BALANCED SCORECARD

GRIFFITHS

PURPOSE To build better infrastructure solutions for our customers and communities.

VISION To be a sustainable business inspiring future generations.

PERSPECTIVE	SHAREHOLDER	CUSTOMER	INTERNAL			DEVELOPMENT & GROWTH	
What Success Looks Like:							
	• Predictable and consistent profitability. • Invested capital used effectively. • Future liabilities minimised. • Parent company reputation protected.	• Projects delivered safely, sustainably, on time, on budget and to specification. • Customer's stakeholder objectives professionally managed. • Customer reputation enhanced by project execution.	• Health, Safety & Well-being culture embedded in fabric of the organisation. • Projects delivered safely, right first time, on programme and within tender budget. • An engaged and motivated workforce committed to our Vision & Values. • England & Wales Future Generations' well-being goals promoted.			• Right people, right place, right time • Effective operating processes applied consistently. • Digital tools deployed and used effectively. • Capability for renewal, innovation and leadership of change embedded in organisation.	
STRATEGIC OBJECTIVES	**COMMERCIAL EXCELLENCE**	**CUSTOMER FOCUS**	**OPERATIONAL EXCELLENCE**	**SAFETY, HEALTH & WELLBEING**	**SUSTAINABILITY**	**PEOPLE**	**PROCESS & SYSTEMS**
KEY METRICS	• Profit (PBIT) **≥ 2%** • Positive cashflow each F.Y. • WIP ≤ previous period revenue. • Overdue retention **< 3%** • Plant deployment **> 90%** capacity	• **100%** Customer engagements as per business plan targets. • **95%** of projects are certified complete on time. • **95%** of projects have defects completed on time. • Avg. satisfaction rating **> 3.5**	• **30%** tender success rate. • **95%** projects certified complete on-time. • **95%** projects with defects complete on time. • Excavator utilisation **≥ 50%**	• Workforce competence accreditation – **100%** • AFR (LTI) **< 0.3** (12 month rolling) • ASR (LTI) **< 2.5** (12 month rolling) • Positive Observation **1/500** hours • SLI – 1 per month per manager. • Constructionline gold status **>95%**	• SEATS competence – 1 per project • Environmental Incidents **< 2.5** (12 month rolling) • Environmental infringements – **zero.** • CSR obligations – **100%** compliance • SLI – 1 per month per manager. • Net zero by 2030.	• Employee absence rate **< 2.5%** • Employee retention rate **> 85%** • Training days **≥ 5** p.a. / employee. • Gender ratio – **80** male:**20** female. • Employee feedback survey **> 60%** engagement rate. • New hires from employee referral scheme **≥ 20%.** • Health assessment programme – **100%** (of applicable roles).	• Revised management procedures prepared, briefed & implemented. • Audits completed on each management procedure by 2024. • COINS implemented. • HR IT system implemented.

KEY INITIATIVES	• Contract Administration best practice.
	• Centralised procurement.
	• Consolidated reporting of WIP, cash & retention.
	• Regional performance reporting & accountability.
		• Business plan adopted for each business unit.
		• Standardised 'Business Development' practices.
		• Multi-tier customer relationship management practices.
		• Regular customer feedback.
			• Digital estimating of bids >£0.25M.
			• Standardised planning management.
			• Standardised design management.
			• Plant-utilisation monitoring.
			• Senior leadership tours.
			• Project lessons-learned.
				• Apply SHEQ 5-year plan.
				• Apply CRH 16 life-saving rules.
				• SHEQ Inspections.
				• Continuous improvement coaching.
				• Frontline leaders programme.
				• Senior leadership tours.
					• Apply SHEQ 5-year plan.
					• SHEQ Inspections.
					• Continuous improvement coaching.
					• Senior leadership tours.
					• Environmental lead nominated per project.
					• Social value lead nominated per project.
						• Learning & development framework.
						• Employee health & wellbeing programme.
						• Career pathways and succession planning.
						• Early in careers programme.
						• Communication & engagement programme c/w employee surveys.
						• Compensation & benefit review.
						• Standardised performance review.
						• People focussed KPI's.
							• Standardised procedures for;
							  • Pre-construction (2023)
							  • Design (2023)
							  • Planning (2023)
							  • Procurement (2024)
							  • Commercial (2024)
							• Change management toolkit.
							• COINS Finance system.
							• HR management IT system.

VALUES

COLLABORATIVE

We work proactively and constructively with each of our customers, partners and suppliers towards mutually beneficial outcomes. Our people value and care for each other and work effectively together within and across teams.

DRIVEN

We think ahead, identify opportunities and focus on finding solutions. We always go the 'extra mile' to achieve results and continuously improve.

RESPECTFUL

We are professional and responsible and we behave with honesty and integrity towards all those we work with.

PROUD

We are proud of our people, our organisation and what we can do. We will ensure we retain this legacy for those who come after us.