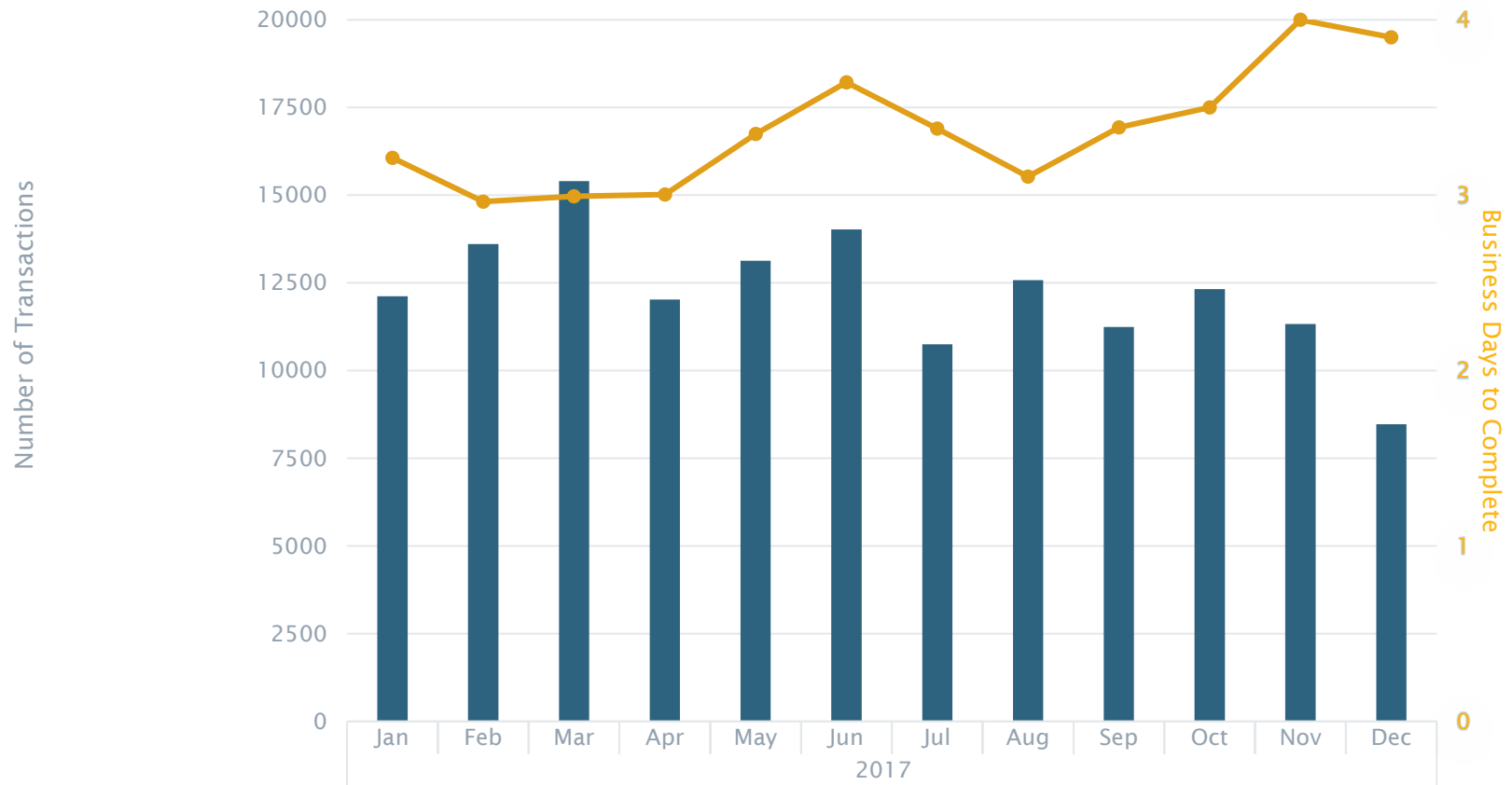


Completed Procurement Transactions by Month



■ Procurement Transactions	12,122	13,611	15,406	12,028	13,133	14,022	10,754	12,579	11,244	12,321	11,333	8,473
—● Procurement Avg. Days to Complete	3.2	3.0	3.0	3.0	3.3	3.6	3.4	3.1	3.4	3.5	4.0	3.9

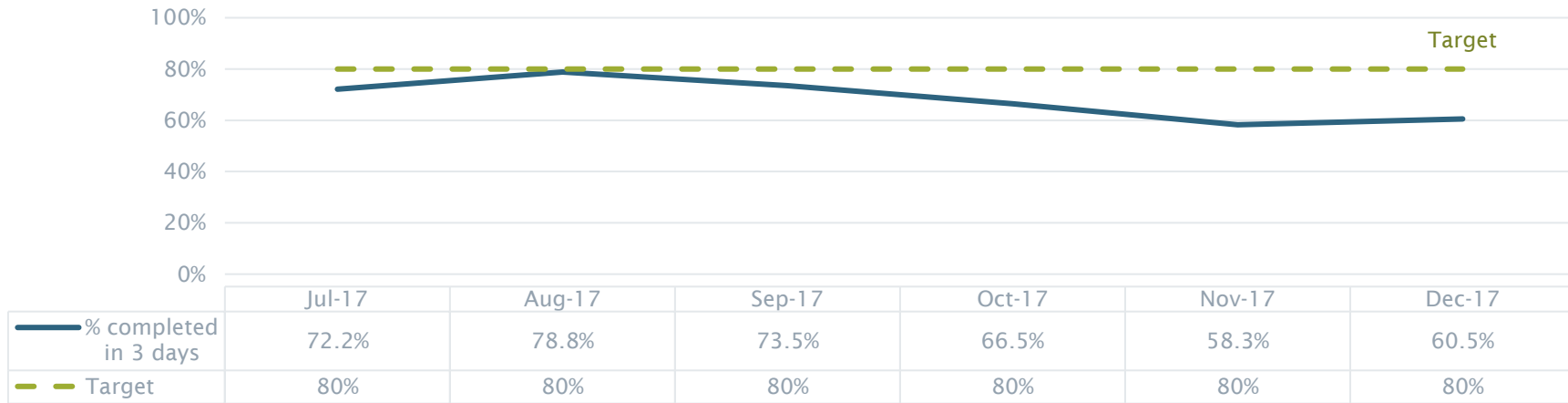
Target: N/A

Analysis: Average time to complete has remained approximately three business days over the last year.

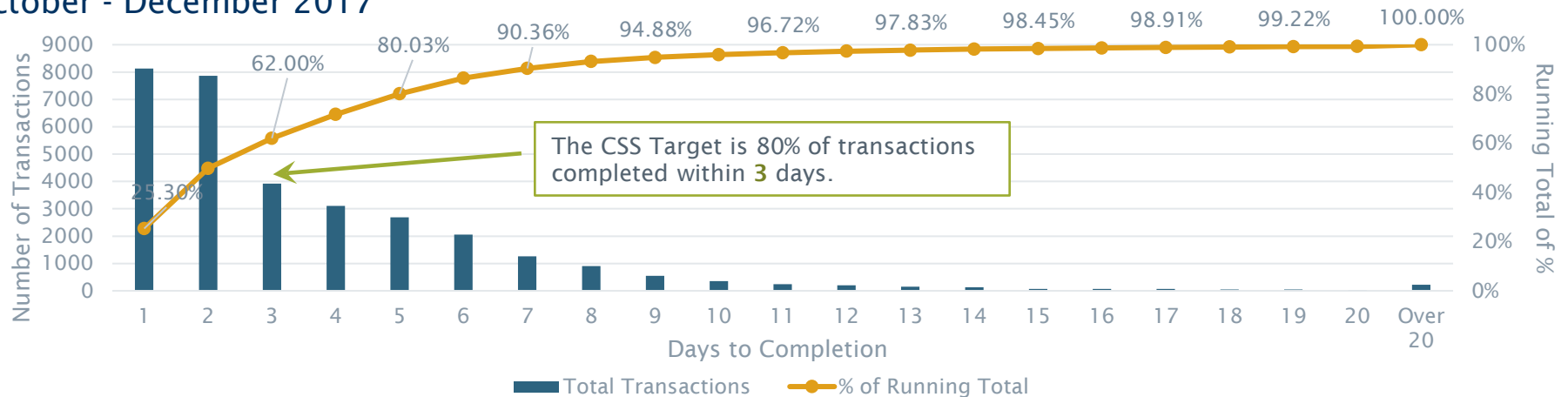
Notes: Same day transactions are 1 business day. Total time includes any time spent with Campus buyers, Dept and RA approvers, and any other steps required to complete a purchase order.

Sources: BearBuy system report and internal staffing data

Procurement Transaction Completion Performance by Month



Procurement Transactions Completed October - December 2017



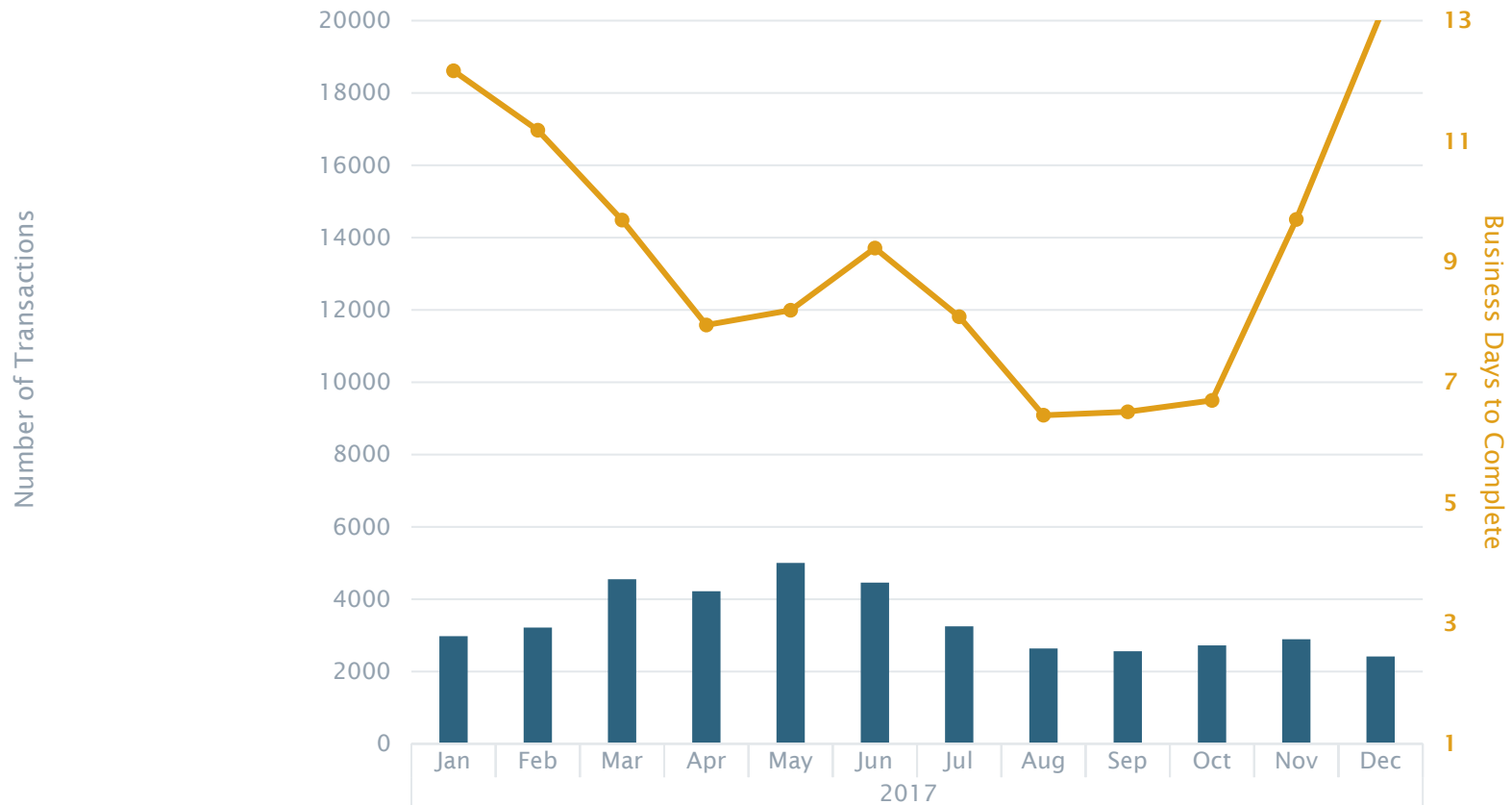
Target: 80% completed in 3 days

Analysis: The transactions completed in 3 business days has reduced.

Notes: Same day transactions are 1 business day. Total time includes any time spent with Campus buyers, Dept and RA approvers, and any other steps required to complete a purchase order.

Sources: BearBuy system report and internal staffing data

Completed Travel & Entertainment Reimbursements by Month



■ T&E Reimbursement Transactions	2,979	3,218	4,556	4,217	5,006	4,460	3,247	2,634	2,559	2,725	2,888	2,418
● T&E Reimbursement Avg. Days to complete	12.2	11.2	9.7	7.9	8.2	9.2	8.1	6.5	6.5	6.7	9.7	13.1

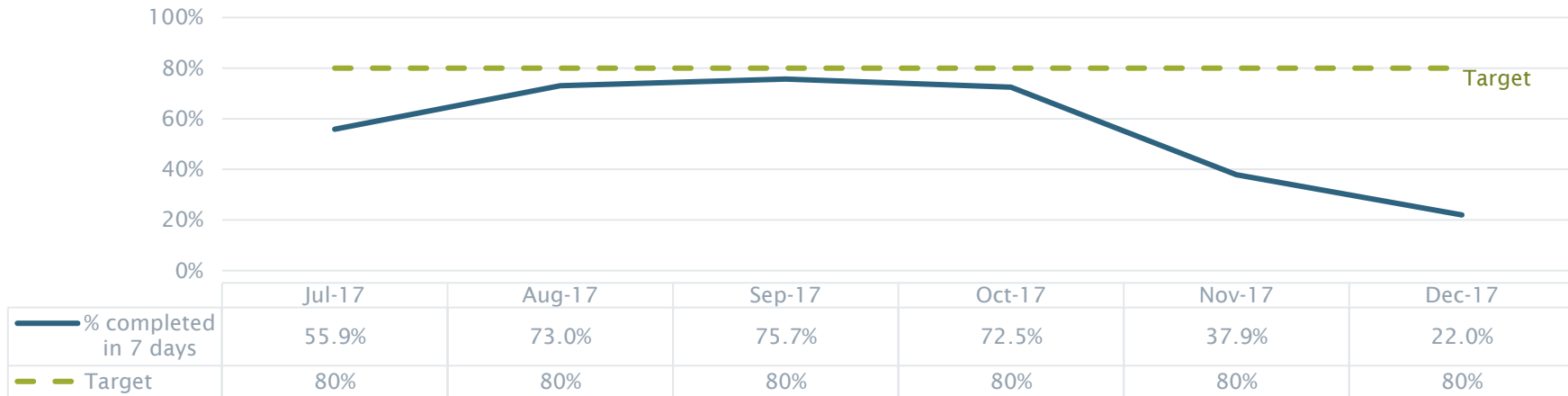
Target: N/A

Analysis: Average time to complete has spiked for November and December.

Notes: Same day transactions are 1 business day. Total time includes any time spent with Dept and RA approvers but does not include the time taken to process the request in Accounts Payable.

Sources: BearBuy system report and internal staffing data

Travel & Entertainment Transaction Completion Performance by Month



Travel & Entertainment Transactions Completed October - December 2017



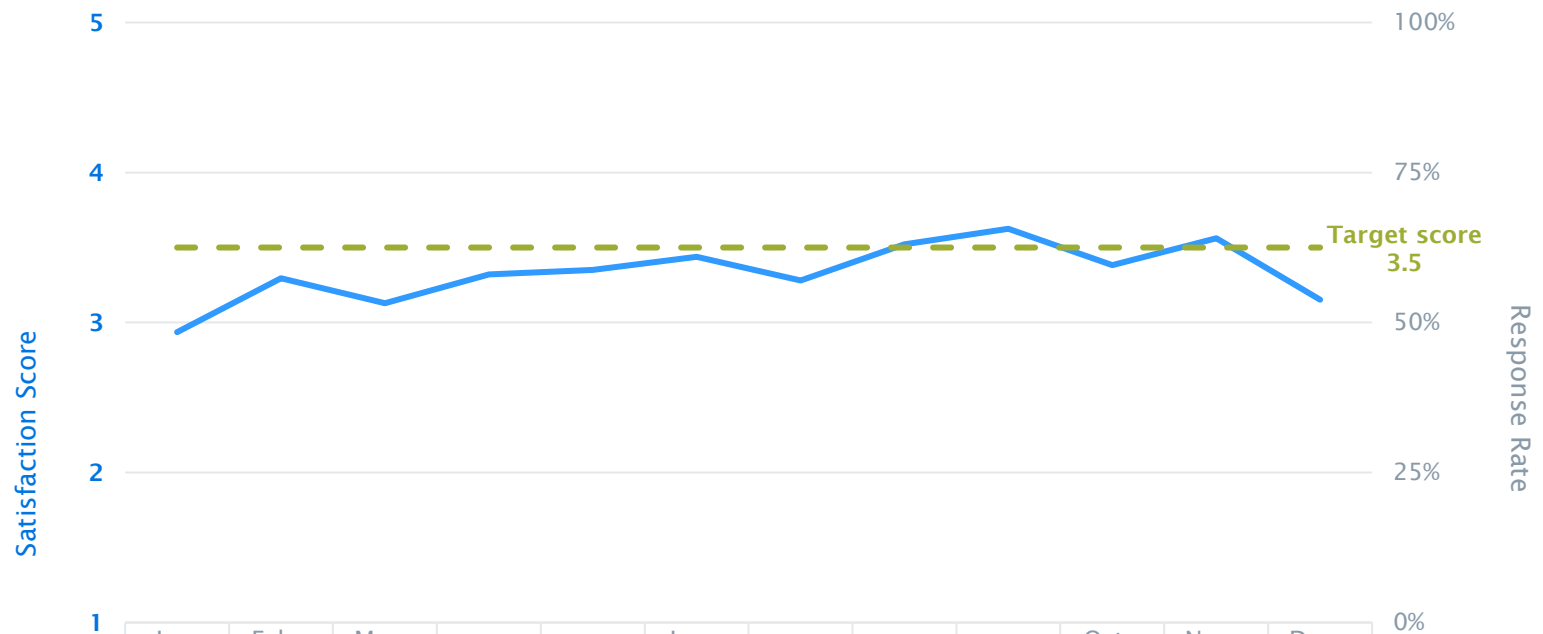
Target: 80% completed in 7 business days.

Analysis: The transactions completed in 7 business days has reduced the past couple of months.

Notes: Same day transactions are 1 business day. Total time includes any time spent with Dept and RA approvers but does not include the time taken to process the request in Accounts Payable.

Sources: BearBuy system report and internal staffing data

Overall Customer Satisfaction for Travel & Entertainment Reimbursements for both B&FS transaction and self-serve system transactions



	Jan 2017	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Surveys Received	113	170	165	134	145	118	108	135	124	108	135	124
Response Rate	3%	4%	3%	3%	3%	2%	3%	3%	3%	3%	3%	4%
— Avg Overall Score	2.9	3.3	3.1	3.3	3.4	3.4	3.3	3.5	3.6	3.4	3.6	3.2
— Target Score	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
— Surveys Sent	4288	4835	5205	4900	5382	4869	3656	3985	3865	3866	3904	3016

Target: Overall average satisfaction score of 3.5

Analysis: none

Other Notes: The survey covers the end to end reimbursement process which includes services provided by CSS, Accounts Payable, the new self-serve T&E system, and Departments.

Source: Qualtrics survey issued by Accounts Payable to all travellers.