

# 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 2023-2035

## By June 2024 we'll have



Retain owner's trust



Invest in staff



Diversify our services



Expand beyond Wairoa



Development of new divisions  
concrete, sealing and traffic management to deliver combined revenue of \$3m



Initiated and progressed strategic relationship with local iwi



Progressed strategic relationship with NZTA

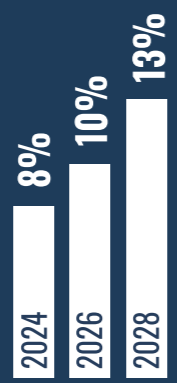


Grow our capabilities and capacity  
deliver on outcomes to support Wairoa Inc.

## Measuring progress



Revenue



Profit



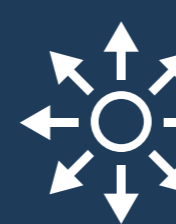
NPS or customer loyalty



Staff engagement



Staff numbers



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.

## 2023-2024 Business Plan



Focus areas	Strategic objective	Critical success factors	Key performance indicators
Shareholder relationship	Assist with Wairoa District Councils (WDC) goals	Achieve Statement of Corporate Intent targets	<ul style="list-style-type: none"> <li>Quarterly governance interaction with WDC</li> <li>105 staff</li> <li>\$50,000 community sponsorship</li> <li>Minimum pre-tax distribution \$250,000</li> <li>Ratio of shareholder funds to total assets &gt;45%</li> <li>NPS &gt;70</li> <li>0 complaints</li> </ul>
Stakeholder relationship	Create opportunities through new relationships & enhancing existing ones	Relationships that add value to everyone	<ul style="list-style-type: none"> <li>5% revenue outside Wairoa</li> <li>0 complaints</li> <li>0 contractual non-compliance or non-conformance notices</li> <li>NPS +30</li> </ul>
People & capability	Grow capability Embrace change	Great people living our values	<ul style="list-style-type: none"> <li>Succession plans reviewed quarterly</li> <li>Achieve performance &amp; development targets</li> <li>Staff engagement via Q12 survey &gt;26%</li> <li>Sub-contractors pre-qualified =100%</li> <li>0 Collaboration Policy breaches</li> <li>Quarterly staff turnover &lt;15%</li> </ul>

Focus areas	Strategic objective	Critical success factors	Key performance indicators
Financial performance & position	Grow financial performance	Achieve Statement of Corporate Intent financial targets	<ul style="list-style-type: none"> <li>Revenue \$22m</li> <li>Pre-tax profit \$1.8m</li> <li>Shareholder return on opening equity 7%</li> <li>Secure 100% budget for following 3 months</li> <li>Overheads 15% of revenue</li> </ul>
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"> <li>Lost time injury frequency rate =0</li> <li>Medical treatment injury frequency rate =0</li> <li>Total recordable injury frequency rate =0</li> <li>0 operator damage</li> <li>Health &amp; safety audits score &gt;80%</li> <li>Incidents reported within 24 hours</li> <li>100% drug and alcohol free</li> <li>0 unexplained staff absences</li> <li>100% staff receive health check</li> </ul>
Quality & environment	Achieve high level of quality & environmental performance	Retain existing ISO accreditations Reduce carbon footprint	<ul style="list-style-type: none"> <li>0 abatement notices</li> <li>Environmental audit scores &gt;80%</li> <li>Quality audit scores &gt;80%</li> <li>PACE scores &gt;80%</li> <li>Carbon footprint audit completed</li> </ul>

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