Key Performance Indicators 2013 Report

INTRODUCTION

Briggs Amasco Ltd is committed to continuous improvement in all aspects of its business. This is an integral part of our Integrated Management System (IMS), which encompasses our ISO accreditations for Quality (9001), Safety (18001) and Environment (14001).

In order to demonstrate this commitment, we identified the following areas where we felt we could apply measurable key performance indicators.

- Customer Satisfaction
- Employee Satisfaction (Staff and Operatives)
- Profitability
- Productivity
- Supply Chain: Preferred Supplier Performance / Preferred Supplier Feedback
- Safety
- Environmental: Propane Gas Usage
- Process Evaluation

The KPI results in this report are a result of collecting and measuring data, analysing it and comparing it to data from previous years, where available.

Whilst we began our system of KPIs in 2003, in 2012 and 2013 we addressed some of the criteria that we no longer felt were realistic or useful and made a few adjustments to the quality of the information we were collecting, the way we were collecting it and how we were analysing it. Therefore, some of the following KPIs are being used as the new benchmark and there is no comparison shown to previous years. Previous performance results can be found in our KPI reports for 2011, 2012 and 2013. For copies please email Janice Tyler, details below.

We also introduced an environmental KPI into the 2012 report and for 2014 we have identified further KPIs in this area, which will form part of the 2014 report.

The following report shows summaries of the individual KPIs including Objective, Procedure and Results. More detailed analysis, where applicable, can be found in the Appendices at the end of this report.

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CUSTOMER SATISFACTION

Objective

Our objective is to show a year on year improvement in customer satisfaction in the following areas of our work:

- Safety
- Quality of work
- Programme compliance
- Technical/product knowledge
- Communication and attitude
- Whether the customer would employ us again

Procedure

We selected a cross section of customers for contracts undertaken by each branch and trading operation. Any low scores, negative comments, or falling trends were addressed with a view to improvement.

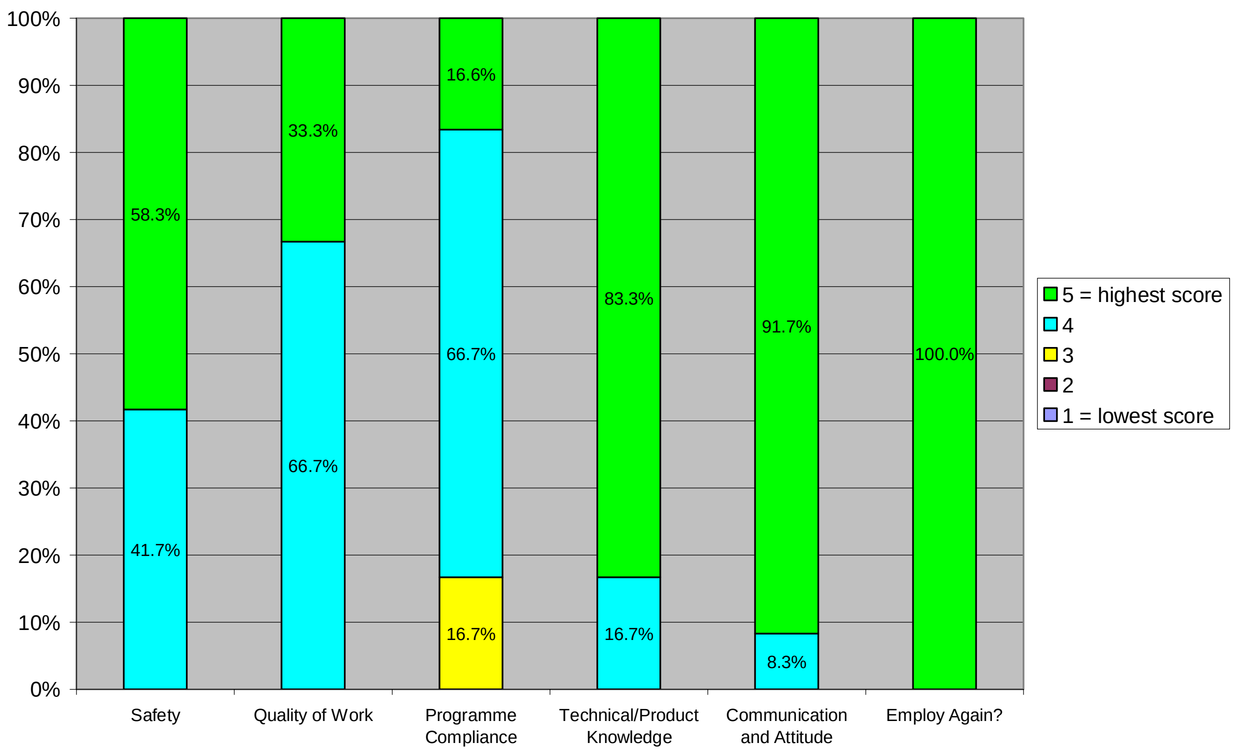
In 2013 we changed our method of collection to an on-line survey system and amended the questions to be more specific and relevant to our business.

Each survey gave a choice of answers which were then ranked 1 (worst) to 5 (best). The results for each question have been calculated by counting the number of responses for each mark and then presenting the total as a percentage of the aggregate score.

Due to the new survey and method of collecting, we are treating 2013 as the new benchmark. Therefore no comparisons to previous years have been included in this report.

Results

The graph below shows that the majority of responders ranked us at 5 or 4 in each category; with 100% being prepared to employ us again. This sets the bar high for 2014.



Whilst the results were very good, and despite the ease and speed of completion (each survey should only take a few minutes) we are disappointed that the uptake of this has been very small. We are persevering with the same format and method in 2014, but this KPI is proving a challenge in terms of receiving feedback so we shall continue to investigate methods of increasing the number of responses we get.

In addition to the quantitative marking, we also asked for any additional comments. These are qualitative and cannot be measured. However, we have included a selection for illustrative purposes.

Manchester Town Transformation Project - *"They strive to challenge and change their safety culture through regular training and being proactive on site and confidently reporting near misses."*

"They are very approachable and have the correct management team to overcome any technical details that may be required."

Banff & Buchan College, East Elevation Roof – *"Great company to work with. All works delivered as agreed and excellent customer service throughout."*

Crombie Halls - *"I found Steve and his team very prompt from pricing through to completion of works allocated, they are very helpful from management to the operatives completing the works and supply any technical assistance required. I would have no problem in using Briggs going forward."*

EMPLOYEE SATISFACTION

Objective

Our objective is to show a year on year improvement in employee satisfaction for both staff and operatives in the following areas:

- The amount of input over job
- Terms and Conditions of employment
- Sense of achievement
- Respect and Feedback
- Effectiveness and Clarify of Communication
- Level of Management Support
- Safety of Work Environment and Provision of PPE (Operatives only)

Procedure

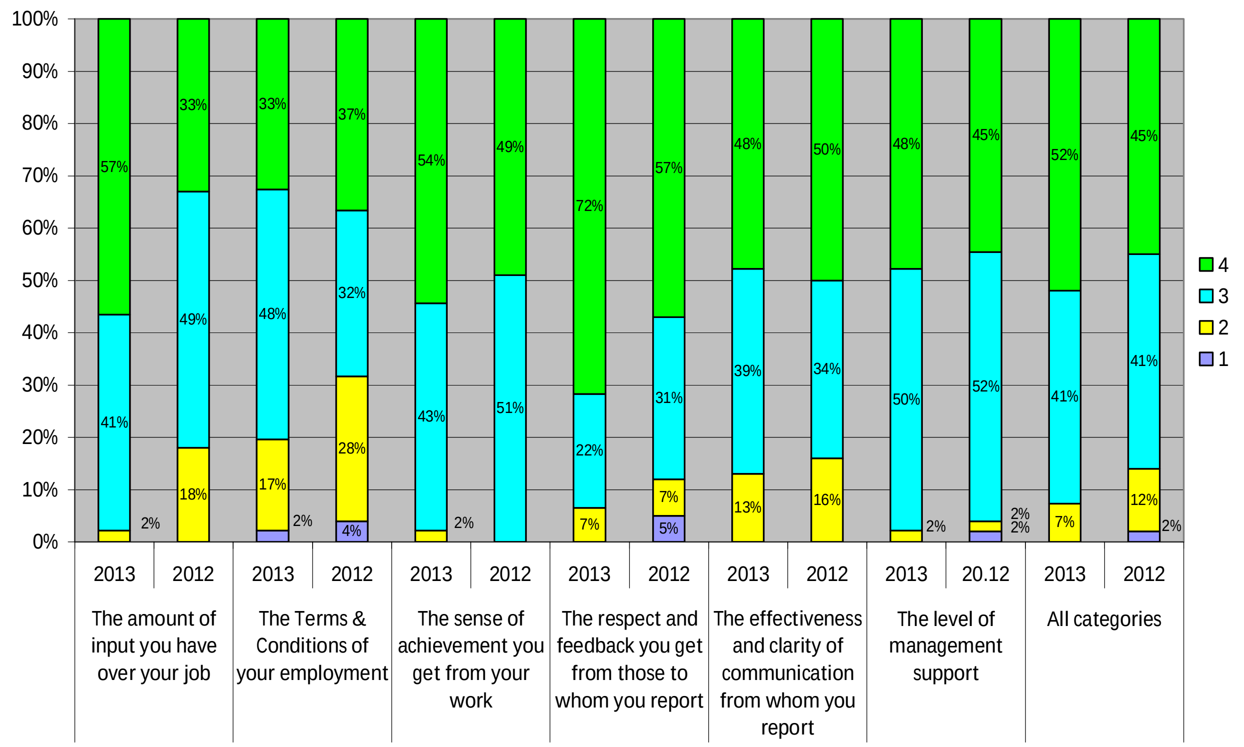
Prior to Investors in People review meetings, all staff and operatives were asked to complete an Employee Satisfaction survey and forward it to the HR Department. Any employee who gave a low score was then asked if they would like to discuss this with the HR Officer or with their line manager at their review meeting. All discussions are kept confidential.

Each question is ranked from Option 1 (low) to Option 4 (high). The forms were then analysed with the results for each question being calculated by counting the number of responses for each mark and presenting the total as a percentage of aggregate score.

Results

This is the second year following a change in format on advice from Investors in People. Two tables of the questions, answers and results for both staff and operatives are attached as Appendix B and these results are illustrated in the graphs below. It is important to note that not all members of staff or operatives took the opportunity to provide feedback and our HR Department will be looking to increase uptake for 2014.

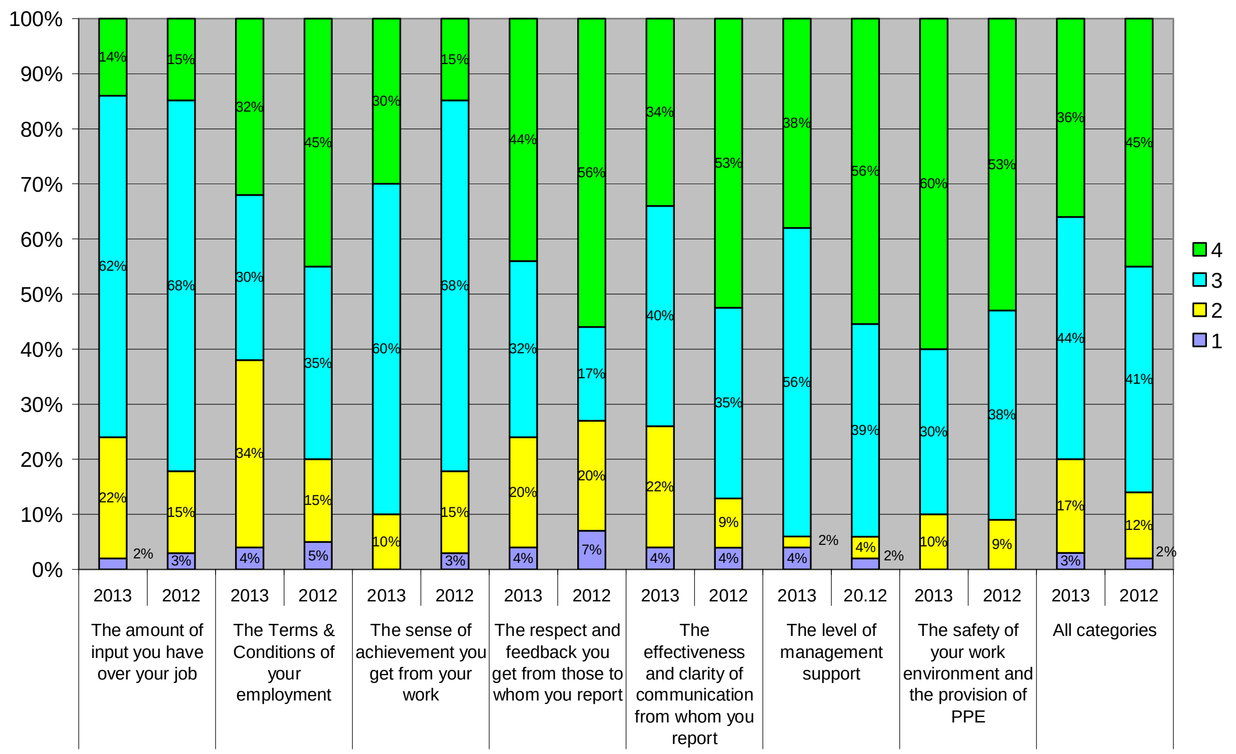
Staff



The results show an overall general improvement in employee satisfaction for staff. The following is a summary of the individual categories:

- **Input –** 57% of employees are very happy with the input they have over their job. This is an increase of 24% compared to 2012, with all other answer options down compared to 2012.
- **Achievement** – 54% have a very good sense of achievement from their work which is an increase of 5% from 2012, the third option is down -8% to 43% where the individual feels he/she has a moderate sense of achievement.
- **Respect and Feedback** – 72% of employees are very happy with the level of respect and feedback they receive which is an increase of 15% on 2012. Option 3, is down -9% to 22% where they are happy with the respect, but don't feel they get a lot of feedback.
- **Effectiveness and Clarity of Communication** – At 48%, the top score here (clear communication) is actually down by -2%, but is still the highest achieved, with the third option increasing by 5% to 39% where the clarity of communication is sufficient.
- **Level of Management Support** – 48% of staff members feel they always get the support they need and 50% feel they get support when they ask for it. These top two options are up 3% and down -2% respectively.

Operatives



The following is a summary of the individual categories:

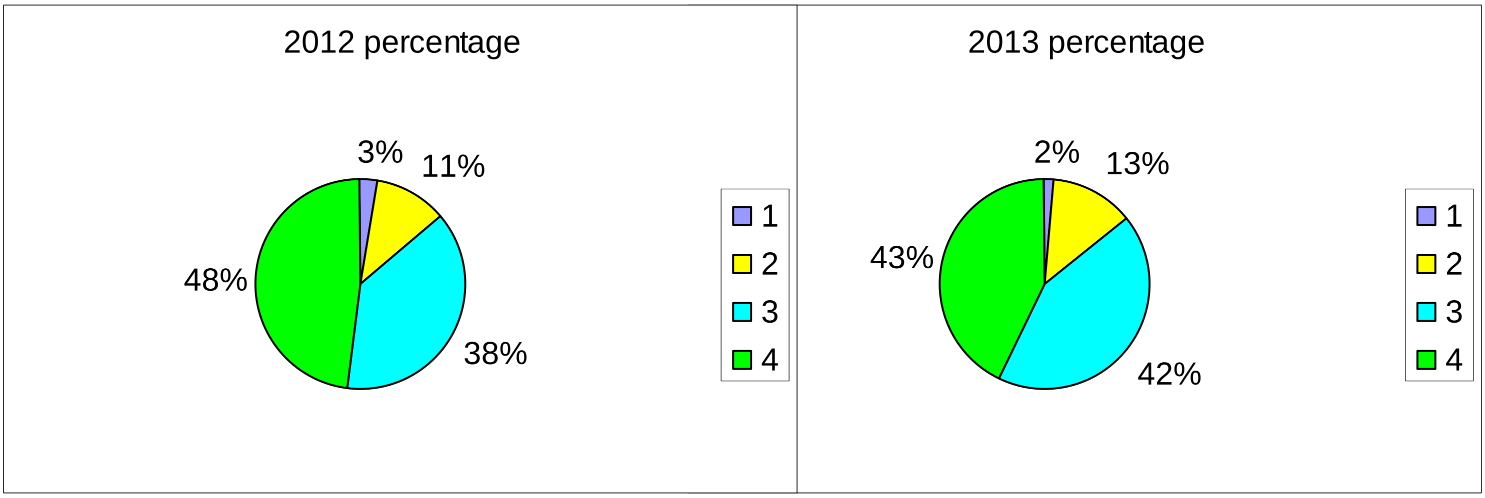
- **Input –** Most operatives are comfortable with the amount of input they have over their job – 62% with only 14% being very happy (the top score). Interestingly, 22% feel capable of having more input over their job and this is a rise of 8% compared to 2012.
- **Terms and Conditions** – 32% of operatives are satisfied with their terms and conditions (option 4) and this is a reduction of -13% compared to 2012. Similarly, there is a reduction of -5% in satisfaction in option 3. These reductions come from an increase in option 2

where 34% of operatives feel there is improvement in their terms and conditions, an increase of 19% from 2012.

- **Achievement** – 30% of operatives feel they get a very good sense of achievement from their work; this is an increase of 15% from 2012, with all other answer options showing a decrease.
- **Respect and Feedback** – 44% of operatives are very happy with the level of respect and feedback they receive. However, this is down by -12% from 2012, with a 15% increase moving to the option 3, where 32% are happy with respect but feel they get little feedback.
- **Effectiveness and Clarity of Communication** – 40% of operatives feel that effectiveness and clarity of communication is sufficient; an increase of 5%. 22% feel that the clarity of communication is inconsistent which is an increase of 13%. Spikes in these two options (3 and 2) mean that the top score has fallen by 19% to 34%.
- **Level of Management Support** – This is another area where the operatives have selected answer option 3 rather than the top score. Therefore, 38% believe they are always supported by the management, a drop of -18%, but a rise of 17% in option 3, means that 56% believe they will get support but only if they ask for it,
- **Safety and PPE** – This is the best result in the operative KPI, where 60% chose option 4 where they feel very safe and are provided with more than enough PPE – an increase of 7% from 2012. 30% have selection option 3 where they feel safe with plenty of PPE. The remaining 10% have selected option 2 where they feel fairly safe with adequate PPE provisions.

Total Scores for Staff and Operatives Combined

The following pie charts illustrate how the majority of our staff and operatives have selected the top two options for each category. However, there is a drop of -5% in the top score from 2012 and whilst it is a still a very good result, there is room for improvement and our aim is to achieve a continual move of +5% per year overall in the top score of 4.



FINANCIAL

Profitability

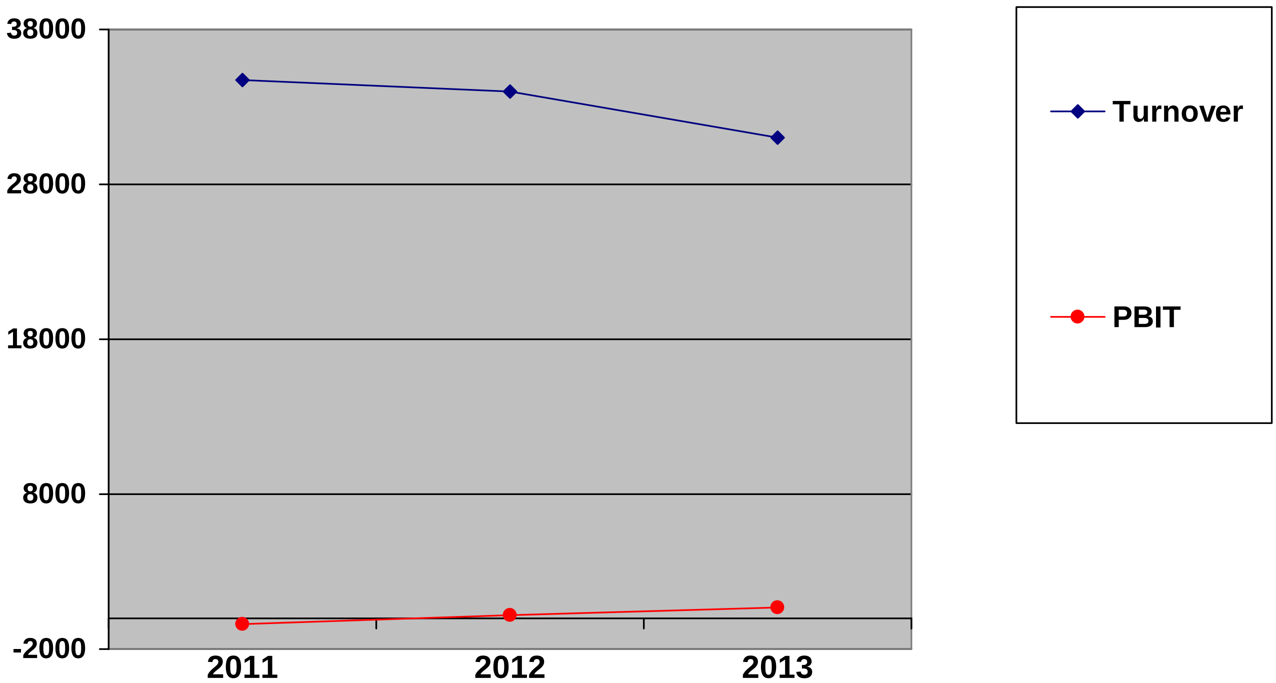
Objective

The objective is to measure profitability with a view to increasing the turnover to PBIT ratio which indicates more efficient contracting. This is an annual measurement based on audited accounts.

We don't expect large changes in this ratio, but a small continuous growth year on year.

Results

	2013	2012	2011
Turnover £000	31,018	34,009	34,743
PBIT £000	691	207	(395)
%	**2.23%**	**0.61%**	**(1.14%)**



Compared to 2012, our turnover was down by -8.79%. However, due to a number of things, including type of work, efficient contracting, better purchasing, etc., we achieved a higher profit This has the effect of improving our turnover to PBIT ratio by 2.21%.

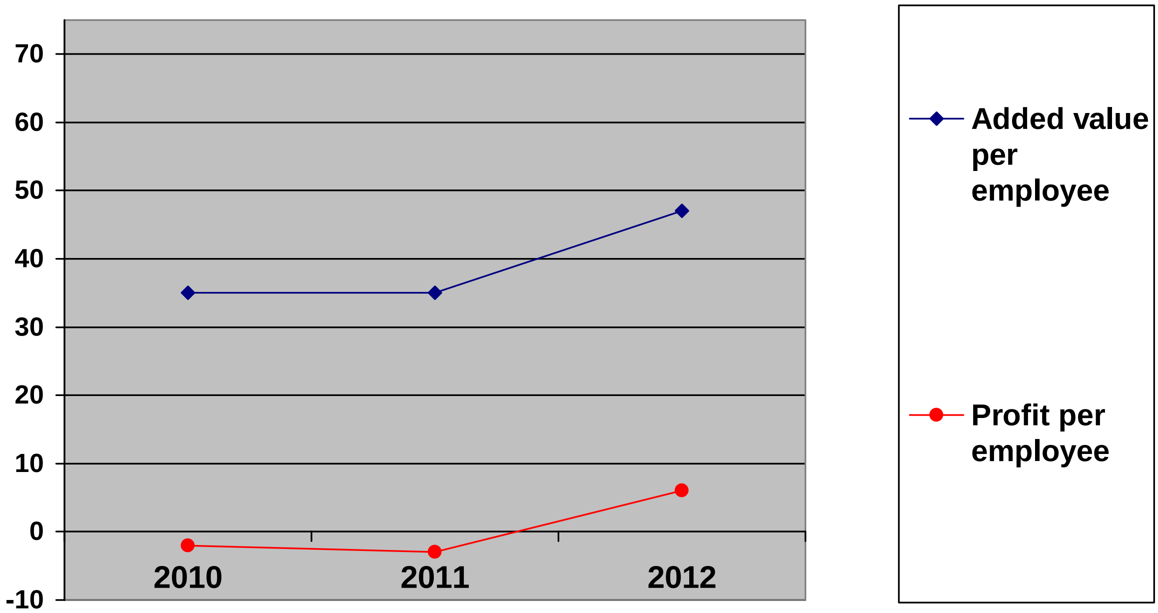
Productivity

Objective

The objective is to show added value per employee related to turnover and also the profit per employee (these figures exclude operatives). As with profitability, we don't expect large fluctuations in this figure, but a small improvement year on year.

Results

	2013		2012		2011	
Turnover		**31,018**		**34,009**		34,743
Total Cost of Sales	(23,168)		(26,943)			(27,348)
Total Overheads		7,159		6,859		7,790
Less Staff Costs	(5,087)		(4,840)		(5,004)	
		(2,072)		(2,019)		(2,786)
Less Bought out Costs		0		0		0
Profit		**5,778**		5,047		4,609
No of Employees		124		124		118
Added Value per Employee		47		41		39
Total Staff Costs	5,087		4,840		5,004	
No of Staff	124		124		118	
Cost per Employee		41		39		42
Profit per Employee		**6**		**2**		(3)



As with the profitability ratio, we have seen an increase in our added value ratio per employee and in our profit per employee. In numerical terms this is an increase of +6 and +4 respectively.

Again, this can attributed to more efficient contracting, better purchasing, etc. This is borne out by the fact that turnover was down by -8.79%, but the cost of sales went down by -14%. Whilst overheads increased by 4.37% and staff costs by 5.10%, there was no actual increase in staff numbers.

All this indicates a greater efficiency which we aim to build on for our 2014 results.

SUPPLY CHAIN

Objective

Our objective with the supply chain KPI is to measure the performance of our preferred suppliers and ask them to complete a feedback survey for us so we can measure their perception of BriggsAmasco. This allows a 360^{o} review to take place.

This is an annual appraisal and we aim for continuous improvement, however small, with an end aim of each category scoring 10.

Preferred Supplier Performance Appraisal

Procedure

We started preferred supplier appraisals a number of years before setting up an annual KPI system, and prior to 2012 this had been amended a couple of times to improve the data collected. However, in 2012 we decided to completely overhaul how we collected the data and the content of the appraisal.

The appraisal was conducted using an internet survey platform and prospective responders (managers, estimators, contracts managers and administrators in all branches, as well as directors) were sent an invitation to complete the questionnaire. Each question had an option of four or five answers and each answer carried a mark from 1 (low) to 4 (high). There was also an option to skip the question if not applicable and a comment box.

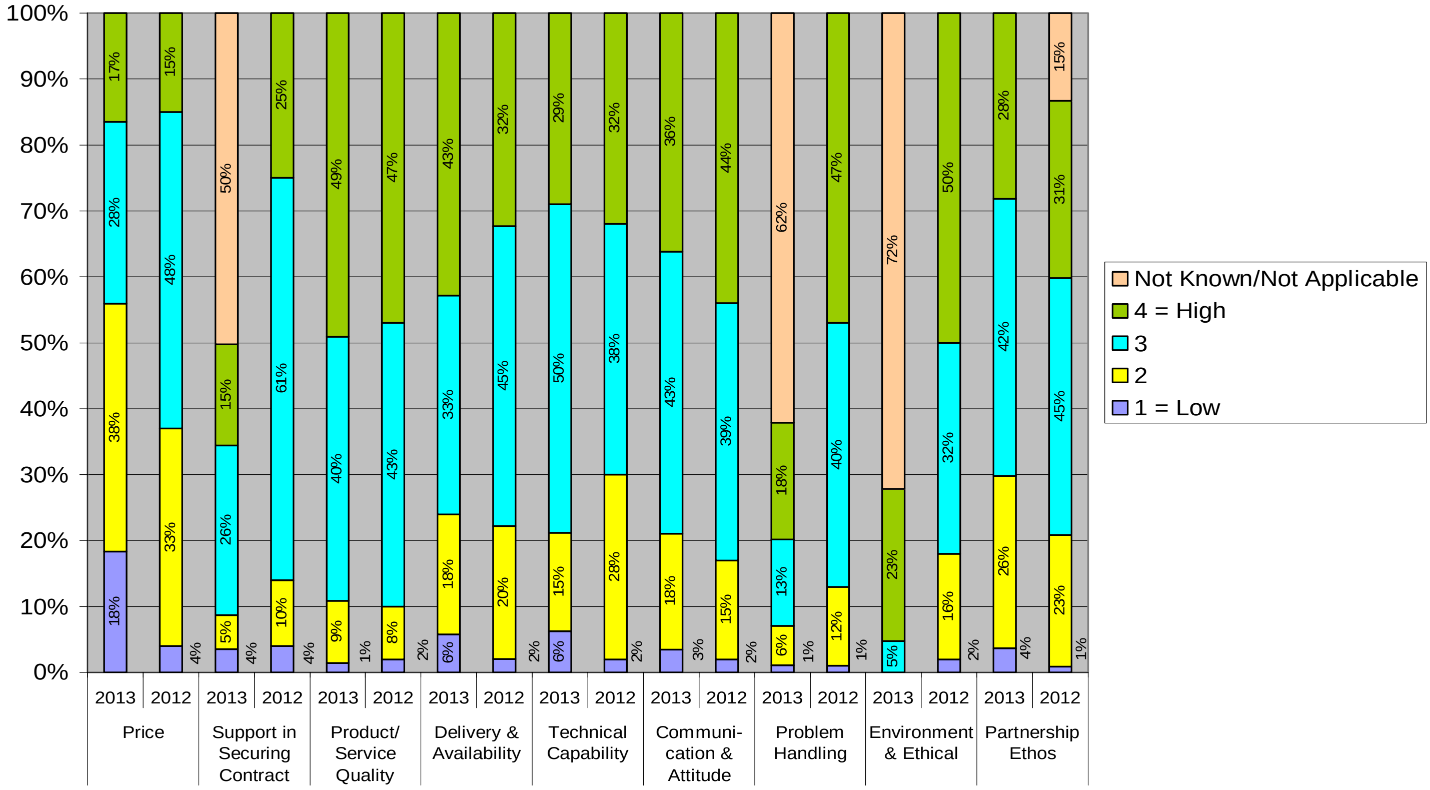
The categories covered were as follows:

- Price
- Support in securing contract
- Product/service quality
- Delivery and availability
- Technical capability
- Communication and attitude
- Problem handling
- Environment and ethical
- Partnership ethos

The results for each question have been calculated by counting the number of responses for each mark and then presenting the total as a percentage of the aggregate score. This is done per supplier for review purposes and then for all suppliers jointly for the KPI.

Results

The combined results for 2013 vs 2012 are shown graphically below and the full set of questions, answers and results are attached as Appendix C (i).



The following is a summary of the individual categories:

- **Price** – Although option 4 is up by 2%, options 1 and 2 have also increased by 14% and 5% respectively. Option 3 is down by -20%. This result could be due to more competitive pricing being out in the market during the economic downturn over the last few years. It doesn't take into account quality and security of supplier.
- **Support in securing contract** – All scores are down but this is because of the introduction of a n/a score which has taken 50%.
- **Product/Service quality** – Fairly static in all scores, but a small increase in option 4 brings this to 49% of the total.
- **Delivery and availability** – Option 4 is up by 10% which is good and reflects a number of discussions we have had with our suppliers concerning delivery issues.
- **Technical capability** – 50% marked at 3, which is up by 12% and reflects a more collaborative approach from our suppliers in sharing knowledge and information.
- **Communication and attitude** – Again, 3 is the highest score with 43, followed by 4 at 36%. There has been a reduction in 4 of -8% and this is something we shall be addressing. Communication and attitude has a bearing on many of the other categories and it is crucial to maintaining good supplier relationships.
- **Problem handling** – A reduction in all due to the newly introduced score of n/a which has taken 62% of the score.
- **Environment and ethics** – The result here has been widely affected by the introduction of a not known score. Information on this issue will be uploaded onto the intranet during 2014 to increase general awareness of our suppliers' credentials in this category.
- **Partnership ethos** – A fairly static score with a slight reduction in the top scores combined with a slight increase in the bottom two scores. The largest score remains in 3 with 42% believing our suppliers see us as a category A supplier but not a true partner. Again, this is something we shall be looking further into with a view to altering perceptions from both branch and supplier points of view.

The introduction of a fifth score for some questions, has impacted on the 1-4 scoring for 2013. We are aiming for the 2014 KPI for a zero result in the 1 option and an increase in the 4 option.

Preferred Supplier Feedback

Procedure

Using an on-line platform, our suppliers were asked to complete a short survey on their perception of our branches and company overall in the following categories:

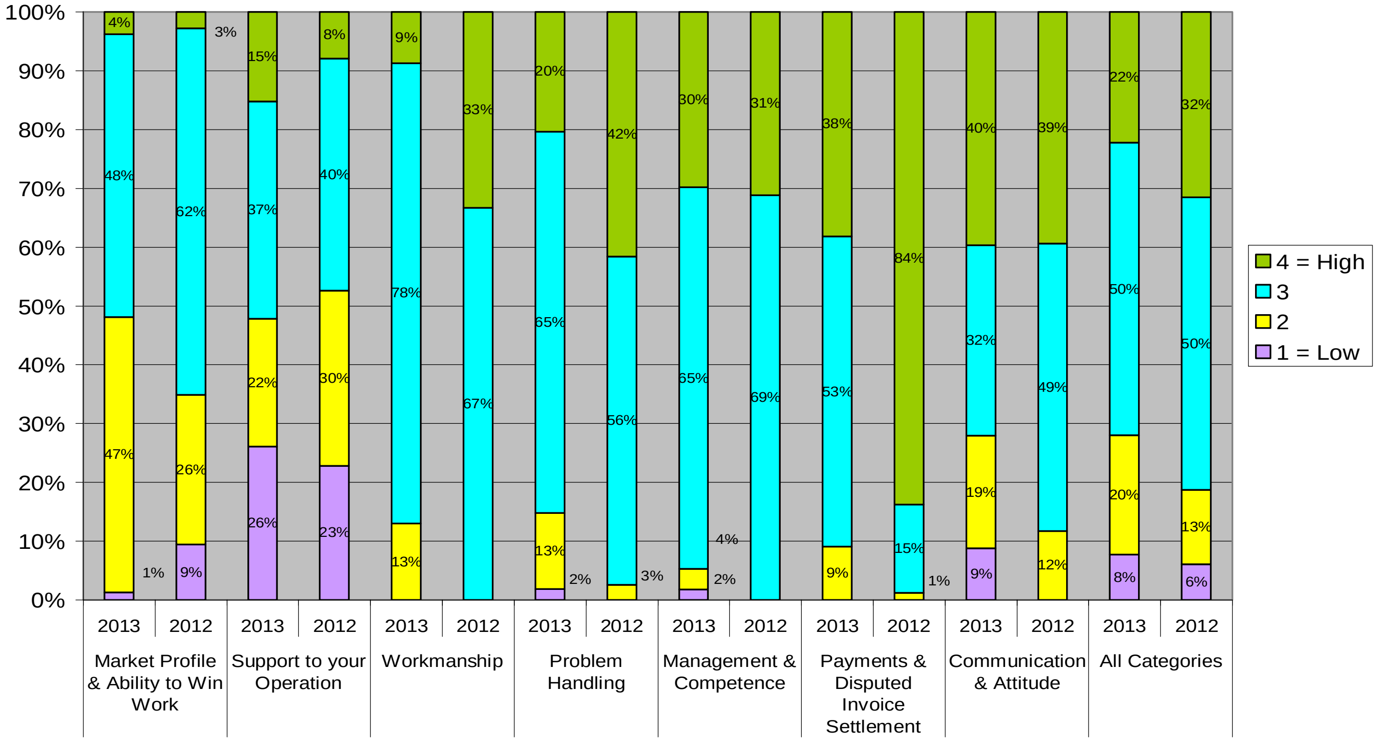
- Market profile and ability to win work
- Support to your operation
- Workmanship
- Problem handling
- Management and competence
- Payments and disputed invoice settlement
- Communication and attitude

The survey was sent to a number of personnel within each supplier company.

A mark of 1 indicated the poorest score with 4 being the best. The results for each question have been calculated by counting the number of responses for each mark and then presenting the total as a percentage of the aggregate score. This is done per supplier for review purposes and then for all suppliers jointly for the KPI.

Details for all categories are attached as Appendix C (ii) including description of each score per category and number of responses received.

The results of the survey are shown graphically below.



Results

Each supplier marked individual branches together with an overall company score per category.

However, not every supplier took the opportunity to provide feedback (16 compared to 14 in 2012) and not all responders answered every question. In addition, there have been a few individual issues over the past year which has impacted upon how our suppliers have perceived a few of the branches. This is reflected in an increase in lower scores in some categories. These issues have been addressed, but overall this has proved a disappointing KPI in 2013.

We can see from the chart that option 3 has the biggest share in most areas. However, the following is a summary of the individual categories.

- **Market profile** – This is split fairly evenly between option 2 and option 3 (high profile but not always first choice). There is a small increase of 3% in option 4 and our objective is to increase options 3 and 4 as contrasting supplier perception to customer perception, where 100% said they would employ us again, indicates that we have a strong profile within our market.
- **Support to your operation** – The top score of 4 has increased by 7.3% but the majority chose the third option; still a good score.
- **Workmanship** – The top score is down by -24.6%, whereas options 3 and 2 have increased. Not all suppliers marked this question, and the lowest score was one branch and one supplier. This is a difficult one for suppliers to mark as many, such as hire or merchant companies or component manufacturers do not feel competent to judge this. The 2014 KPI will reflect this with a fifth option of “not applicable”.
- **Problem Handling** – Another category where the top score is down significantly (-21.2%), with a rise in option 3 of 9% and option 2 of 10.4%.
- **Management and competence** – Pretty much a static result in the top option, with a small reduction in option 3. The low mark of 1 for this category reflects an individual issue with one supplier and one branch. This is being addressed.
- **Payments and disputed invoice settlement** – The high 4 score has fallen substantially in 2013 (by -45.6%). The move has in the main been to option 3 which is up by 37.7% and which is perfectly acceptable, but is still a fall as far as this KPI is concerned.
- **Communication and attitude** – The top score here has remained static (up by less than 1%), with a drop in option 3 of =16.6%. What is disappointing is that options 2 and 1 and both risen (7.4% and 8.8% respectively). This is being discussed with the suppliers.

Overall, this KPI has not achieved continuous improvement and it is something which is currently being addressed so that 2014 results show an improvement. It is important to note that the views expressed are not collective as each survey is undertaken by an individual or individuals within the supplier company.

The other issue we need to address for the next KPI is to get a bigger response from our suppliers. Therefore, we will be inviting them to collaborate via the usual on-line platform, but we will also send out a personal email or phone call to emphasise the importance of this survey.

<u>**SAFETY**</u>

<u>**Objective**</u>

Our objective is to reduce frequency and severity of incidents year on year. Our target is <u>always</u> zero.

<u>**Procedure**</u>

Reports and statistics are provided quarterly by Safety Advisers and accident statistics are published annually on the company intranet. Incidents are analysed by company overall, by branch and by type of incident.

In addition to the Incident Frequency Rate, we have introduced two other statistical measures for 2013 – Accident Frequency Rate and Accident Severity Rate.

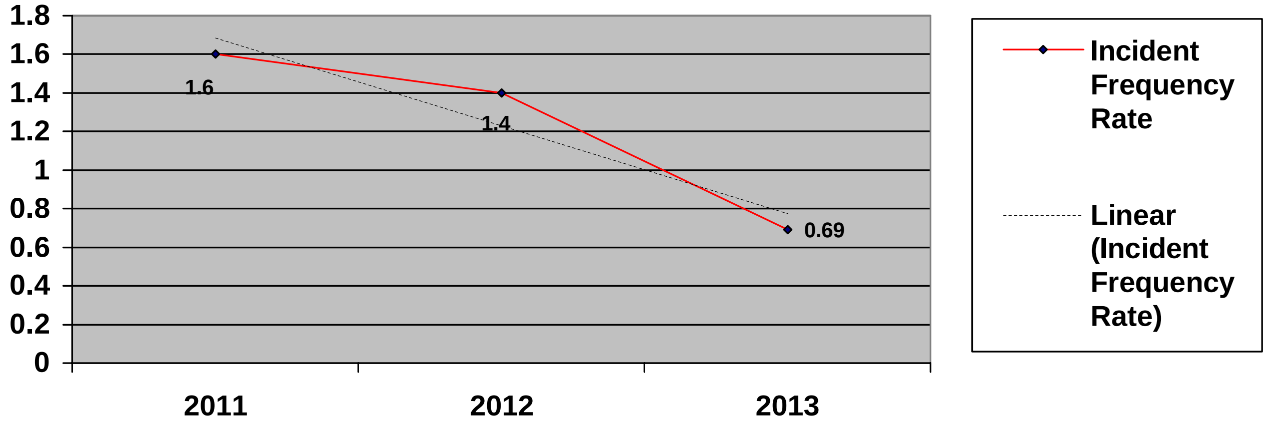
<u>**Results**</u>

<u>**Incident Frequency Rate**</u>

<u>No. of incidents x 100</u>
No. of employees

2013 = 0.69, a reduction of 0.71 from 2012.

Trend

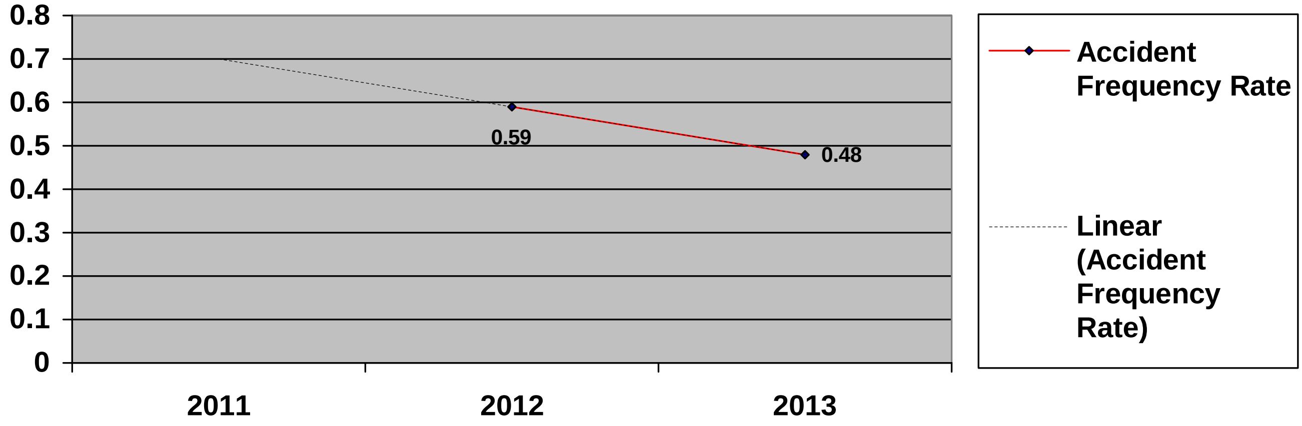


Accident Frequency Rate

No. of incidents x 100,000
Hours worked

No data was available for 2011. 2013 was calculated at 0.48, a reduction of 0.11 compared to 2012.

Trend

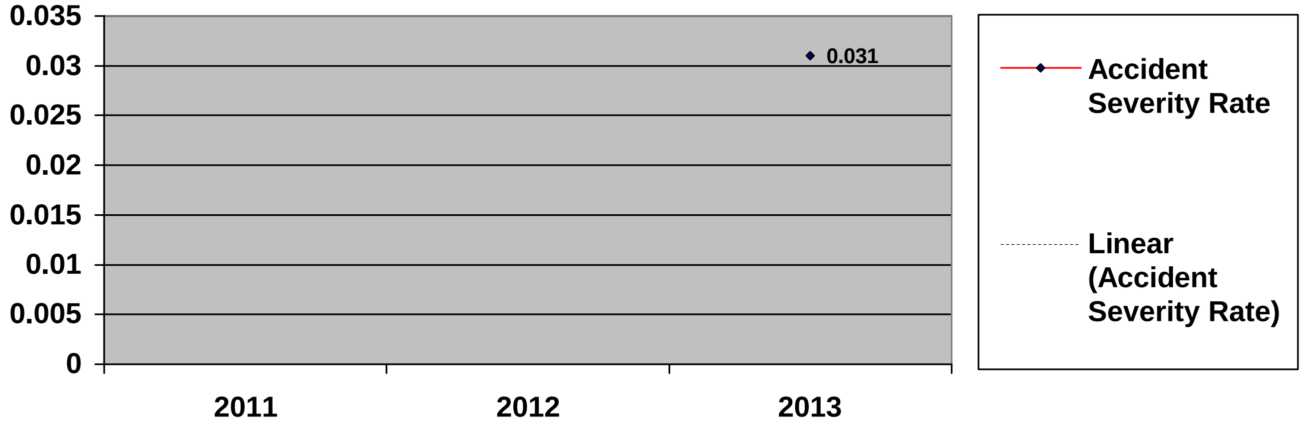


Accident Severity Rate

No. of days lost x 1,000
Hours worked

No data was available for 2011 or 2012. 2013 was calculated at 0.031 and sets the benchmark for 2014.

Trend



ENVIRONMENT

Propane Gas Usage

As part of our ISO 14001 accreditation we have identified our usage of propane gas as something which we can attempt to reduce.

Objective

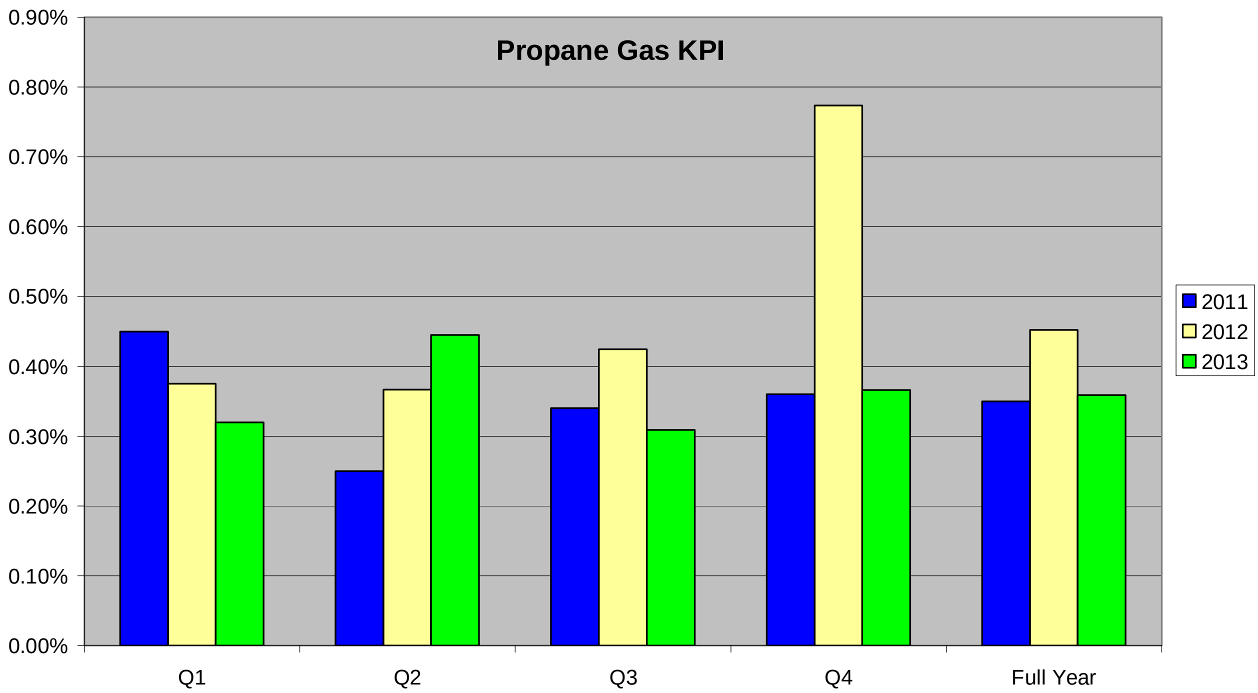
To reduce our use of propane gas year on year and corresponding quarters, insofar as type of work and weather conditions allow.

Procedure

2012 is our benchmark figure as the weather during that year meant it was exceptionally difficult to reduce our gas usage. Therefore, we would take that as a worst case scenario and improve on that year on year.

The full calculation is attached as Appendix E, but in summary we have taken our quantities of gas purchased and assessed them against turnover in that period. Type of work also has an implication on gas usage and we have adjusted the turnover to exclude operations which do not, as a matter of course, use propane gas.

Results



% of propane gas used against applicable turnover

Weather implications

One of the difficulties of assessing this usage is that it can be weather dependent as we use more gas in wet weather. We therefore expect higher usage in the wetter/colder months than in the warmer/drier months.

The Met Office annual statistics for 2013 show that the UK had a late winter and an exceptionally cold spring with unseasonably late snowfalls during March and the beginning of April. This is reflected in the Q1 and Q2 comparisons which show a reversal of the trend we would expect to see, with year on year usage declining during Q1 and rising during Q2.

This was followed by a warm and sunny summer – not exceptionally so, but certainly an improvement on previous years. Our propane gas usage reflects this with a year on year downward trend.

Quarter 4: Whilst some parts of the UK received over twice the normal rainfall for the month and December was the wettest month on record since 1910 for Scotland, we can see a fall from the exceptional 2012 figure to a normal figure. Our interpretation of this is that the rainfall was accompanied by very high winds which would prohibit our working at height.

Overall, our results show a return to the results of 2010 which corroborates the weather implications during the exceptional year of 2012.

PROCESS EVALUATION

Incorporated within our formal Quality Procedures.

APPENDIX A CUSTOMER SATISFACTION

SAFETY - This relates to our safety performance and attitude on site.		%	No. of responses
Pro-active attitude towards our own safety and that of others.	5	58.3%	7
Complied with site rules and safety legislation	4	41.7%	5
Minor infringements of site safety rules	3	0.0%	0
No real understanding of safety protocols - training required	2	0.0%	0
Major infringement	1	0.0%	0
Total		100.0%	12
QUALITY OF WORK - This relates to the quality of our installation work.		%	No. of responses
Exceptionally high standard of workmanship	5	33.3%	4
Good workmanship - defect free	4	66.7%	8
Adequate workmanship - minor defects	3	0.0%	0
Poor workmanship - major defects	1	0.0%	0
Total		100.0%	12
PROGRAMME COMPLIANCE - This relates to our adherence to agreed programme.		%	No. of responses
Completed prior to agreed programme	5	16.7%	2
Completed to agreed programme	4	66.7%	8
Completed slightly behind programme - no impact on project	3	16.7%	2
Completed behind programme - minor impact on project	2	0.0%	0
Major delays to programme - serious impact on project	1	0.0%	0
Total		100.0%	12
TECHNICAL/PRODUCT KNOWLEDGE - This relates to our knowledge with regard to specified systems and whether we were able to offer alternative solutions.		%	No. of responses
Very knowledgable on a variety of specifications and solutions	5	83.3%	10
Good knowledge of product/system specified	4	16.7%	2
Fairly knowledgeable on product/system specified	3	0.0%	0
Limited technical/product knowledge	2	0.0%	0
Limited technical/product knowledge	1	0.0%	0
Total		100.0%	12
COMMUNICATION AND ATTITUDE - This relates to our communication skills and attitude on site, by both management and operatives. It includes problem solving.		%	No. of responses
Professional and helpful attitude. Any problems resolved quickly	5	91.7%	11
Fair and reasonable attitude. Any problems resolved fairly quickly	4	8.3%	1
Some communication and attitude issues. Any problems took a while to resolve	3	0.0%	0
Poor attitude and communication skills. Any problems took a long time to resolve	1	0.0%	0
Total		100.0%	12
WOULD YOU EMPLOY US AGAIN? How do you feel about employing us to undertake more work for you - subject to normal commercial considerations?		%	No. of responses
Most definitely	5	100.0%	12
Probably	4	0.0%	0
Reluctantly	2	0.0%	0
Under no circumstances	1	0.0%	0
Total		100.0%	12

APPENDIX B (i) : EMPLOYEE SATISFACTION RESULTS : STAFF

	1 = low	2	3	4 = high
The amount of input you have over your job	**I have very little input over my job**	**I feel capable of having more input over my job**	**I am comfortable with the amount of input I have over my job**	**I am very happy with the amount of input I have over my job**
Number of responses	0	1	19	26
Total no of responses	46			
2013 Percentage	0%	2%	41%	57%
2012 percentage	0%	18%	49%	33%
2013 vs 2012	**0%**	**-16%**	**-8%**	**24%**
The Terms & Conditions of your employment	**I am unhappy with the T&C of my employment**	**I feel there is room for improvement**	**I feel they are adequate for my role and contribution**	**I am satisfied with them**
Number of responses	1	8	22	15
Total no of responses	46			
2013 Percentage	2%	17%	48%	33%
2012 percentage	4%	28%	32%	36%
2013 vs 2012	**-2%**	**-11%**	**16%**	**-3%**
The sense of achievement you get from your work	**I get no sense of achievement**	**My job doesn't provide much opportunity for individual sense of achievement**	**I get a moderate sense of achievement**	**I get a very good sense of achievement**
Number of responses	0	1	20	25
Total no of responses	46			
2013 Percentage	0%	2%	43%	54%
2012 percentage	0%	0%	51%	49%
2013 vs 2012	**0%**	**2%**	**-8%**	**5%**
The respect and feedback you get from those to whom you report	**I do not feel I get the respect and feedback my contribution deserves**	**I feel the respect I receive is appropriate to my position**	**I am happy with the respect I get but receive little feedback**	**I am very happy with the level of respect and feedback I receive**
Number of responses	0	3	10	33
Total no of responses	46			
2013 Percentage	0%	7%	22%	72%
2012 percentage	5%	7%	31%	57%
2013 vs 2012	**-5%**	**0%**	**-9%**	**15%**
The effectiveness and clarity of communication from whom you report	**I feel the clarity of communication is very poor**	**I feel that the clarity of communication is inconsistent**	**The effectiveness and clarity of communication is sufficient**	**The communication is clear and allows me to carry out my job efficiently**
Number of responses	0	6	18	22
Total no of responses	46			
2013 Percentage	0%	13%	39%	48%
2012 percentage	0%	16%	34%	50%
2013 vs 2012	**0%**	**-3%**	**5%**	**-2%**

The level of management support	I feel I get no support from my manager	I get little support from my manager	I get support when I ask for it	I always get the support I need in order to complete my job well
Number of responses	0	1	23	22
Total no of responses	46			
2013 Percentage	0%	2%	50%	48%
2012 percentage	2%	2%	52%	45%
2013 vs 2012	**-2%**	**0%**	**-2%**	**3%**
All categories	**1 (lowest)**	**2**	**3**	**4 (highest)**
Number of responses	1	20	112	143
Total no of responses	276			
2013 Percentage	0%	7%	41%	52%
2012 percentage	2%	12%	41%	45%
2013 vs 2012	**-2%**	**-5%**	**0%**	**7%**

APPENDIX B (ii) : EMPLOYEE SATISFACTION RESULTS : OPERATIVES

	1 = low	2	3	4 = high
The amount of input you have over your job	**I have very little input over my job**	**I feel capable of having more input over my job**	**I am comfortable with the amount of input I have over my job**	**I am very happy with the amount of input I have over my job**
Number of responses	1	11	31	7
Total no of responses	50			
2013 Percentage	2%	22%	62%	14%
2012 percentage	3%	15%	68%	15%
2013 vs 2012	**0%**	**8%**	**-6%**	**-1%**
The Terms & Conditions of your employment	**I am unhappy with the T&C of my employment**	**I feel there is room for improvement**	**I feel they are adequate for my role and contribution**	**I am satisfied with them**
Number of responses	2	17	15	16
Total no of responses	50			
2013 Percentage	4%	34%	30%	32%
2012 percentage	5%	15%	35%	45%
2013 vs 2012	**-1%**	**19%**	**-5%**	**-13%**
The sense of achievement you get from your work	**I get no sense of achievement**	**My job doesn't provide much opportunity for individual sense of achievement**	**I get a moderate sense of achievement**	**I get a very good sense of achievement**
Number of responses	0	5	30	15
Total no of responses	50			
2013 Percentage	0%	10%	60%	30%
2012 percentage	4%	9%	24%	64%
2013 vs 2012	**-4%**	**1%**	**36%**	**-34%**
The respect and feedback you get from those to whom you report	**I do not feel I get the respect and feedback my contribution deserves**	**I feel the respect I receive is appropriate to my position**	**I am happy with the respect I get but receive little feedback**	**I am very happy with the level of respect and feedback I receive**
Number of responses	2	10	16	22
Total no of responses	50			
2013 Percentage	4%	20%	32%	44%
2012 percentage	7%	20%	17%	56%
2013 vs 2012	**-3%**	**0%**	**15%**	**-12%**

The effectiveness and clarity of communication from whom you report	**I feel the clarity of communication is very poor**	**I feel that the clarity of communication is inconsistent**	**The effectiveness and clarity of communication is sufficient**	**The communication is clear and allows me to carry out my job efficiently**
Number of responses	2	11	20	17
Total no of responses	50			
2013 Percentage	4%	22%	40%	34%
2012 percentage	4%	9%	35%	53%
2013 vs 2012	**0%**	**13%**	**5%**	**-19%**
The level of management support	**I feel I get no support from my manager**	**I get little support from my manager**	**I get support when I ask for it**	**I always get the support I need in order to complete my job well**
Number of responses	2	1	28	19
Total no of responses	50			
2013 Percentage	4%	2%	56%	38%
2012 percentage	2%	4%	39%	56%
2013 vs 2012	**3%**	**-2%**	**17%**	**-18%**
The safety of your work environment and the provision of PPE	**I feel very unsafe and have little provision of PPE**	**I feel fairly safe and have adequate PPE provisions**	**I feel safe within my work environment and have plenty of PPE provisions**	**I feel very safe within my work environment and always have more than enough PPE provisions**
Number of responses	0	5	15	30
Total no of responses	50			
2013 Percentage	0%	10%	30%	60%
2012 percentage	0%	9%	38%	53%
2013 vs 2012	**0%**	**1%**	**-8%**	**7%**
All categories	**1 (lowest)**	**2**	**3**	**4 (highest)**
Number of responses	9	60	155	126
Total no of responses	350			
2013 Percentage	3%	17%	44%	36%
2012 percentage	2%	12%	41%	45%
2013 vs 2012	**1%**	**5%**	**3%**	**-9%**

APPENDIX C(i) : PREFERRED SUPPLIER APPRAISAL

Answer Options	1	2	3	4		
PRICE - this relates to competitiveness and willingness to negotiate prices						
Answer Options	Prices are not competitive nor negotiable	Will negotiate prices when asked, but on large projects only	Will negotiate prices on most jobs when asked	Pro-active at offering best price in the first instance		Totals
Total	60	123	90	54		327
2013 %	18%	38%	28%	17%		100%
2012 %	4%	33%	48%	15%		100%
2013 vs 2012	14%	5%	-20%	2%		
SUPPORT IN SECURING CONTRACT - How proactive do you feel the supplier is in helping us win work?						
Answer Options	Not helpful or proactive. Tend to favour our competitors.	Interested in large, prestige contracts only.	Will offer solutions when asked.	Work in partnership to help us win work.	N/A	Totals
Total	17	25	124	74	242	482
2013 %	4%	5%	26%	15%	50%	100%
2012 %	4%	10%	61%	25%		100%
2013 vs 2012	0%	-5%	-35%	-10%		
PRODUCT OR SERVICE QUALITY.						
Answer Options	A number of quality issues which are not resolved satisfactorily.	A few quality issues which take a long time to resolve.	A few quality issues but are resolved effectively.	Very few quality issues but they are resolved quickly, effectively and with measures put in place to avoid them in future.		Totals
Total	4	26	111	136		277
2013 %	1%	9%	40%	49%		100%
2012 %	2%	8%	43%	47%		100%
2013 vs 2012	-1%	1%	-3%	2%		
DELIVERY AND AVAILABILITY - Availability, efficiency and cost of delivering product or service, assuming adequate lead times given.						
Answer Options	Availability variable and rarely meet specified delivery times. Delivery charges high for service offered.	Availability acceptable, but delivery and transport errors occur frequently. Delivery charges high for service offered.	Good availability and mostly timely, accurate deliveries. Delivery charges are high.	Good availability and timely, accurate deliveries. Competitively priced.		Totals
Total	15	47	86	111		259
2013 %	6%	18%	33%	43%		100%
2012 %	2%	20%	45%	32%		100%
2013 vs 2012	4%	-2%	-12%	10%		

TECHNICAL CAPABILITY - How knowledgeable is the supplier of his own industry sector and that of others?

Answer Options	Basic knowledge of own industry sector.	Good working knowledge of own industry sector.	Very good knowledge of industry sector and willing to share knowledge.	Expert knowledge of own and related industry sectors. Proactive in working towards technical solutions and innovations.		Totals
Total	16	38	127	74		255
2013 %	6%	15%	50%	29%		100%
2012 %	2%	28%	38%	32%		100%
2013 vs 2012	4%	-13%	12%	-3%	100.0%	

COMMUNICATION AND ATTITUDE

Answer Options	Dismissive and unhelpful.	Variable depending on the person. Generally acceptable but uninspiring.	Courteous and helpful. Could be more open.	Helpful, friendly and proactive on all levels.		Totals
Total	10	51	124	105		290
2013 %	3%	18%	43%	36%		100%
2012 %	2%	15%	39%	44%		100%
2013 vs 2012	1%	3%	4%	-8%		

PROBLEM HANDLING - Supplier response to problems which have occurred during 2013. Mark as n/a if no issues have occurred.

Answer Options	Negative. Does not respond.	Slow to respond and not always effectively.	Responds quickly but not always effectively.	Reacts well to problems and works quickly to resolve them, escalating upwards if necessary.	N/A	Totals
Total	4	22	48	65	228	367
2013 %	1%	6%	13%	18%	62%	100%
2012 %	1%	12%	40%	47%		100%
2013 vs 2012	0%	-6%	-27%	-29%	100%	

ENVIRONMENTAL AND ETHICAL - How you perceive the supplier's commitment to environmental, sustainability and corporate social responsibility issues.

Answer Options	Poor. No formal policies in place.	Limited commitment. Basic policies in place but not proactive.	Formal policies in place and working towards accreditations.	Accredited to ISO 14001, full environmental, sustainability and CSR commitment.	Not known.	Totals
Total	0	1	19	93	290	403
2013 %	0%	0%	5%	23%	72%	100%
2012 %	2%	16%	32%	50%		100%
2013 vs 2012	-2%	-16%	-27%	-27%		

PARTNERSHIP ETHOS - How you think the supplier views BriggsAmasco in terms of value to them, e.g. reputation, longevity, financial security, ethics.						
Answer Options	We are seen as a nuisance customer - demanding much for little spend or commitment.	We are seen as a category B customer - medium value and importance.	We are seen as a Category A customer, but not a true partner.	We are seen as a true partner. Our value to the supplier is high.		Totals
Total	11	79	127	85		302
2013 %	4%	26%	42%	28%		100%
2012 %	1%	23%	45%	31%		100%
2013 vs 2012	3%	3%	-3%	-3%		
COMBINED ANSWERS						
Total 2013	137	412	856	797	760	2962
Overall %	5%	14%	29%	27%	26%	
Total 2012	36	75	297	188		596
Overall %	6%	13%	50%	32%		
2013 vs 2012	-1.4%	1.3%	-20.9%	-4.6%	25.7%	

APPENDIX C(ii) PREFERRED SUPPLIER FEEDBACK

	1	2	3	4	
Market Profile & Ability to Win Work					
Answer Options	Low profile not overly successful at winning work	Medium profile but faces strong competition	High profile but not always first choice	Market leader - the number one choice	Response Count
2013	1	37	38	3	79
%	1.3%	46.8%	48.1%	3.8%	100.0%
2012	10	27	66	3	106
%	9.4%	25.5%	62.3%	2.8%	100.0%
2013 vs 2012	-8.2%	21.4%	-14.2%	1.0%	

3. Support to your operation. How much do you feel we support your company, e.g. do you feel you are our supplier of choice, that we give you opportunity to revise your prices if needed, etc.					
Answer Options	No support or enquiries.	A few enquiries, but only when we are specified.	Usually your first choice with a few exceptions.	We feel we are always your first choice and that you support us in winning the work.	Response Count
Total	24	20	34	14	92
%	26.1%	21.7%	37.0%	15.2%	100.0%
2012	26	34	45	9	114
%	22.8%	29.8%	39.5%	7.9%	100.0%
2013 vs 2012	3.3%	-8.1%	-2.5%	7.3%	

4. Workmanship. If you are able to comment please do so on the quality of our workmanship using your products.					
Answer Options	Poor and unacceptable standard.	Often below acceptable standard.	Generally good with occasional defects.	Excellent and defect free.	Response Count
Total	0	3	18	2	23
%	0.0%	13.0%	78.3%	8.7%	100.0%
2012	0	0	30	15	45
%	0.0%	0.0%	66.7%	33.3%	100.0%
2013 vs 2012	0.0%	13.0%	11.6%	-24.6%	

5. Problem Handling. This relates to how well we handle site or technical problems related to your company or product.					
Answer Options	Uncooperative and aggressive.	Indifferent - not proactive in helping resolve any problems.	Reasonably helpful and cooperative.	Pro-active and supportive.	Response Count
Total	1	7	35	11	54
%	1.9%	13.0%	64.8%	20.4%	100.0%
2012	0	2	43	32	77
%	0.0%	2.6%	55.8%	41.6%	100.0%
2013 vs 2012	1.9%	10.4%	9.0%	-21.2%	

6. Management and Competence. This relates to how well you feel our branch and site management perform. The overall mark should relates to head office management.					
Answer Options	Incompetent and unprofessional.	Generally not in control.	Good, with some weaknesses	Completely focussed and in control.	Response Count
Total	1	2	37	17	57
%	1.8%	3.5%	64.9%	29.8%	100.0%
2012	0	0	55	25	80
%	0.0%	0.0%	68.8%	31.3%	100.0%
2013 vs 2012	1.8%	3.5%	-3.8%	-1.4%	

7. Payments and Disputed Invoice Settlement. This relates to how we perform with regard to paying on time and resolving invoice disputes.					
Answer Options	Always pay very late, not proactive in resolving disputed invoices.	Usually pay late by a few days, very slow to resolve disputes.	Occasionally pay late by a few days, disputed invoices are resolved within a reasonable timeframe.	Always pay to terms with fast and proactive resolution of disputes.	Response Count
Total	0	5	29	21	55
%	0.0%	9.1%	52.7%	38.2%	100.0%
2012	0	1	12	67	80
%	0.0%	1.3%	15.0%	83.8%	100.0%
2013 vs 2012	0.0%	7.8%	37.7%	-45.6%	

8. Communication and Attitude Please comment on the branch and site personnel's attitude and communication skills. Overall section should refer to head office personnel.					
Answer Options	Negative and uncommunicative.	Only a few personnel are interested.	Most personnel willing and cooperative.	All personnel willing and cooperative. We feel a true relationship exists between our companies.	Response Count
Total	6	13	22	27	68
%	8.8%	19.1%	32.4%	39.7%	100.0%
2012	0	11	46	37	94
%	0.0%	11.7%	48.9%	39.4%	100.0%
2013 vs 2012	8.8%	7.4%	-16.6%	0.3%	
COMBINED					
2013	33	87	213	95	428
%	7.7%	20.3%	49.8%	22.2%	100.0%
2012	36	75	297	188	596
%	6.0%	12.6%	49.8%	31.5%	100.0%
2013 vs 2012	1.7%	7.7%	-0.1%	-9.3%	

APPENDIX D – ENVIRONMENTAL: PROPANE GAS USAGE

2011					
	2011 Q1	**2011 Q2**	**2011 Q3**	**2011 Q4**	**Total**
Via Calor	21,618	14,759	27,409	28,304	92,090
Via SIGRS	4,379	1,596	2,754	2,751	11,480
	25,997	**16,355**	**30,163**	**31,055**	**103,570**
Turnover	7,107,000	7,572,000	10,107,000	9,957,000	34,743,000
Hyflex/Aperture T/o	1,302,000	1,141,000	1,231,000	1,413,000	5,087,000
T/O exc Hyflex/Aperture (adjusted)	5,805,000	6,431,000	8,876,000	8,544,000	29,656,000
% usage on total turnover	0.37%	0.22%	0.30%	0.31%	0.30%
% usage on adjusted turnover	0.45%	0.25%	0.34%	0.36%	0.35%
Propane Gas purchased (kg)	25,997	16,355	30,163	30,164	103,570
% usage of propane gas against Adjusted Turnover	0.45%	0.25%	0.34%	0.36%	0.35%
2012					
	2012 Q1	**2012 Q2**	**2012 Q3**	**2012 Q4**	**Total**
Via Calor	24,548	20,677	22,893	31,509	99,627
Via SIGRS	3,134	4,431			7,565
	27,682	**25,108**	**22,893**	**31,509**	**107,192**
Turnover	8,526,000	7,890,000	8,825,000	8,768,000	34,009,000
Hyflex/Aperture T/o	1,140,000	1,047,000	3,433,000	4,695,000	10,315,000
T/O exc Hyflex/Aperture (adjusted)	7,386,000	6,843,000	5,392,000	4,073,000	23,694,000
% usage on total turnover	0.32%	0.32%	0.26%	0.36%	0.32%
% usage on adjusted turnover	0.37%	0.37%	0.42%	0.77%	0.45%
Propane Gas purchased (kg)	27,682	25,108	22,893	31,509	107,192
% usage of propane gas against Adjusted Turnover	0.37%	0.37%	0.42%	0.77%	0.45%
2013					
	2013 Q1	**2013 Q2**	**2013 Q3**	**2013 Q4**	**Total**
Via Calor	15,775	23,828	19,418	24,122	83,143
Via SIGRS	3,314	3,269	1,867	1,564	10,014
	19,089	**27,097**	**21,285**	**25,686**	**93,157**
Turnover	7,137,000	7,501,000	7,902,000	8,478,000	31,018,000
Hyflex/Aperture T/o	1,168,000	1,408,000	1,009,000	1,455,000	5,040,000
T/O exc Hyflex/Aperture (adjusted)	5,969,000	6,093,000	6,893,000	7,023,000	25,978,000
% usage on total turnover	0.27%	0.36%	0.27%	0.30%	0.30%
% usage on adjusted turnover	0.32%	0.44%	0.31%	0.37%	0.36%
Propane Gas purchased (kg)	19,089	27,097	21,285	25,686	93,157
% usage of propane gas against Adjusted Turnover	0.32%	0.44%	0.31%	0.37%	0.36%