

### **ENGINUITY 2022 COMPETITION**

#### **PERFORMANCE REVIEW FOR 'AECOMplete Shambles'**

## MANAGEMENT TEAM

Eileen Bourns

Lydia Rouillard

Timothy Chang

Ed Keogh

# SPONSOR

AECOM

### THE CHALLENGE



It is the **beginning of 2022**.

A UK-based **global construction business** that has only been in existence for one year needs a **new management team** to run the company for the foreseeable future.

The company **operates in a number of sectors**, with jobs, clients, rival competitors, and people worldwide.

To grow the business the new management team will need to devise an effective business strategy.

Developing an effective strategy will involve acquiring an understanding of :-

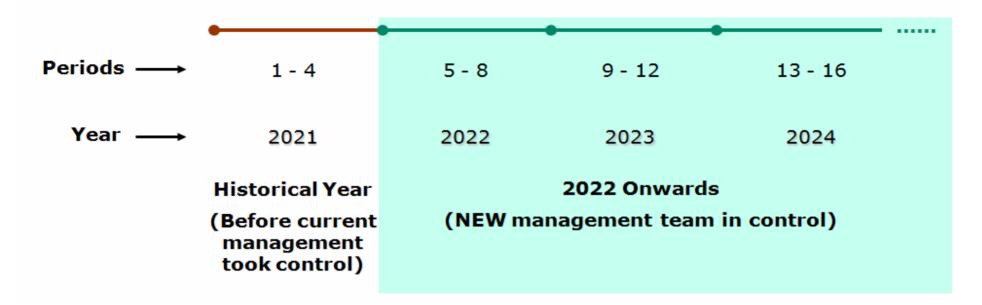
- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

To implement the strategy decisions will have to be made in a number of key areas :-

- Financial management
- Overhead management
- Procurement
- Job progression

### TIMEFRAME

Decisions are made for a period, representing 3 months, or a quarter, in the real world.



The new management team were in charge for two different stages.

#### THE EARLY YEARS (PERIODS 5-12)

During the Early Years the competition for jobs comes from a number of simulated companies. Each one has their own unique profile and bidding history, and a careful assessment of the opposition is required to formulate an effective procurement strategy.

#### THE LATER YEARS (PERIODS 13-18)

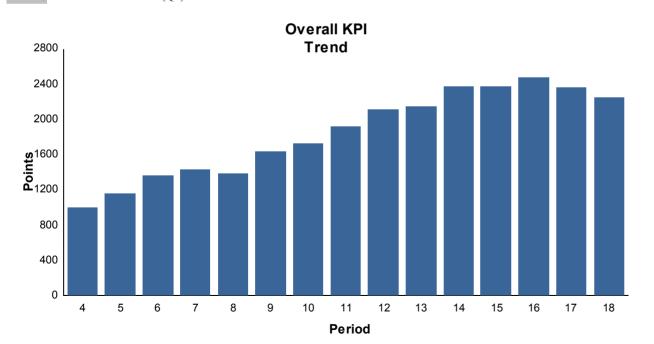
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

### **OVERALL PERFORMANCE (KPIs)**

Performance Indicators were used to measure company progress, weighted at the end of the History to reflect their variability, initially to 1,000 points.

Overall company performance improved from 1,000 to 2,250 points

| End           |               |          | Gross<br>Profit To | Operating<br>Profit To | Company | Capital  | Contract   | Forward  | Forward | Share | Client      | Total  |
|---------------|---------------|----------|--------------------|------------------------|---------|----------|------------|----------|---------|-------|-------------|--------|
| Period Status | Year/qtr      | Turnover | Turnover           | Turnover               | Value   | Employed | Completion | Workload | Margin  | Price | Satifaction | Rating |
| 4 History     | 2021 (Q4)     | 40       | 170                | 120                    | 170     | 130      | 80         | 70       | 100     | 70    | 50          | 1,000  |
| 5 Early Yea   | urs 2022 (Q1) | 55       | 161                | 142                    | 172     | 154      | 97         | 102      | 141     | 73    | 70          | 1,167  |
| 6 Early Yea   | urs 2022 (Q2) | 66       | 137                | 111                    | 169     | 185      | 122        | 166      | 248     | 73    | 90          | 1,367  |
| 7 Early Yea   | urs 2022 (Q3) | 78       | 158                | 181                    | 188     | 202      | 122        | 128      | 189     | 77    | 107         | 1,430  |
| 8 Early Yea   | urs 2022 (Q4) | 97       | 159                | 198                    | 205     | 210      | 134        | 82       | 117     | 69    | 122         | 1,393  |
| 9 Early Yea   | urs 2023 (Q1) | 103      | 177                | 224                    | 223     | 218      | 173        | 125      | 171     | 72    | 153         | 1,639  |
| 10 Early Yea  | urs 2023 (Q2) | 109      | 193                | 255                    | 247     | 223      | 173        | 126      | 161     | 71    | 174         | 1,732  |
| 11 Early Yea  | urs 2023 (Q3) | 116      | 208                | 288                    | 277     | 231      | 193        | 151      | 179     | 75    | 208         | 1,926  |
| 12 Early Yea  | urs 2023 (Q4) | 124      | 219                | 314                    | 305     | 240      | 213        | 176      | 202     | 90    | 238         | 2,121  |
| 13 Later Yea  | ars 2024 (Q1) | 134      | 223                | 330                    | 332     | 244      | 237        | 134      | 150     | 107   | 263         | 2,154  |
| 14 Later Yea  |               | 140      | 234                | 352                    | 354     | 250      | 261        | 189      | 184     | 129   | 289         | 2,382  |
| 15 Later Yea  |               | 144      | 236                | 352                    | 365     | 252      | 273        | 153      | 147     | 136   | 316         | 2,374  |
| 16 Later Yea  |               | 147      | 241                | 352                    | 379     | 254      | 285        | 176      | 169     | 139   | 340         | 2,482  |
| 17 Later Yea  |               | 152      | 242                | 356                    | 399     | 251      | 297        | 83       | 80      | 134   | 367         | 2,361  |
| 18 Later Yea  | rs 2025 (Q2)  | 152      | 235                | 338                    | 384     | 243      | 309        | 49       | 47      | 107   | 386         | 2,250  |



#### TURNOVER

An indication of how much work the company has done

**GROSS PROFIT TO TURNOVER** A measure of how profitable the company's jobs have been

**OPERATING PROFIT TO TURNOVER** A measure of how profitable the company is after considering all operating factors

**COMPANY VALUE** A measure of the asset value of the company

**CAPITAL EMPLOYED** A measure of how well the company's infrastructure is being utilised

**CONTRACT COMPLETION** An indication of how successful the company is in completing contracts

**FORWARD WORKLOAD** The remaining turnover (value) of jobs still in progress

FORWARD MARGIN The remaining profit of jobs still in progress

**SHARE PRICE** A measure of the strength of the company's share price

CLIENT SATISFACTION An indication of the strength of the relationship build up with the company's clients

### **PERFORMANCE SUMMARY**

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|--|-----------------------------------|------------|------------|--------|--------------------------|--|
| Company value     4,470,589     10,378,1800     12.65 % ind of imerizane       Stare price     10,7     1.63     52.5% ind of imerizane       Average capital base sufficiation     51.5%     57.76,540     11.5% indo of imerizane       Average capital base sufficiation     6.97,644     16.087,560     13.1% isolaph period of imerizane       Average capital base sufficiation     6.97,644     16.087,560     13.1% isolaph period of imerizane       Average capital base     4.8 % of job costs     4.8 % of job costs       Overhead costs     1.4 %     4.0 %     During whole timeframe     As a % of job costs       Net operating profit     1.64 %     4.0 %     During whole timeframe     As a % of job costs       Feward mign     3.35 %     1.1 %     During whole timeframe     As a % of job costs       Feward mign     3.68,224     276,339     Lind of imerizane     As a % of job costs       OVEREAD WAXCENENT     15% %     2.76,339     Lind of imerizane     % of the overall new writ in the market identified       Market share split (UK)     3.5 %     3.7 %     During whole timeframe     % of dote overall new writ in the market identified  <   | Number of periods                 | 4          | 14         |        |                          |  |
| Share price1112222235333 <th< td=""><td>FINANCIAL MANAGEMENT</td><td></td><td></td><td></td><td></td><td></td></th<>   | FINANCIAL MANAGEMENT              |            |            |        |                          |  |
| Average capital base40,07,63451%81%41% Each period of timeframeAverage turnover6.95,64416,087,550131% Each period of timeframeAs a 'b of job oxtsOverhead costs3.1%2.0%During whole timeframeAs a 'b of job oxtsOverhead costs3.3%1.1%During whole timeframeAs a 'b of job oxtsNet operating profit1.4 %4.0 %During whole timeframeAs a 'b of job costsProvad work(ad16,06,53011,237,050End of timeframeAs a 'b of job costsForward work(ad16,06,53011,237,050End of timeframeAs a 'b of job costsPower the subsect of timeframeSo of the overall new work in the market identifiedAs a 'b of the overall new work in the market identifiedAkst share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %37 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)35 %36 %During whole timeframe% of the axet share in the UKMarket share split (UK)35 %37 %During whole timeframeØ for market share in the UKMarket share split (UK)35 %38 %During whole timeframeØ for mark  | Company value                     | 4,670,589  | 10,538,080 | 126 %  | End of timeframe         |  |
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| Market share split (OV)65 %63 %During whole timeframe% of market share Overseas (outside the UK)Head office stafting level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forProject manager weighting8.08.2During whole timeframeDuring whole timeframeProject manager resignations00During whole timeframeDuring whole timeframeJobs finished ard y017During whole timeframeDuring whole timeframeJobs finished ard y00During whole timeframeDuring whole timeframeJobs finished ard y017During whole timeframeDuring whole timeframeJobs finished ard y00During whole timeframeAs a % of total labourJobs finished ard y00During whole timeframeJobs finished are0%3%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%During whole timeframeJobs finished are0%10%<   | Market share                      | 11 %       | 25 %       |        | During whole timeframe   | % of the overall new work in the market identified   |
| Market share split (OV)65 %63 %During whole timeframe% of market share Overseas (outside the UK)Head office staffing level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forDIS PROCRESSION17During whole timeframeOut of 10Project manager weighting8.08.2During whole timeframeDuring whole timeframeJobs finished ardy017During whole timeframeDuring whole timeframeJobs finished ardy00During whole timeframeDuring whole timeframeJobs finished ardy017During whole timeframeJobs finished ardy00During whole timeframeJobs finished are00During whole timeframe<  | Market share split (UK)           | 35 %       | 37 %       |        | During whole timeframe   | % of the market share in the UK                      |
| Head office staffing level100 %122 %During whole timeframe<br>During whole timeframe<br>Optimum level is 100%Optimum level is 100%QHSE staffing level100 %130 %During whole timeframe<br>During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframe<br>Jobs won521Number of jobs won521During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSION1261During whole timeframeJobs won as a % of jobs bid forProject manager resignations00During whole timeframeDuring whole timeframeJobs finished early017During whole timeframeDuring whole timeframeJobs finished late00During whole timeframeLeve to insufficient bonus levels or being headhuntedIneffective labour on site2 %1 %During whole timeframeAs a % of total labourJobs finished late00During whole timeframeJobs consite.2 %1 %During whole timeframeJobs consite.2 %1 %During whole timeframeJobs consite.0 %3 %During whole timeframeJobs consite.0 %2 %1 %Jobs consite.0 %0 %Reduction in job costs (risk) due to targeted investments0.0 %Job consite.0 %1.0 %During whole timeframeReduction in job costs (risk) due to consultant designer0.0 %1.1 %Reduction in job costs (risk) due to targeted inv   |                                   | 65 %       | 63 %       |        | -                        | % of market share Overseas (outside the UK)          |
| QHSE staffing level100 %130 %During whole timeframe<br>During whole timeframeOptimum level is 100%ROCUREMENT100 %130 %During whole timeframeOptimum level is 100%Number of jobs bid for1261During whole timeframeNumber of jobs wonBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOE ROGRESSION70During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished atef00During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished atef017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished late00During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframeOt 1, where 1 is the optimum levelFor D&B Jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeFor D&B Jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeFor D&B Jobs, change in build cost due to consultant designer0.0%0.12%During whole timeframeFor D&B  |                                   | 100 %      | 122 %      |        |                          |  |
| Measurement staffing level100 %130 %During whole timeframeOptimum level is 100%PROCUREMENT1261During whole timeframeNumber of jobs bid for1261During whole timeframeNumber of jobs won521During whole timeframeJobs won as a % of jobs bid forBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION8.08.2During whole timeframeOut of 10Project manager veighting8.08.2During whole timeframeDure to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeDuring whole timeframeJobs finished artification time00During whole timeframeJobs finished artification time017During whole timeframeJobs finished artification time00During whole timeframeJobs finished late00During whole timeframeIneffective labour used on site0%3%During whole timeframeJob conpletion efficiencyn/a0.95During whole timeframeI ob const (build) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeKeduction in job cost (skild) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%0.2%During   | -                                 | 100 %      |            |        |                          | Optimum level is 100%                                |
| Number of jobs bid for1261During whole timeframeNumber of jobs won521During whole timeframeBidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSIONProject manager resignations08.08.2During whole timeframeOut of 10Note gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly017During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished late00During whole timeframeJobs concluster all labour used on site2 %1 %During whole timeframeJobe completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %0.2 %For D&B jobs, change in build cost due to consultant designer0.0 %0.2 %Measure of risk contingency included in bids1.00.9During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeMeasure of risk cost incurred due to mitigating factors63 %61 %During whole timeframeMeasure of risk cost incurred due to mitigating factors1.3 %-37.1 %During whole timeframe  | · · ·                             | 100 %      | 130 %      |        |                          | Optimum level is 100%                                |
| Number of jobs won521During whole timeframe<br>During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION700   | PROCUREMENT                       |            |            |        |                          |  |
| Number of jobs won521During whole timeframe<br>During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION700   |                                   | 12         | 61         |        | During whole timeframe   |  |
| Bidding success rate42 %34 %During whole timeframeJobs won as a % of jobs bid forJOB PROCRESSIONProject manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly017During whole timeframeDuring whole timeframeJobs finished ntime05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeReduction in job costs (trisk) due to targeted investments0.0 %1.0 %Pro Ba Jobs, finisk due to targeted investments0.0 %0.2 %Pro Ba Jobs, finisk cost incurred beto mitigating factors53 %61 %Change in risk cost incurred due to mitigating factors53 %61 %During whole timeframeAs a % of the numery in the bidAs a % of the numery in the bid   | -                                 |            |            |        |                          |  |
| Project manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeJobs finished on timeDuring whole timeframeJobs finished on time05During whole timeframeJobs finished lateDuring whole timeframeJobs finished late00During whole timeframeJobs finished lateAs a % of total labourSubcontractor labour used on site0%3%During whole timeframeAs a % of total labourJob sompletion efficiencyn/a0.95During whole timeframeO to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeReaver of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-33.1%-37.1%During whole timeframe  |                                   | 42 %       | 34 %       |        | -                        | Jobs won as a % of jobs bid for                      |
| Project manager weighting8.08.2During whole timeframeOut of 10Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early017During whole timeframeJobs finished on timeDuring whole timeframeJobs finished on time05During whole timeframeJobs finished lateDuring whole timeframeJobs finished late00During whole timeframeJobs finished lateAs a % of total labourSubcontractor labour used on site0%3%During whole timeframeAs a % of total labourJob sompletion efficiencyn/a0.95During whole timeframeO to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeReaver of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-33.1%-37.1%During whole timeframe  | JOB PROGRESSION                   |            |            |        |                          |  |
| Project manager resignations00During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers21,485355,470During whole timeframeJobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeJobs finished antime2%1%During whole timeframeSubcontractor labour used on site0%3%During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%1.2%During whole timeframeFor tisk cost incurred before mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-37.1%During whole timeframe   |                                   | 8.0        | 8.2        |        | During whole timeframe   | Out of 10  |
| Net gain from bonus payments to project managers21,485355,470During whole timeframeJobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeJob completion efficiencyna0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeKeisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe  |                                   |            |            |        |                          |  |
| Jobs finished early017During whole timeframeJobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2%1%During whole timeframeSubcontractor labour used on site0%3%During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0%1.0%During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0%-1.2%During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53%61%During whole timeframeChange in risk cost incurred due to mitigating factors-13.1%-37.1%During whole timeframe   |                                   | 21,485     | 355,470    |        |                          | č  |
| Jobs finished on time05During whole timeframeJobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeJob completion efficiencyn/a0.95During whole timeframeReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %-1.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe   |                                   |            |            |        |                          |  |
| Jobs finished late00During whole timeframeIneffective labour on site2 %1 %During whole timeframeSubcontractor labour used on site0 %3 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe  |                                   | 0          |            |        |                          |  |
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| Subcontractor labour used on site0 %3 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe   |                                   | 2 %        | 1 %        |        |                          |  |
| Job completion efficiencyn/a0.95During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe  | Subcontractor labour used on site | 0 %        |            |        | -                        | As a % of total labour                               |
| Reduction in job costs (build) due to targeted investments0.0 %1.0 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe  | Job completion efficiency         |            |            |        |                          | 0 to 1, where 1 is the optimum level                 |
| Reduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframeRisk cost incurred before mitigating factors53 %61 %During whole timeframeChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe  | · ·                               | 0.0 %      |            |        | -                        |  |
| For D&B jobs, change in build cost due to consultant designer0.0 %-1.2 %During whole timeframeMeasure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe   |                                   |            |            |        | e e                      |  |
| Measure of risk contingency included in bids1.00.9During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe   |                                   |            |            |        | -                        |  |
| Risk cost incurred before mitigating factors53 %61 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-13.1 %-37.1 %During whole timeframe   |                                   |            |            |        | -                        | 0=No contingency, 1=sensible level, 2=full risk cost |
| Change in risk cost incurred due to mitigating factors -13.1 % -37.1 % During whole timeframe  |                                   |            |            |        | e                        |  |
|  |                                   |            |            |        | -                        |  |
|  |                                   |            |            |        |                          | As a % of the contingency in the bid                 |