

By 2035 QRS is New Zealand's preferred construction company connecting our people and our communities.



Vision

Connecting and growing our communities



Values

EQUALITY. PRIDE. RESPECT



Brand promise

Your people, your solution, you're sorted.

Strategic Plan 2022-2035

By June 2023 we'll have



Retain owner's trust



Invest in staff



Diversify our services



Expand beyond Wairoa



People and capability plan helping attract, develop, and retain staff



Business acquisition methodology helping us buy other businesses

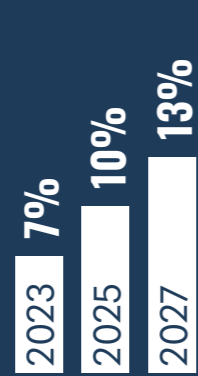


A social impact plan to guide our social, cultural, and environmental impact

Measuring progress



Revenue



Profit



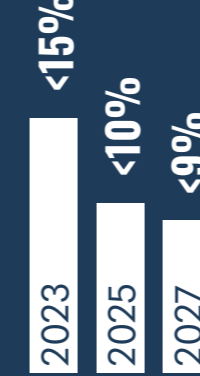
NPS or customer loyalty



Staff engagement



Staff numbers



Staff churn



Revenue from outside district



Sub offices



Diversification

Your daily work and annual appraisal goals are the stepping-stones to achieving your division's goals. Your division's goals are the stepping-stones to achieving QRS's vision.

2022-2023 Business Plan



Focus areas	Strategic objective	Critical success factors	Key performance indicators
Shareholder relationship	Assist with Wairoa District Council's (WDC) goals	Achieve Statement of Corporate Intent targets	<ul style="list-style-type: none"> Quarterly governance interaction with WDC 100 staff \$50,000 community sponsorship Minimum pre-tax distribution \$250,000 Ratio of shareholder funds to total assets >45% NPS >70 0 complaints
Stakeholder relationship	Create opportunities through new relationships & enhancing existing ones	Relationships that add value to everyone	<ul style="list-style-type: none"> 5% revenue outside Wairoa 0 complaints 0 contractual non-compliance or non-conformance notices NPS >70
People & capability	Grow capability Embrace change	Great people living our values	<ul style="list-style-type: none"> Succession plans reviewed quarterly Achieve performance & development targets Staff engagement via Q12 survey >26% Sub-contractors pre-qualified =100% 0 Collaboration Policy breaches Quarterly staff turnover <15%

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Financial performance & position	Grow financial performance	Achieve Statement of Corporate Intent financial targets	<ul style="list-style-type: none"> Revenue \$19.3m Pre-tax profit \$1.3m Shareholder return on opening equity 7% Secure 100% budget for following 3 months Overheads 13% of revenue
Safety & wellbeing	Safety & wellbeing is embedded in company culture	Our people drive safety & wellbeing Everyone gets home safe & well	<ul style="list-style-type: none"> Lost time injury frequency rate =0 Medical treatment injury frequency rate =0 Total recordable injury frequency rate =0 0 operator damage Health & safety audits score >80% Incidents reported within 24 hours 100% drug and alcohol free 0 unexplained staff absences 100% staff receive health check
Quality & environment	Achieve high level of quality & environmental performance	Retain existing ISO accreditations Reduce carbon footprint	<ul style="list-style-type: none"> 0 abatement notices Environmental audit scores >80% Quality audit scores >80% PACE scores >80% Carbon footprint audit completed

Ehara taku toa i te toa takitahi, engari he toa takitini. My strength is not mine alone, it is the strength of many.