)
- Being honest about your capabilities

Manage expectations:

Seek to prevent disappointment by establishing in advance what can realistically be achieved

Group Vision

Company Report

Health and safety highlights

Our safety record continued to outperform construction industry standards, thanks to our 'Safety first. Second nature.' strategy. Like for like, we recorded a

32%

reduction in the number of RIDDOR injuries on our projects in 2013.

There was also a

+18%

increase in the number of people working on our projects. Project teams around the world continued to clock up millions of accident free hours.

Safety first. Second nature.

Financial highlights

Mace achieved all of its financial targets for 2013. Turnover increased 8% to

£1.18bn

...with pre-tax profit rising 14% to

£32m

75%

of our turnover target for 2014 was already secured by the end of 2013.

People highlights

We created more than



400

new jobs in 2013...

...to make us a company of

3,806

directly employed staff...

...representing a growth of

+14%

on 2012.

We also recruited

60

for our Graduate Development Programme and seven college leavers to our Construction Training Programme.

Corporate responsibility highlights

The Mace Foundation had an impressive first year of operation, making donations and contributions of over


£330k

to charitable organisations and establishing six strategic partnerships with organisations that reflect our vision and values.

Mace also helped

464

local people get into work, either with Mace, our supply chain or other stakeholders...

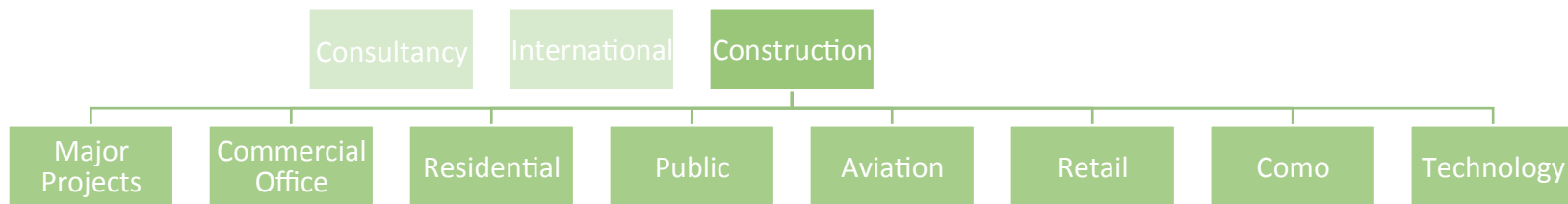
...and provided

898

people with careers advice and support.


mace
business school

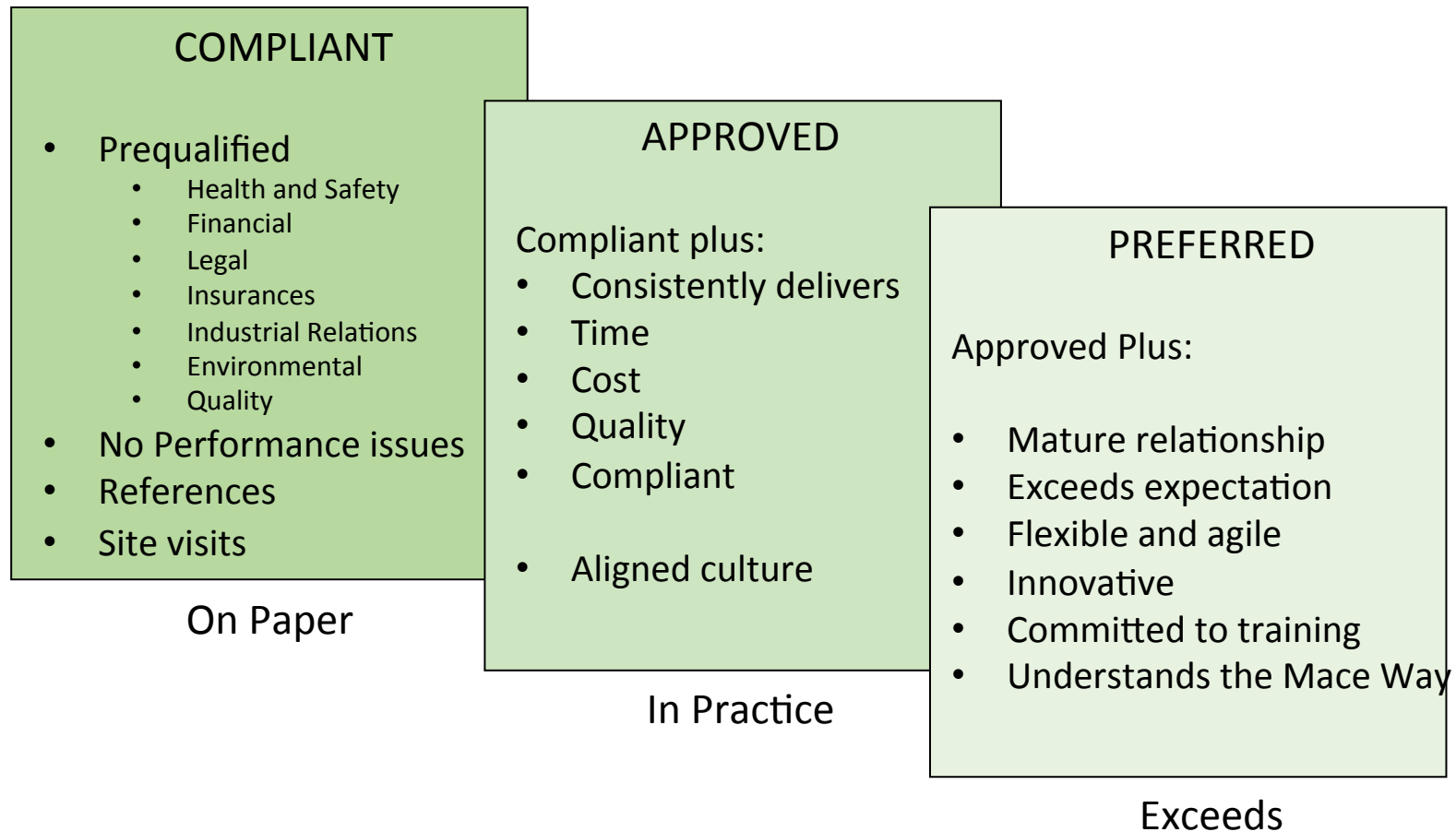
Divisional & Business Unit Vision



Key Elements of Expectation



Meeting or Exceeding Expectations

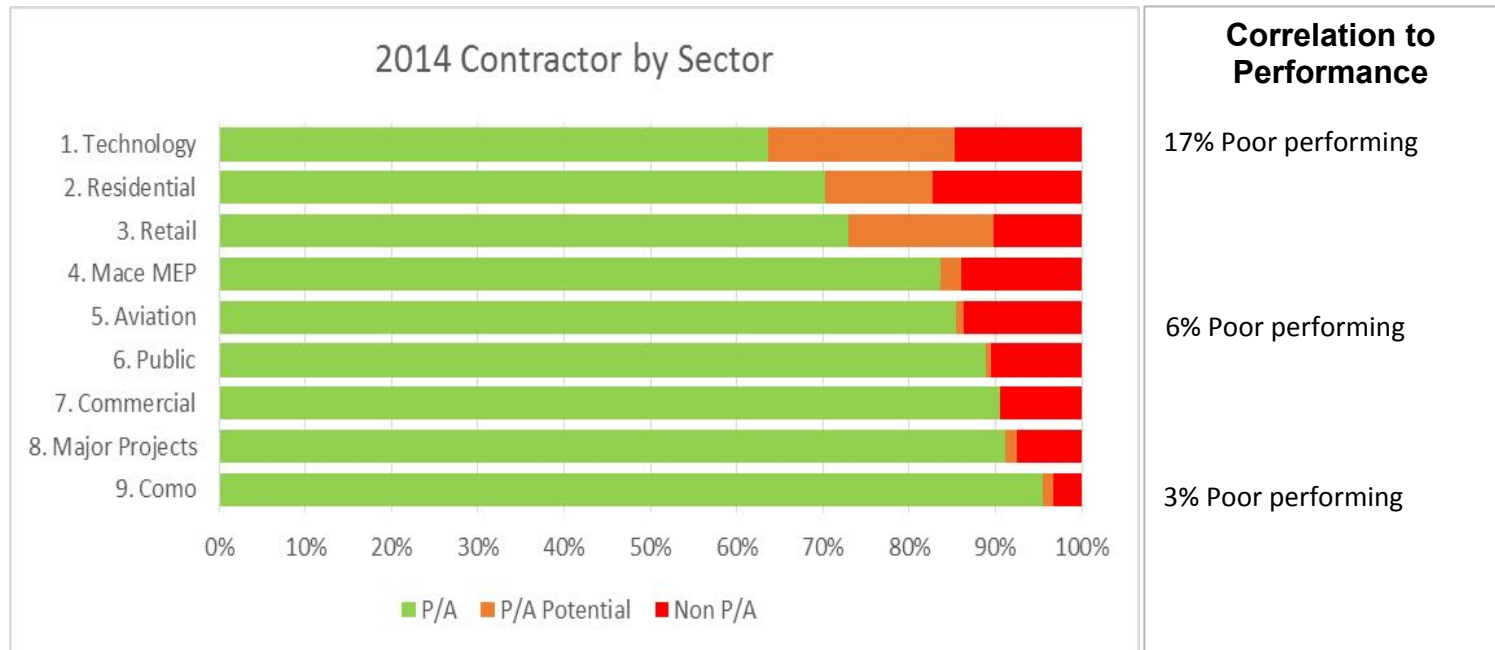


17 Key Performance Measures

Defining Our Expectations

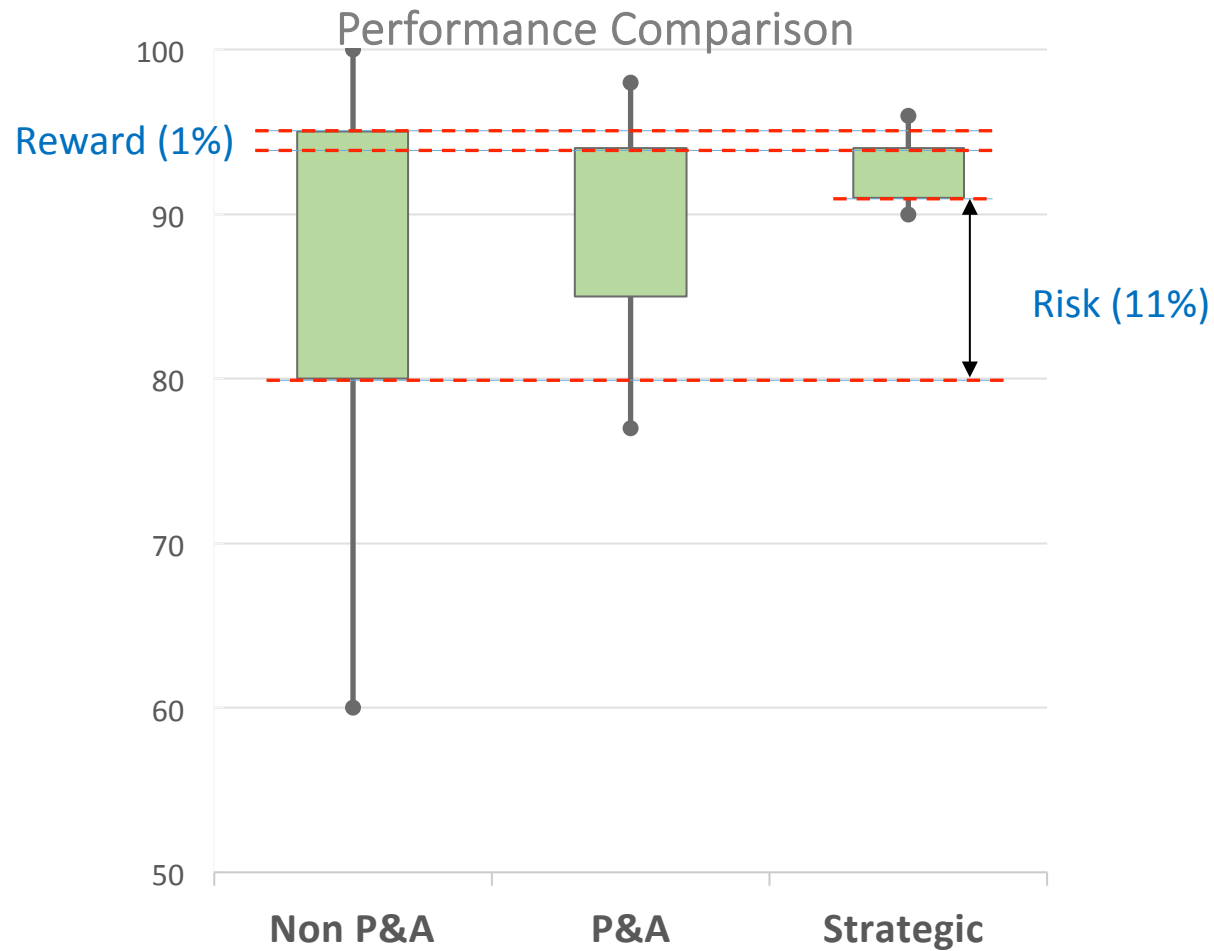
KPI	Score
Programme	3.74
Pre Planning	3.81
Cost Management	3.82
On Site Management	3.83
O&M's	3.83
As Built Drawings	3.83
Supply Chain/Labour	3.84
Off Site Management	3.84
Quality of Installation	3.85
Drawing Approval	3.85
Quality Management Systems	3.86
HS&E	3.88
Design (Development)	3.88
Contract	3.89
System Use	3.91
Sustainability	3.91
Logistics	3.93

When We Go Outside the Supply Chain Spend with P/A Companies



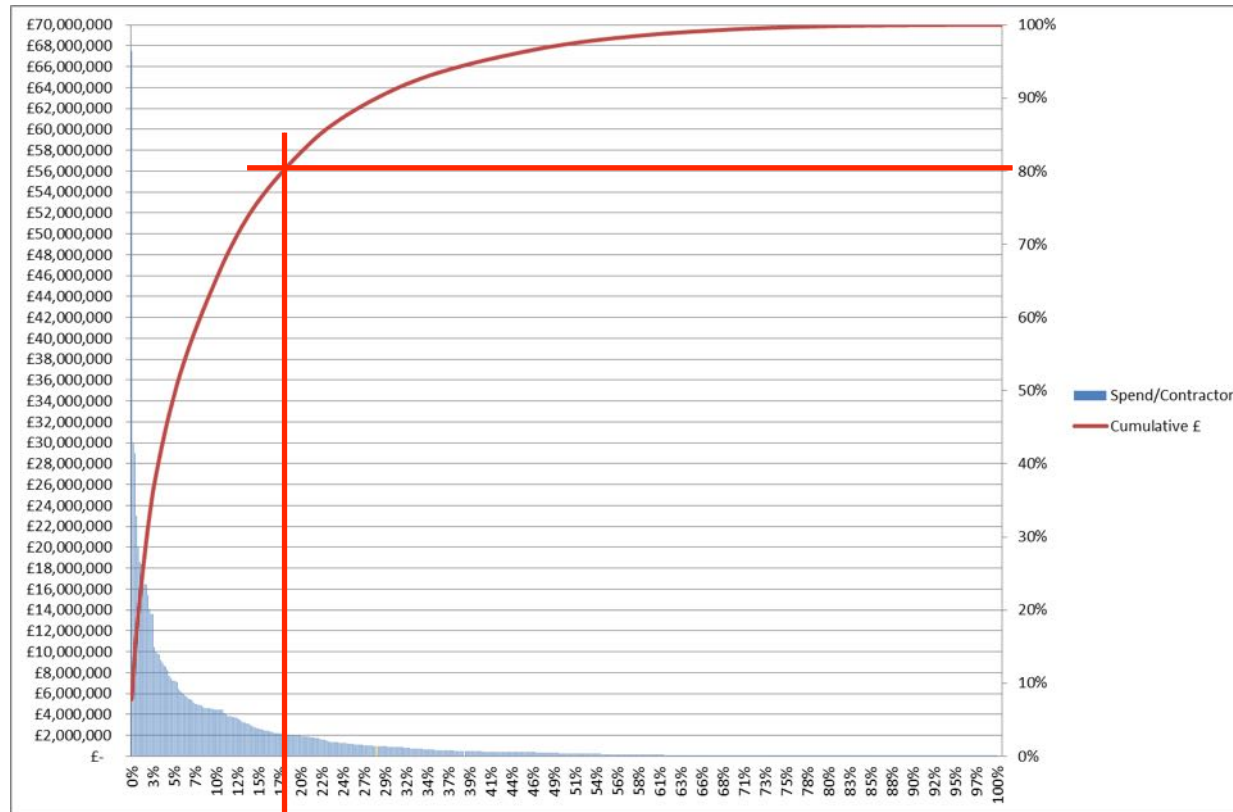
Green = Preferred and Approved used (as % of spend)
Amber = Used more than once
Red = One off adhoc contractors

Strategic Relationships



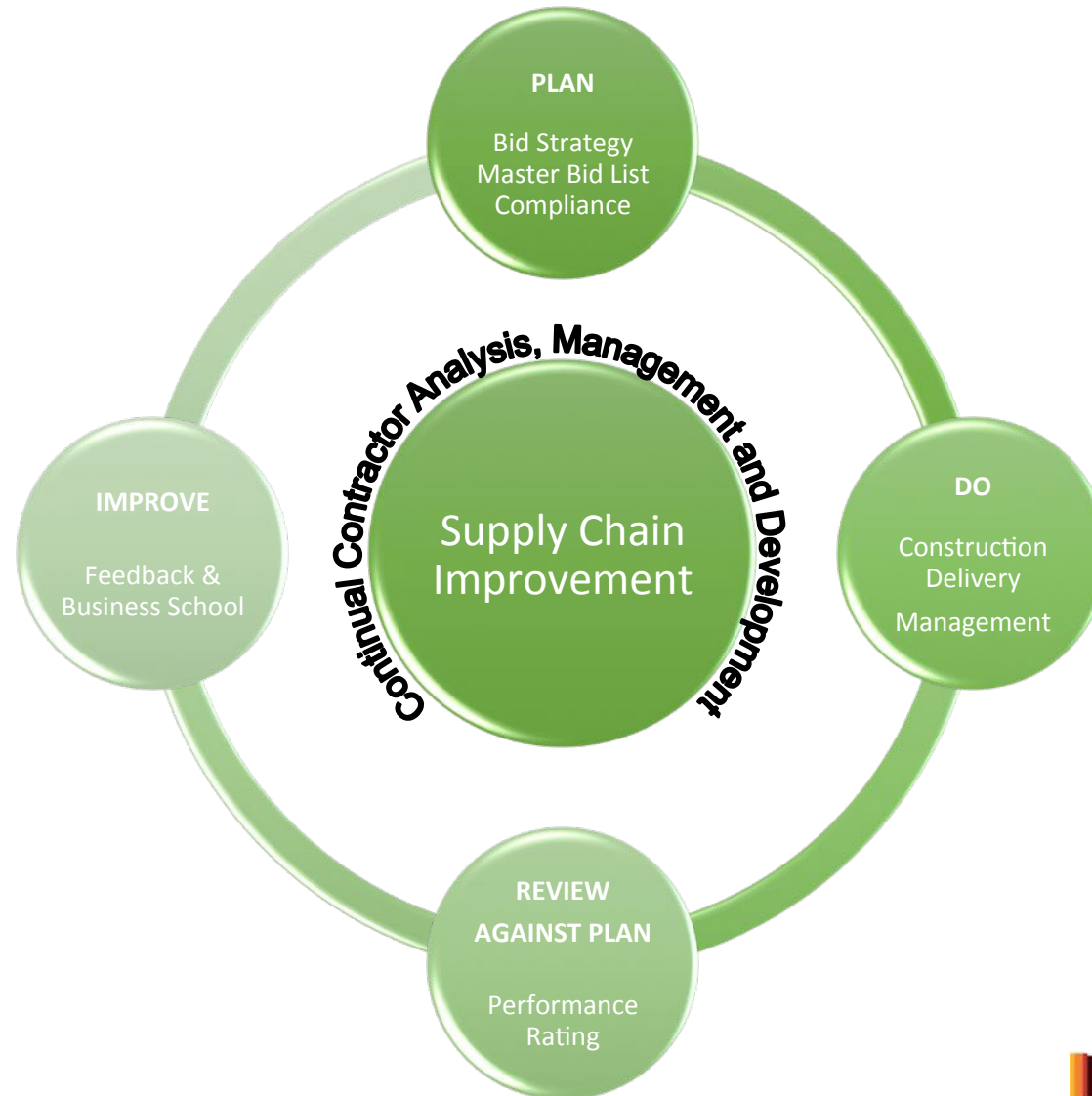
Focussing the Effort

Contractor Spend/Risk Analysis



- 80% of spend
- 17% of supply chain

Supply Chain Improvement



Conclusion

Managing Expectations

- No quick wins
- Mature relationships
- Strategic Partnerships

TRUST

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