Scorecard

Our maintenance management system supports continuous improvements towards operational excellence, aims at improving OEE (Overall Equipment Effectiveness) and optimizing maintenance costs.

The Maintenance Scorecard is a tool to measure the efficiency of this system.

Those metrics are calculated and uploaded manually in the maintenance scorecard at site perimeter on a yearly basis.

Three main objectives:

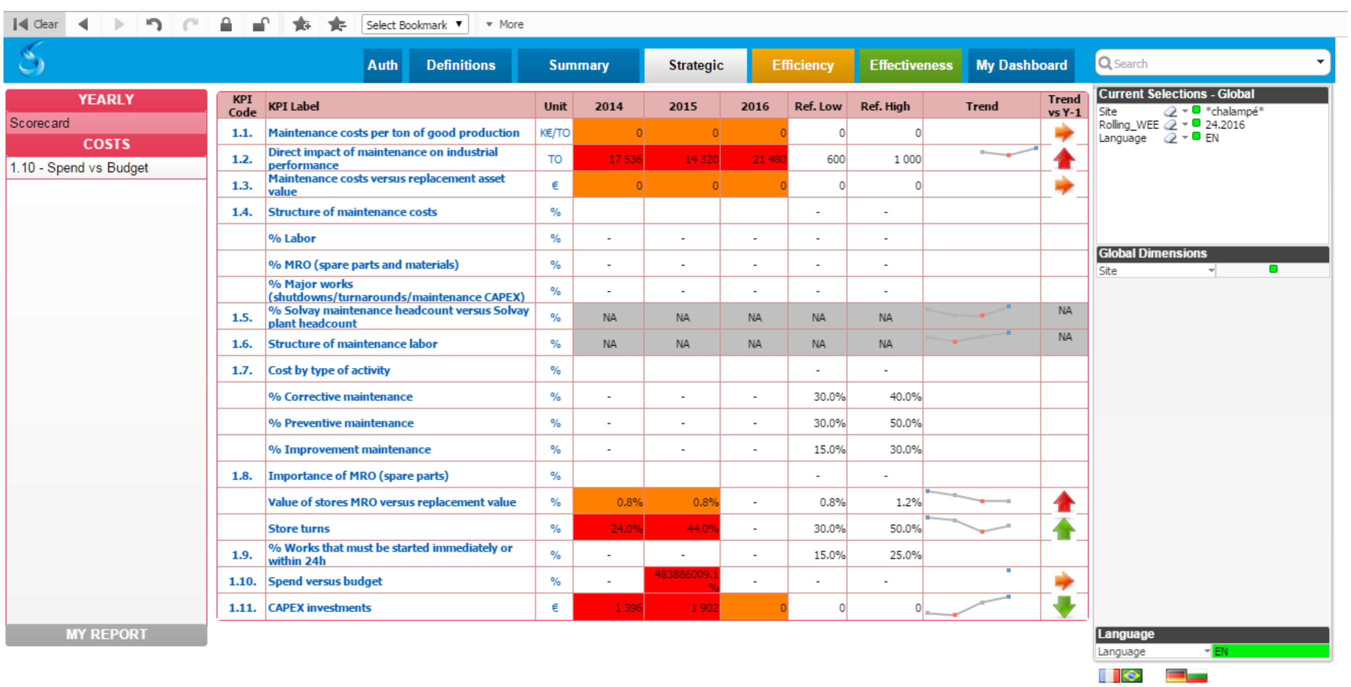
- Verification of the effectiveness of maintenance processes
- Comparisons between plants independently from the business
- Comparisons with external organizations

Thus, the Maintenance scorecard is a management tool to:

- **Plant managers and Maintenance managers**, to check the effectiveness of SolMa*X* as continuous improvement management system
- **Cash unit managers**, to measure the economic performance of the maintenance of their value streams
- **Industrial directors**, to carry out economical comparisons between Solvay plants and with external benchmark

Each metric of the scorecard are explained in the following documentation.

QlikView layout



KPI Code	KPI Label	Unit	2014	2015	2016	Ref. Low	Ref. High	Trend	Trend vs Y-1
1.1.	Maintenance costs per ton of good production	K€/TO	0	0	0	0	0		
1.2.	Direct impact of maintenance on industrial performance	TO	17 536	14 320	21 480	600	1 000		
1.3.	Maintenance costs versus replacement asset value	€	0	0	0	0	0		
1.4.	Structure of maintenance costs	%				-	-		
	% Labor	%	-	-	-	-	-		
	% MRO (spare parts and materials)	%	-	-	-	-	-		
	% Major works (shutdowns/turnarounds/maintenance CAPEX)	%	-	-	-	-	-		
1.5.	% Solvay maintenance headcount versus Solvay plant headcount	%	NA	NA	NA	NA	NA		NA
1.6.	Structure of maintenance labor	%	NA	NA	NA	NA	NA		NA
1.7.	Cost by type of activity	%				-	-		
	% Corrective maintenance	%	-	-	-	30.0%	40.0%		
	% Preventive maintenance	%	-	-	-	30.0%	50.0%		
	% Improvement maintenance	%	-	-	-	15.0%	30.0%		
1.8.	Importance of MRO (spare parts)	%				-	-		
	Value of stores MRO versus replacement value	%	0.8%	0.8%	-	0.8%	1.2%		
	Store turns	%	24.0%	44.0%	-	30.0%	50.0%		
1.9.	% Works that must be started immediately or within 24h	%	-	-	-	15.0%	25.0%		
1.10.	Spend versus budget	%	-	483886009.1 %	-	-	-		
1.11.	CAPEX investments	€	1 396	1 902	0	0	0		