



DELEGATION OF AUTHORITY

Standard
Business Management Systems (BMS) Group
Document No.: CRP-STD-00089





Document Version Control

Rev. No.	Rev. Date	Details of Revision	Approved By
35	26/05/2023	Update of WA Payment Terms in Appendices A, B, C, and E	Bryan Kerr
34	14/07/2022	Update to Section 12 of all 'Delegate' titles	Simon Gooding
33	14/10/2021	Update to the delegation table in all appendices and amendment to National Suppliers.	Bryan Kerr
32	23/06/2021	Update to Northern Territory payment terms in Appendices to 30 days with the exception of Empower.	Amy Rutherford
31	22/09/2020	Removal of Estimating Approvals Process Flowchart and replacing Andrew Balak with Emil Vranjes and Paul Dall'Oglio with Peter Anusas.	Louis Palm
30	3/02/2020	Addition of Corporate Delegation of Authority (Appendix G). Also includes the addition of Company Secretary and General Manager – Corporate Services into delegation charts (Appendix A, B, C, D, E).	Patrick Pearl
29	18/10/2019	Change to payment terms for NSW in Appendix A, B, C & E.	Bryan Kerr
28	27/09/2019	Amendment to Appendix A (updated estimating group 1 & 2), B (added Pipework Operations Manager)	Bryan Kerr
27	30/07/2019	Amendment to Appendix A, B, C, D & E. Remove names in delegations. Minor spelling issues fixed.	Bryan Kerr
26	24/06/2019	Amendment to Appendix A, B, C, D & E. Addition of Paul Fogarty as Director. Update to reflect changes to purchasing staff.	Bryan Kerr
25	03/05/2019	Amendment to Section 6.1.2 and an update to the matrix on Page 14 to include missing information.	Bryan Kerr
24	30/04/2019	Percentage changed from 4% to 5% in table in Appendix B	Bryan Kerr
23	27/03/2019	Addition of Appendices (A, B, C, D, E & F). Move all business unit specific delegations to related appendices. Removal of air travel specifics from this document, already in corporate travel policy. Small touch ups of text.	Bryan Kerr
22	22/06/2017	Addition of section 11 which covers existing Finance delegations relating to taxation including BAS, Income Tax and FBT.	Simone Gooding
21	12/08/2016	Update of logo on front page and footer.	Laureen Constable
20	06/05/2016	Document updated due to change to execution authority relating to BMD Contracts. Update to footer logo.	Bryan Kerr
19	25/09/2015	Changes to Section 3 to reflect the RFA process	Bryan Kerr
18	20/08/2015	Inclusion of Departure from BMD Standard Insurance Requirements paragraph as 6.2.1	Patrick Pearl
17	27/03/2015	Inclusion of Doc Control Record table and changes to document permissions.	Patrick Pearl
16	25/03/2015	Inclusion of Estimating Approvals Process Flowchart	Patrick Pearl





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15	19/12/2015	The amendment is the removal to the reference to a National Purchasing Manager and that role approving assets, to now the table of staff in conjunction with the Purchasing Office.	Patrick Pearl
14	06/05/2014	Inclusion of a note regarding the delegation of authority in Section 3.1	Patrick Pearl
13	06/05/2014	Content update - Table in Appendix A has been edited and updated. Format edits have also been made. Revision upgraded to 13.	Patrick Pearl
12	14/02/2014	Content amendments to Section 3 General Delegations.	Patrick Pearl
11	03/09/2013	Section 6.3 National Supply Contracts details updated; Tyco Water is now known as Pentair.	Patrick Pearl
10	25/07/2013	Payment terms amended from 45 to 60 days	Patrick Pearl
9	16/04/2013	Amended Metadata	Patrick Pearl
8	16/07/2012	Minor content amendments: correction to email address in Section 6.2; and, the wording of the last sentence of Section 3.1. - Approval process now outlined in the Subcontractor Commercial Procedure Manual.	Patrick Pearl
7	24/04/2012	Minor content amendment: Section 6.1 amended where the 'New Creditor Details' form is to be submitted to.	Laureen Constable
6	17/04/2012	Minor content amendments: inserted Project Manager Approval level in section 4; and, reworded and inserted hyperlink in section 6.2.	Laureen Constable
5	21/03/2012	Minor content amendment to Section 4.3 Entertainment and Section 4.4 Petty Cash: regarding how to claim entertainment expenses and the forms used to submit these claims. Forms were hyperlinked and included in the Associated Documents listing. Minor grammar and document titles amendments throughout the document.	Laureen Constable
4	12/03/2012	Content changes: removal of section 4.2 Capital Expenditures and amended wording in section 5 Purchase and Sale of Assets. Purchases and sales of assets are now to be approved by the National Purchasing Manager (previously BMD Group Board) and referred to the Review Committee for Capital approval.	Laureen Constable
3	17/02/2012	Re-categorised metadata (Function).	Laureen Constable
2	06/02/2012	Minor content change to Section 7.	Laureen Constable
1	23/01/2012	Inclusion into the BMS	Laureen Constable





Delegation of Authority

Business Management System (BMS) Group Standard

Document No.: CRP-STD-00089

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1. Purpose

The Delegation of Authority standard sets out the matters specifically reserved for determination by the Board, and those matters delegated to different levels of management.

The approval of commitments and transactions outlined in this standard must always be made by the parties that have been designated the responsibility for final approval.

2. Scope

This standard is applicable to BMD Holdings Pty Ltd, each of its subsidiaries and any ventures that are controlled by the Company.

Compliance with the standard by all business units and separate entities is the responsibility of the relevant General Manager and/or Director. Each business unit is required to implement approval policies and controls in their respective divisions, departments, and joint venture companies that are controlled by BMD to ensure compliance with this standard.

The policies and controls of each business unit, corporate department, and joint venture companies must be consistent with this standard, unless approved by the BMD Group Review Committee.

Specific business unit delegations and processes are detailed in business unit specific appendices.

Appendix	Business Unit
Appendix A:	BMD Constructions
Appendix B:	BMD Urban
Appendix C:	JMac Constructions
Appendix D:	Urbex
Appendix E:	Empower
Appendix F:	Prime BMD Metro
Appendix G:	Corporate delegation of authority

3. General Delegations

3.1. Contracts, Deeds and Related Documents

The general levels of approval are shown in the appendices under General Delegations for the different business units as listed below.

When elevation to higher levels of approval is required the Request for Approval (RFA) system is to be used in conjunction with any relevant forms.

All documents that explicitly require signature by a specific position must be signed by someone in that position e.g. Director. Where the document only requires an authorised signature, once the expenditure has been approved in accordance with this standard an authorised officer can execute documents on behalf of BMD.

3.2. Combining Transactions

Dividing a commitment or transaction into two or more parts to evade a limit of authority is not allowed. This standard shall be interpreted broadly so that a series of reasonably related transactions shall be considered as a single transaction for purposes of determining approval and authority levels required by this standard.

3.3. Delegation of Authority to Subordinates

Authorised Officers (as detailed in relevant appendix) are permitted to delegate their authority to a lower level, however, cannot delegate their responsibility in this area.

3.4. Compliance Documentation

Employees executing contracts and approving transactions are required to ensure that all appropriate approvals and reviews (including legal, technical and financial) have been obtained.

4. Expenditure Authority

4.1. Disbursement Authorisation

Commitments and transactions will not be processed that are not approved in accordance with this standard.

4.2. Operating, General and Administrative Expense

Each Operating Business Unit shall comply with established Group procedures relating to the authorisation and approval of operating, general and administrative expenses.

4.3. Entertainment

Expenditure on entertainment requires the approval of the immediate supervisor of the employee incurring the entertainment expenditure. Payment for entertainment expenditure shall be made by the most senior BMD staff member in attendance.

Where entertainment expenditure is not paid for by a Corporate Credit card, then reimbursement will be made via the employee submitting a Petty Cash & Expense Reimbursement form (authorised by their supervisor) and an Entertainment Attendee form which is submitted to the Finance Division at Head Office (Manly).

4.4. Petty Cash

Petty cash is provided for expenditure on miscellaneous and incidental items required for the efficient administration of an office. All expenditure must be for business related purposes. Petty cash should not be used for payment of suppliers of services or materials.

The Petty Cash & Expense Reimbursement form is only to be used for claims by individual staff members and the Weekly Petty Cash Float Reimbursement and Reconciliation form is to be completed for payment of office cash claims for petty cash. Both forms are to be submitted to the Finance Division at Head Office (Manly).

Reimbursement of expense claims through petty cash requires a valid tax invoice/receipt. Where a valid tax invoice/receipt is not provided, the reimbursement will not be made.

4.5. Air Travel

Refer to the [Corporate Travel Procedures Manual](#).

5. Purchase and Sale of Assets

Any sale of Assets (other than motor vehicles) requires the approval of the Review Committee.

The purchase of Assets requires the prior approval as detailed in the relevant appendix.

Refer to the [Purchasing and Supplier Commercial Procedure](#) for more information.

6. Suppliers – Plant, Material and Equipment

6.1. Addition of New Suppliers

Refer to the [Project Administration Procedures Manual](#).

6.1.1. Standard Insurance Requirements

For all types of suppliers is detailed in the relevant appendix.

6.1.2. Departure from BMD Standard Insurance Requirements

Any departure must be based upon a balanced risk approach considering exposure vs benefit. A departure will only be accepted where it:

- Does not materially expose BMD; or
- When the risk can be managed via other on-site controls; or
- No viable alternative is available for the project (in this case the risk still requires management by BMD).

Further detail is provide in Clause 6.2 Contractor's Insurance of the [Commercial Project Standard](#).

6.2. National Supply Contracts

BMD has national contracts with a number of suppliers. These contracts are to be used for all materials and services as listed under these national agreements, unless the approval of the Group Executive Director – Operations is provided.

A specific list of national agreements for each business unit can be found in the Appendices.

7. Tenders and Contract Awards

The Estimating Approval levels are contained in the relevant appendix.

Further, it will be necessary to seek and obtain Group Board Review Committee Approval to tender and subsequently lodge (irrespective of the assessed value of the ultimate contract) any contract of an unusual or non-standard nature, either technically or contractually, that may include one:

- Containing elements of high risk;
- Involving the provision of finance;
- Involving joint venture partners;



- Involving a design component which may or may not involve the payment of fees during the tender period;
- Requiring the provision of larger than normal security;
- To be contracted to any new client;
- Which may be assessed as having an element of high risk, either financially or administratively;

In other words, any contract that involves significant elements that falls outside of normal parameters.

For the above tender's information provided to the Review Committee must include the contract value, margin, joint venture arrangements, tender cost and guarantee/retention requirements. The information should also clearly articulate any special risks that BMD would be exposed to if it were to win the tender.

8. Employment Related Matters

8.1. Employment and Termination

When hiring senior staff, the responsible General Manager (as a minimum) must conduct an interview and full reference checks are to occur.

Approval of the following actions is detailed in the relevant appendix;

- Employment and Termination of Senior Staff;
- Offers of employment and employment agreements for salaried staff;
- Severance agreements;
- Engagement of a consultant or contract employee for a period of more than 3 months (consecutively or within a 12-month period); and,
- Engagement of recruitment services.

9. Legal Matters

9.1. Management of Claims

Any court documents received must be referred to the General Counsel immediately.

Any notification of potential claims by clients, subcontractors, partners, consultants, employees, authorities or any other party must be notified to the relevant General Manager and the General Counsel.

The General Counsel will report to the Board monthly on all active litigation matters, as well as any pending claims of a significant nature.

Engagement of external legal representation must be done by the General Counsel, who will liaise with the Review Committee if the expenditure has not been allowed for in the budget.

9.2. Settlement of Claims

Settlement of claims within project budget or valuations shall be approved by the General Counsel and the relevant General Manager. Settlement of claims outside of project budgets or valuations shall be referred by the General Counsel to the Review Committee for approval.



Employees required to attend interviews by authorities, or attending dispute resolution meetings on behalf of BMD, must be authorised by directors of the relevant company to represent the company.

10. Donations, Sponsorships and Contributions

10.1. Political Contributions

Political contributions, made on behalf of BMD or its subsidiaries, require the approval of the Group Executive Director – Administration & Human Resources.

10.2. Donations and Sponsorships

General Managers can authorise donations or sponsorships for up to an amount of \$2,000 per annum in total. All donations or sponsorship requests for an amount more than \$2,000, or in instances where the regions' total donations and sponsorships for a year exceed \$5,000 are to be referred to the National General Manager – Strategy for approval.

11. Using the delegation tables in appendices

When using the delegations shown in the tables below you need to ensure that you are using the correct table for the business that you are operating within. The appendix heading determines the business unit that the table relates to.

When multiple roles are shown as able to approve a specific item then any of these roles can approve the item. The only exception is where the document or form in use requires more than one signature or approval.

When an approval is requested it is not to be sent only to the level that can approve the request. Approvals are to follow the company hierarchy until the level is reached that can approve the action. In practice this means that any approval for anything in relation to projects is to follow this general flow:



Where the company structure is different to the above steps contact your direct manager for direction.

12. Taxation

The delegated roles and responsibilities approved for taxation matters are as follows:

Area	Activity	Delegate
Business Activity Statement (GST)	Preparation ¹	Accountant / Tax Manager
	Review	Tax Manager / General Manager Finance & Audit
	Approval	General Manager Finance & Audit
	Lodgement	Tax Manager / Accountant
FBT Return	Preparation	Accountant / Tax Manager
	Review	Tax Manager / General Manager Finance & Audit
	Approval	General Manager Finance & Audit
	Lodgement	Tax Manager / External Tax Advisors
Income Tax Returns	Preparation ²	Accountant / Tax Manager
	Review	General Manager Finance & Audit/ External Tax Advisors
	Approval	General Manager Finance & Audit
	Lodgement	External Tax Advisors
Registrations / Applications	GST Registration / ABN Registration / TFN Applications	Tax Manager
Tax Authorities	Relationship	Chief Financial Officer / General Manager Finance & Audit
Tax Advisors	Appointment	Board

13. Associated Documents

-  [Entertainment Attendee form](#)
-  [Estimating Approval Hierarchy](#)

¹ Where delegate is involved in preparation, they are excluded from the review step.
² Where delegate is involved in preparation, they are excluded from the review step.



- [Petty Cash & Expense Reimbursement form](#)
- [Subcontractor Commercial Procedure Manual](#)
- [Weekly Petty Cash Float Reimbursement and Reconciliation form](#)



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Appendix A: BMD Constructions

Standard Payment Terms (for each State)

State	Payment Terms	State	Payment Terms
Australian Capital Territory	60 calendar days from end of month	New South Wales	20 business days from receipt of claim for contracts executed on or after 21 st October 2019 otherwise 30]
Northern Territory	30 calendar days from receipt of claim	Queensland	60 calendar days from end of month or 25 business days from receipt of claim for building works
South Australia	60 calendar days from end of month	Tasmania	60 calendar days from end of month
Victoria	60 calendar days from end of month	Western Australia	25 Business Days from receipt of claim.

National / Preferred Suppliers

Material / Service	Supplier	Material / Service	Supplier
Accommodation	Oakes Quest	Airlines	Qantas Virgin
Asphalt	Boral	Civil engineering design	Empower
Concrete & gravel	Boral Holcim	Corporate wear & PPE	Real Supply
Dry hire equipment	Coates	Fuel	BP



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Labour hire	360 Personnel AWX I.E Projects Recruitment Solutions Protech Workpac Zancott Recruitment	Landscaping	JMac Constructions
Poly / PVC pipes and conduits	Iplex Pipelines	Rental cars	Avis
Reinforced concrete pipes	Humes	Reinforcing steel	ARC
Road signage	Artcraft	Stationary	Office Works
Temporary fencing	ATF Services		

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Item No	Item Description	Group Board Review Committee	Group Director / Chief Executive Officer	Group Executive Director People and Process	Group Executive Director Financial Services (Company Secretary)	Group Executive Director Construction	Executive General Manager - Construction	Company Secretary	Tender Reviewer ⁴	General Manager Estimating - Group 1 ¹	Operations Manager Estimating - Group 2 ²	Construction Manager Estimating - Group 2 ²	Commercial Manager	Project Manager	BMD Legal Counsel	General Manager - Corporate Services	Corporate Communications Manager	National General Manager - Strategy	Notes
Corporate Expenses																			
E1	Approve Entertainment Expenses	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	
Donations, Sponsorships and Contributions																			
D1	Approve Political Contributions	N/A	Yes	Yes	No	No	No	No	N/A	No	No	No	No	No	N/A	N/A	N/A	No	
D2	Approve Donations and Sponsorships (per occurrence)	N/A	Yes	Yes	No	No	<\$2k	No	N/A	<\$2k	No	No	No	No	N/A	N/A	N/A	>\$2k	Where region exceeds \$5k per year, approval by National General Manager - Strategy
Media																			
M1	Approve Media Responses	N/A	Yes	No	No	No	No	No	N/A	No	No	No	No	No	N/A	N/A	No	N/A	
M2	Respond to Media Enquiries (Once Approval is received - M1)	N/A	N/A	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	
M3	Media Spokesperson	N/A	Yes	No	No	No	No	No	N/A	Yes	Yes	Yes	No	No	N/A	N/A	No	N/A	
Tendering, Estimating and Contract Award (Client Contracts)																			
E1	Approve Authority to Proceed (Process shown in section 7)	>\$25m	N/A	N/A	N/A	N/A	<\$25m	N/A	Review	<\$25m	<\$10m	No	No	No	N/A	N/A	N/A	N/A	
E2	Approve Authority to Submit (Process shown in section 7)	>\$25m	N/A	N/A	N/A	N/A	<\$25m	N/A	Review	<\$25m	<\$10m	No	No	No	N/A	N/A	N/A	N/A	If gross margin is less than 6%, regardless of value it must go to Group Board Review
E3	Authority to Enter into a Contract	>\$25m	N/A	N/A	N/A	N/A	<\$25m	N/A	Review	<\$25m	<\$10m	No	No	No	N/A	N/A	N/A	N/A	
E4	Contract Execution	N/A	Yes	Yes	Yes	Yes	No	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
Execution of Specific Documents																			
C1	Deeds	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
C2	Parent or Bank Guarantee	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
C3	Third Party Obligation	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
C4	Letter of Credit	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
C5	Any Document under Section 127 of Corporations Act	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	N/A	>\$2m	>\$2m	>\$2m	>\$2m	<\$2m	Yes	N/A	<\$2m	<\$250k	<\$250k	No	<\$50k	N/A	N/A	N/A	N/A	
C7	Any other documents (as authorised officers)	N/A	Yes	Yes	Yes	Yes	<\$1m	Yes	N/A	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	
Financial																			
F1	Purchase of Assets	No	>\$10k	>\$10k	>\$10k	>\$10k	<\$10k*	No	N/A	<\$10k*	<\$5k*	<\$5k*	No	<\$2k*	N/A	<\$100k	N/A	N/A	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	Yes	No	No	No	No	No	No	N/A	No	No	No	No	No	N/A	Yes	N/A	N/A	
Legal Matters																			
L1	Approval of settlement of Claims within project budget or valuations	No	No	No	No	No	Yes	No	N/A	Yes	No	No	No	No	Yes	N/A	N/A	N/A	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside project budget or valuations	Yes	No	No	No	No	No	No	N/A	No	No	No	No	No	Review	N/A	N/A	N/A	Referred to Review Committee by BMD Legal Counsel
Subcontractors / Suppliers																			
S1	General Project Expenditure (Within Budget)	N/A	>\$2m	>\$2m	>\$2m	>\$2m	<\$2m	No	N/A	<\$2m	<\$250k	<\$250k	No	<\$50k	N/A	<\$250k	N/A	N/A	
S2	General Project Expenditure (Outside Budget)	N/A	>\$1m	>\$1m	>\$1m	>\$1m	<\$1m	No	N/A	<\$1m	No	No	No	No	N/A	No	N/A	N/A	
S3	Approval to Deviate from Standard Payment Terms	N/A	No	No	Yes	No	No	No	N/A	No	No	No	No	No	N/A	Yes	N/A	N/A	
S4	Approval to Deviate from National Suppliers	N/A	Yes	No	Yes	No	Yes	No	N/A	No	No	No	No	No	N/A	Yes	N/A	N/A	
S5	Approval to Deviate from Regional Suppliers	N/A	No	No	Yes	No	Yes	No	N/A	Yes	Yes	Yes	No	No	N/A	Yes	N/A	N/A	
S6	Approval to Deviate from Standard Insurance Requirements	N/A	No	No	No	No	Yes	No	N/A	Yes	Yes	No	Yes	No	N/A	No	N/A	N/A	
S7	Approval of Sundry Payment	N/A	No	No	No	No	Yes	No	N/A	Yes	Yes	No	No	No	N/A	Yes	N/A	N/A	
Human Resources																			
H1	Approve Employment or Termination of Senior Staff	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
H3	Issue Severance Agreements	N/A	No	Yes	No	No	No	No	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	
H4	Engage a Consultant or Contract Employee (more than 3 months)	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
H5	Engage use of Recruiting Services to finding candidates for employment	N/A	No	Yes	No	No	No	No	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	

¹ Northern Region: Gerard Keynes
Southern Region: Tony Damiani

² Queensland / Northern Territory: Rob Pickard
Western Australia: Leon Fogliani
New South Wales / Australian Capital Territory: John Vida
Victoria: Peter Anusas

³ - General Manager must sit in on mid-term review for all Tenders which will be submitted for Group Board Review

- Tender reviewer is to sit in on mid-term and final review (Refer to Estimating Standard)

- Executive Assistant is to be notified at least 1 week prior to group board review taking place

⁴ - Tender Review Panel Coordinator: Louis Palm
- Tender Reviewer Panel: Louis Palm, Emil Vranjes, Darnil Lawrence, John Musca, Rob Trebilco, Terry Waterson

- Tender reviewer process applies for all tenders going to the Group Board Review Committee for approval

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Appendix B: BMD Urban

Standard Payment Terms (for each State)

State	Payment Terms	State	Payment Terms
Australian Capital Territory	60 calendar days from end of month	New South Wales	20 business days from receipt of claim for contracts executed on or after 21 st October 2019 otherwise 30.
Northern Territory	30 calendar days from receipt of claim	Queensland	60 calendar days from end of month or 25 business days from receipt of claim for building works
South Australia	60 calendar days from end of month	Tasmania	60 calendar days from end of month
Victoria	60 calendar days from end of month	Western Australia	25 Business Days from receipt of claim.

National / Preferred Suppliers

Material / Service	Supplier	Material / Service	Supplier
Accommodation	Oakes Quest	Airlines	Qantas Virgin
Asphalt	Boral	Civil engineering design	Empower
Concrete & gravel	Boral Holcim	Corporate wear & PPE	Real Supply
Dry hire equipment	Coates	Fuel	BP

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Labour hire	360 Personnel AWX I.E Projects Recruitment Solutions Protech Workpac Zancott Recruitment	Landscaping	JMac Constructions
Poly / PVC pipes and conduits	Iplex Pipelines	Rental cars	Avis
Reinforced concrete pipes	Humes	Reinforcing steel	ARC
Road signage	Artcraft	Stationary	Office Works
Temporary fencing	ATF Services		

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Item No	Item Description	Group Board Review Committee	Group Director / Chief Executive Officer	Group Executive Director People and Process	Group Executive Director Chief Financial Officer (Company Secretary)	Group Executive Director Construction	Company Secretary	BMD Urban Senior Review Committee (required to make a decision)	General Manager Estimating - Group 1	Regional Manager Estimating - Group 2	Pipework Operations Manager	Construction Manager Estimating - Group 2	Commercial Manager	Project Manager	BMD Legal Counsel	General Manager - Corporate Services	Corporate Communications Manager	National General Manager - Strategy	Notes
Corporate Expenses																			
E1	Approve Entertainment Expenses	N/A	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	N/A	Yes	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	
Donations, Sponsorships and Contributions																			
D1	Approve Political Contributions	N/A	Yes	Yes	No	No	No	N/A	No	No	No	No	No	No	N/A	N/A	N/A	No	
D2	Approve Donations and Sponsorships (per occurrence)	N/A	Yes	Yes	No	No	No	N/A	<\$2k	No	No	No	No	No	N/A	N/A	N/A	>\$2k	Where region exceeds \$5k per year, approval by National General Manager - Strategy
Media																			
M1	Approve Media Responses	N/A	Yes	No	No	No	No	N/A	No	No	No	No	No	No	N/A	N/A	No	N/A	
M2	Respond to Media Enquiries (Once Approval is received - M1)	N/A	N/A	Yes	Yes	Yes	No	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	
M3	Media Spokesperson	N/A	Yes	No	No	No	No	N/A	No	No	No	No	No	No	N/A	N/A	No	N/A	
Tendering, Estimating and Contract Award (Client Contracts)																			
E1	Approve Authority to Proceed (Process shown in section 7)	>\$15m	N/A	N/A	N/A	N/A	N/A	<\$15m	<\$10m	<\$10m	<\$10m	<\$5m	No	No	N/A	N/A	N/A	N/A	
E2	Approve Authority to Submit (Process shown in section 7)	>\$15m	N/A	N/A	N/A	N/A	N/A	<\$15m	<\$10m	<\$10m	<\$10m	<\$5m	No	No	N/A	N/A	N/A	N/A	If gross margin is less than 6%, regardless of value it must go to Group Board Review
E3	Authority to Enter into a Contract	>\$15m	N/A	N/A	N/A	N/A	N/A	<\$15m	<\$10m	<\$10m	<\$10m	<\$5m	No	No	N/A	N/A	N/A	N/A	
E4	Contract Execution	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
Execution of Specific Documents																			
C1	Deeds	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
C2	Parent or Bank Guarantee	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
C3	Third Party Obligation	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
C4	Letter of Credit	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
C5	Any Document under Section 127 of Corporations Act	N/A	Yes	Yes	Yes	Yes	Yes	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	N/A	>\$2m	>\$2m	>\$2m	>\$2m	Yes	N/A	<\$2m	<\$2m	<\$2m	<\$250k	No	<\$50k	N/A	N/A	N/A	N/A	
C7	Any other documents (as authorised officers)	N/A	Yes	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	Yes	N/A	N/A	
Financial																			
F1	Purchase of Assets	No	>\$10k	>\$10k	>\$10k	>\$10k	No	N/A	<\$10k	<\$10k	<\$10k	<\$5k	No	<\$2k	N/A	<\$100k	N/A	N/A	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	Yes	No	No	No	No	No	N/A	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
Legal Matters																			
L1	Approval of settlement of Claims within project budget or valuations	No	No	No	No	No	No	N/A	Yes	No	No	No	No	No	Yes	N/A	N/A	N/A	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside project budget or valuations	Yes	No	No	No	No	No	N/A	No	No	No	No	No	No	Review	N/A	N/A	N/A	Referred to Review Committee by BMD Legal Counsel
Subcontractors / Suppliers																			
S1	General Project Expenditure (Within Budget)	N/A	>\$2m	>\$2m	>\$2m	>\$2m	No	N/A	<\$2m	<\$2m	<\$2m	<\$250k	No	<\$50k	N/A	<\$250k	N/A	N/A	
S2	General Project Expenditure (Outside Budget)	N/A	>\$1m	>\$1m	>\$1m	>\$1m	No	N/A	<\$1m	No	No	No	No	No	N/A	No	N/A	N/A	
S3	Approval to Deviate from Standard Payment Terms	N/A	No	No	Yes	No	No	N/A	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
S4	Approval to Deviate from National Suppliers	N/A	Yes	No	Yes	No	No	N/A	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
S5	Approval to Deviate from Regional Suppliers	N/A	No	No	Yes	No	No	N/A	Yes	Yes	Yes	Yes	No	No	N/A	Yes	N/A	N/A	
S6	Approval to Deviate from Standard Insurance Requirements	N/A	No	No	No	No	No	N/A	Yes	Yes	Yes	No	Yes	No	N/A	No	N/A	N/A	
S7	Approval of Sundry Payment	N/A	No	No	No	No	No	N/A	Yes	No	No	No	No	No	N/A	Yes	N/A	N/A	
Human Resources																			
H1	Approve Employment or Termination of Senior Staff	N/A	Yes	Yes	Yes	Yes	No	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	N/A	Yes	Yes	Yes	Yes	No	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H3	Issue Severance Agreements	N/A	No	Yes	No	No	No	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H4	Engage a Consultant or Contract Employee (more than 3 months)	N/A	Yes	Yes	Yes	Yes	No	N/A	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
H5	Engage use of Recruiting Services to finding candidates for employment	N/A	No	Yes	No	No	No	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A	

¹ National: David Moody

² NRL (ACT, NSW, QLD): Tim McMahon
AFL (NT, SA, VIC, WA): Richie Ward

³ - General Manager must sit in on mid-term review for all tenders which will be submitted for Group Board Review
- Executive Assistant is to be notified at least 1 week prior to group board review taking place

⁴ Members are: Craig Althaus; David Moody; Maurice Celotto; Richie Ward; Tim McMahon; David Lano

⁵ Approval by Pipework Operations Manager is required if: work is standalone utilities or drainage tender over \$2m or for any project with pipework greater than \$1m or where the pipeworks are not business as usual

⁶ Approval in conjunction with Pipework Operations Manager is required for any expenditure with pipework greater than \$1m or where the pipeworks are not business as usual.



Appendix C: JMAC Constructions

Standard Payment Terms (for each State)

State	Payment Terms	State	Payment Terms
Australian Capital Territory	45 calendar days from end of month	New South Wales	20 business days from receipt of claim for contracts executed on or after 21 st October 2019 otherwise 30.
Northern Territory	30 calendar days from receipt of claim	Queensland	45 calendar days from end of month or 25 business days from receipt of claim for building works
South Australia	45 calendar days from end of month	Tasmania	45 calendar days from end of month
Victoria	45 calendar days from end of month	Western Australia	25 Business Days from receipt of claim.

National / Preferred Suppliers

Material / Service	Supplier	Material / Service	Supplier
Accommodation	Oakes Quest	Airlines	Qantas Virgin
Asphalt	Boral	Civil engineering design	Empower
Concrete & gravel	Boral Holcim	Corporate wear & PPE	Real Supply
Dry hire equipment	Coates	Fuel	BP

Labour hire	360 Personnel AWX I.E Projects Recruitment Solutions Protech Workpac Zancott Recruitment		
Poly / PVC pipes and conduits	Iplex Pipelines	Rental cars	Avis
Reinforced concrete pipes	Humes	Reinforcing steel	ARC
Road signage	Artcraft	Stationary	Office Works
Subdivision development	BMD Urban	Temporary fencing	ATF Services

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Item No	Item Description	Group Board Review Committee	Group Director Chief Executive Officer	Group Executive Director People and Process	Group Executive Director Chief Financial Officer (Company Secretary)	Group Executive Director Construction	Company Secretary	General Manager Estimating - Group 1 ¹	Construction Manager Estimating - Group 2 ¹	Project Manager	BMD Legal Counsel	General Manager - Corporate Services	Corporate Communications Manager	National General Manager - Strategy	Notes
Corporate Expenses															
E1	Approve Entertainment Expenses	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	N/A	N/A	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	N/A	N/A	
Donations, Sponsorships and Contributions															
D1	Approve Political Contributions	N/A	Yes	Yes	No	No	No	No	No	No	N/A	N/A	N/A	No	
D2	Approve Donations and Sponsorships (per occurrence)	N/A	Yes	Yes	No	No	No	>\$2k	No	No	N/A	N/A	N/A	>\$2k	Where region exceeds \$5k per year, approval by National General Manager - Strategy
Media															
M1	Approve Media Responses	N/A	Yes	No	No	No	No	No	No	No	N/A	N/A	No	N/A	
M2	Respond to Media Enquiries (Once Approval is received - M1)	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	Yes	N/A	
M3	Media Spokesperson	N/A	Yes	No	No	No	No	No	No	No	N/A	N/A	No	N/A	
Tendering, Estimating and Contract Award (Client Contracts)															
E1	Approve Authority to Proceed (Process shown in section 7)	>\$5m	N/A	N/A	N/A	N/A	N/A	<\$5m	<\$1m	No	N/A	N/A	N/A	N/A	
E2	Approve Authority to Submit (Process shown in section 7)	>\$5m ¹	N/A	N/A	N/A	N/A	N/A	<\$5m ¹	<\$1m	No	N/A	N/A	N/A	N/A	If gross margin is less than 6%, regardless of value it must go to Group Board Review
E3	Authority to Enter into a Contract	>\$5m	N/A	N/A	N/A	N/A	N/A	<\$5m	<\$1m	No	N/A	N/A	N/A	N/A	
E4	Contract Execution	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
Execution of Specific Documents															
C1	Deeds	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C2	Parent or Bank Guarantee	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C3	Third Party Obligation	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C4	Letter of Credit	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C5	Any Document under Section 127 of Corporations Act	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	N/A	>\$2m	>\$2m	>\$2m	>\$2m	Yes	<\$2m	<\$250k	<\$50k	N/A	N/A	N/A	N/A	
C7	Any other documents (as authorised officers)	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	Yes	N/A	N/A	
Financial															
F1	Purchase of Assets	No	>\$10k	>\$10k	>\$10k	>\$10k	No	<\$10*	<\$5k*	<\$2k*	N/A	<\$100k	N/A	N/A	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	Yes	No	No	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
Legal Matters															
L1	Approval of settlement of Claims within project budget or valuations	No	No	No	No	No	No	Yes	No	No	Yes	N/A	N/A	N/A	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside project budget or valuations	Yes	No	No	No	No	No	No	No	No	Review	N/A	N/A	N/A	Referred to Review Committee by BMD Legal Counsel
Subcontractors / Suppliers															
S1	General Project Expenditure (Within Budget)	N/A	>\$2m	>\$2m	>\$2m	>\$2m	No	<\$2m	<\$250k	<\$50k	N/A	<\$250k	N/A	N/A	
S2	General Project Expenditure (Outside Budget)	N/A	>\$1m	>\$1m	>\$1m	>\$1m	No	<\$1m	No	No	N/A	No	N/A	N/A	
S3	Approval to Deviate from Standard Payment Terms	N/A	No	No	Yes	No	No	No	No	No	N/A	Yes	N/A	N/A	
S4	Approval to Deviate from National Suppliers	N/A	Yes	No	Yes	No	No	No	No	No	N/A	Yes	N/A	N/A	
S5	Approval to Deviate from Regional Suppliers	N/A	No	No	Yes	No	No	Yes	Yes	No	N/A	Yes	N/A	N/A	
S6	Approval to Deviate from Standard Insurance Requirements	N/A	No	No	No	No	No	Yes	Yes	No	N/A	No	N/A	N/A	
S7	Approval of Sundry Payment	N/A	No	No	No	No	No	Yes	Yes	No	N/A	Yes	N/A	N/A	
Human Resources															
H1	Approve Employment or Termination of Senior Staff	N/A	Yes	Yes	Yes	Yes	No	No	No	No	N/A	N/A	N/A	N/A	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	N/A	Yes	Yes	Yes	Yes	No	No	No	No	N/A	N/A	N/A	N/A	
H3	Issue Severance Agreements	N/A	No	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H4	Engage a Consultant or Contract Employee (more than 3 months)	N/A	Yes	Yes	Yes	Yes	No	Yes	No	No	N/A	N/A	N/A	N/A	
H5	Engage use of Recruiting Services to finding candidates for employment	N/A	No	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	

¹ National: Jason Lindsay

² North Queensland: Greg LeBrocq
South Queensland: Marc Mill and Luke Trattles
Victoria: Chris Connors

³ - General Manager must sit in on mid-term review for all tenders which will be submitted for Group Board Review
- Executive Assistant is to be notified at least 1 week prior to group board review taking place

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Appendix D: Urbex

Standard Payment Terms

Supplier credit terms are 45 days (or longer) from the end of the month in which the transaction occurred.

National / Preferred Suppliers

Material / Service	Supplier	Material / Service	Supplier
Accommodation	Oakes Quest	Airlines	Qantas Virgin
Civil engineering design	Empower	Dry hire equipment	Coates
Corporate wear & PPE	Reali Supply	Landscaping	JMac Constructions
Rental cars	Avis	Stationary	Office Works
Subdivision development	BMD Urban	Temporary fencing	ATF Services

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Item No	Item Description	Group Board Review Committee	Group Director	Group Executive Director	Group Executive Director	Group Executive Director	Group Executive Director	Company Secretary	General Manager - Urbex	Urbex Development Manager	Urbex National Marketing Manager	Sales Manager	Project Director	BMD Legal Counsel	General Manager - Corporate Services	Corporate Communications Manager	National General Manager - Strategy	Notes
Corporate Expenses																		
E1	Approve Entertainment Expenses	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	N/A	Yes	N/A	N/A	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	N/A	Yes	N/A	N/A	
Donations, Sponsorships and Contributions																		
D1	Approve Political Contributions	N/A	Yes	Yes	No	No	No	No	No	No	No	No	No	N/A	N/A	N/A	No	
D2	Approve Donations and Sponsorships (per occurrence)	N/A	Yes	Yes	No	No	No	No	<\$2k	<\$2k	No	No	No	N/A	N/A	N/A	>\$2k	Where region exceeds \$5k per year, approval by National General Manager - Strategy
Media																		
M1	Approve Media Responses	N/A	Yes	No	No	No	No	No	Yes	Yes	No	No	No	N/A	N/A	No	N/A	
M2	Respond to Media Enquiries (Once Approval is received - M1)	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	
M3	Media Spokesperson	N/A	Yes	No	No	No	No	No	No	No	No	No	No	N/A	N/A	No	N/A	
Execution of Specific Documents																		
C1	Deeds	N/A	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
C2	Parent or Bank Guarantee	N/A	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
C3	Third Party Obligation	N/A	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
C4	Letter of Credit	N/A	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
C5	Any Document under Section 127 of Corporations Act	N/A	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	N/A	N/A	N/A	N/A	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
C7	Any other documents (as authorised officers)	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	N/A	Yes	N/A	N/A	
Financial																		
F1	Purchase of Assets	No	>\$10k	>\$10k	>\$10k	>\$10k	No	<\$10*	No	No	No	No	No	N/A	<\$100k	N/A	N/A	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	Yes	No	No	No	No	No	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
Legal Matters																		
L1	Approval of settlement of Claims within project budget or valuations	No	No	No	No	No	No	Yes	No	No	No	No	No	Yes	N/A	N/A	N/A	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside project budget or valuations	Yes	No	No	No	No	No	No	No	No	No	No	No	Review	N/A	N/A	N/A	Referred to Review Committee by BMD Legal Counsel
Consultancy Agreements / Direct Purchase of Materials and Supplies / Civil Construction Contracts / Building Construction Contracts																		
A1	New Agreement / Contract within Budget	N/A	>\$1m	No	>\$1m	No	No	<\$1m	<\$1m	No	No	No	<\$500k	N/A	N/A	N/A	N/A	
A2	General project expenditure (outside budget)	N/A	>\$1m	No	>\$1m	No	No	<\$1m	<\$1m	No	No	No	No	N/A	N/A	N/A	N/A	
A3	Approval to deviate from standard payment terms	N/A	>\$100k	No	>\$100k	No	No	<\$100k	<\$100k	No	No	No	No	N/A	N/A	N/A	N/A	
House &/OR land package sales contracts																		
S1	Approval of block pricing	Yes	No	No	No	No	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
S2	New agreement / Contract that meets approved product price list	No	No	No	No	No	No	No	No	No	No	No	Yes	N/A	N/A	N/A	N/A	
S3	New agreement / Contract below approved product price list	No	Yes	No	Yes	No	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
Land and property acquisition associated with project																		
P1	Purchase land and property	Yes	No	No	No	No	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
Human Resources																		
H1	Approve Employment or Termination of Senior Staff	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H3	Issue Severance Agreements	N/A	No	Yes	No	No	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H4	Engage a Consultant or Contract Employee (more than 3 months)	N/A	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	No	No	N/A	N/A	N/A	N/A	
H5	Engage use of Recruiting Services to finding candidates for employment	N/A	No	Yes	No	No	No	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
¹ Consults of: Scott Power, Craig Mortensen																		

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Appendix E: Empower

Standard Payment Terms (for each State)

State	Payment Terms	State	Payment Terms
Australian Capital Territory	60 calendar days from end of month	New South Wales	20 business days from receipt of claim for contracts executed on or after 21 st October 2019 otherwise 30
Northern Territory	50 calendar days from receipt of claim	Queensland	60 calendar days from end of month or 25 business days from receipt of claim for building works
South Australia	60 calendar days from end of month	Tasmania	60 calendar days from end of month
Victoria	60 calendar days from end of month	Western Australia	25 Business Days from receipt of claim.

National / Preferred Suppliers

Material / Service	Supplier	Material / Service	Supplier
Accommodation	Oakes Quest	Airlines	Qantas Virgin
Asphalt	Boral	Concrete & gravel	Boral Holcim
Corporate wear & PPE	Real Supply	Dry hire equipment	Coates
Fuel	BP	Labour hire	360 Personnel AWX

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			I.E Projects Recruitment Solutions Protech Workpac Zancott Recruitment
Landscaping	JMac Constructions	Poly / PVC pipes and conduits	Iplex Pipelines
Rental cars	Avis	Reinforced concrete pipes	Humes
Reinforcing steel	ARC	Road signage	Artcraft
Stationary	Office Works	Subdivision development	BMD Urban
Temporary fencing	ATF Services		

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Item No	Item Description	Group Board Review Committee	Group Director / Chief Executive Officer	Group Executive Director People and Process	Group Executive Director Chief Financial Officer (Company Secretary)	Group Executive Director Construction	Company Secretary	General Manager - Estimating - Group 1 ¹	Senior Principal Engineer Estimating - Group 2 ²	Project Manager / Senior Civil Engineer	BMD Legal Counsel	General Manager - Corporate Services	Corporate Communications Manager	National General Manager - Strategy	Notes
Corporate Expenses															
E1	Approve Entertainment Expenses	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	N/A	N/A	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	N/A	N/A	
Donations, Sponsorships and Contributions															
D1	Approve Political Contributions	N/A	Yes	Yes	No	No	No	No	No	No	N/A	N/A	N/A	No	
D2	Approve Donations and Sponsorships (per occurrence)	N/A	Yes	Yes	No	No	No	>\$2k	No	No	N/A	N/A	N/A	>\$2k	Where region exceeds \$5k per year, approval by National General Manager - Strategy
Media															
M1	Approve Media Responses	N/A	Yes	No	No	No	No	No	No	No	N/A	N/A	No	N/A	
M2	Respond to Media Enquiries (Once Approval is received - M1)	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	Yes	N/A	
M3	Media Spokesperson	N/A	Yes	No	No	No	No	No	No	No	N/A	N/A	No	N/A	
Tendering, Estimating and Contract Award (Client Contracts)															
E1	Approve Authority to Proceed (Process shown in section 7)	>\$500k	N/A	N/A	N/A	N/A	N/A	<\$500k	<\$10k	No	N/A	N/A	N/A	N/A	
E2	Approve Authority to Submit (Process shown in section 7)	>\$500k ³	N/A	N/A	N/A	N/A	N/A	<\$500k ³	<\$10k	No	N/A	N/A	N/A	N/A	If gross margin is less than 6%, regardless of value it must go to Group Board Review
E3	Authority to Enter into a Contract	>\$500k	N/A	N/A	N/A	N/A	N/A	<\$500k	<\$10k	No	N/A	N/A	N/A	N/A	
E4	Contract Execution	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
Execution of Specific Documents															
C1	Deeds	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C2	Parent or Bank Guarantee	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C3	Third Party Obligation	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C4	Letter of Credit	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C5	Any Document under Section 127 of Corporations Act	N/A	Yes	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	N/A	N/A	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
C7	Any other documents (as authorised officers)	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	Yes	N/A	N/A	
Financial															
F1	Purchase of Assets	No	>\$10k	>\$10k	>\$10k	>\$10k	No	<\$10*	<\$5k*	<\$2k*	N/A	<\$100k	N/A	N/A	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	Yes	No	No	No	No	No	No	No	No	N/A	Yes	N/A	N/A	
Legal Matters															
L1	Approval of settlement of Claims within project budget or valuations	No	No	No	No	No	No	Yes	No	No	Yes	N/A	N/A	N/A	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside project budget or valuations	Yes	No	No	No	No	No	No	No	No	Review	N/A	N/A	N/A	Referred to Review Committee by BMD Legal Counsel
Subcontractors / Suppliers															
S1	General Project Expenditure (Within Budget)	N/A	>\$250k	>\$250k	>\$250k	>\$250k	No	<\$250k	<\$50k	<\$25k	N/A	<\$250k	N/A	N/A	
S2	General Project Expenditure (Outside Budget)	N/A	>\$100k	>\$100k	>\$100k	>\$100k	No	<\$100k	No	No	N/A	No	N/A	N/A	
S3	Approval to Deviate from Standard Payment Terms	N/A	No	No	Yes	No	No	No	No	No	N/A	Yes	N/A	N/A	
S4	Approval to Deviate from National Suppliers	N/A	Yes	No	Yes	No	No	No	No	No	N/A	Yes	N/A	N/A	
S5	Approval to Deviate from Regional Suppliers	N/A	No	No	Yes	No	No	Yes	Yes	No	N/A	Yes	N/A	N/A	
S6	Approval to Deviate from Standard Insurance Requirements	N/A	No	No	No	No	No	Yes	Yes	No	N/A	No	N/A	N/A	
S7	Approval of Sundry Payment	N/A	No	No	No	No	No	Yes	No	No	N/A	Yes	N/A	N/A	
Human Resources															
H1	Approve Employment or Termination of Senior Staff	N/A	Yes	Yes	Yes	Yes	No	No	No	No	N/A	N/A	N/A	N/A	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	N/A	Yes	Yes	Yes	Yes	No	No	No	No	N/A	N/A	N/A	N/A	
H3	Issue Severance Agreements	N/A	No	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
H4	Engage a Consultant or Contract Employee (more than 3 months)	N/A	Yes	Yes	Yes	Yes	No	Yes	No	No	N/A	N/A	N/A	N/A	
H5	Engage use of Recruiting Services to finding candidates for employment	N/A	No	Yes	No	No	No	No	No	No	N/A	N/A	N/A	N/A	
¹ National: Mathew Beggs ² National: Darryl Hayter National: Peter Ingeman ³ - General Manager must sit in on mid-term review for all tenders which will be submitted for Group Board Review - Executive Assistant is to be notified at least 1 week prior to group board review taking place															

Appendix F: Prime BMD Metro

Item No	Item Description	Board	Review Committee	CEO	CFO	Construction Manager	Precontract Manager	Project Manager	Business Systems Manager	Purchasing Manager	Project Engineer	Site Engineer	HR Manager	Notes
Financial Approval Delegations														
F1	Execute Head Contracts of Partnerships	Yes	No	No	No	No	No	No	No	No	No	No	No	
F2	Subcontract Recommendations	>P75m	<P75m	<P40m	No	<P12.5m	No	<P2m	No	<P2m	No	No	No	
F3	Purchase Order - Non Capital	>P75m	<P75m	<P8m	<P5m	<P5m	<P5m	<P750k	<P5m	<P2m	<P350k	<P75k	No	
F4	Purchase Order - Capital	>P4m	<P4m	<P2m	<P350k	<P350k	<P350k	No	<P350k	<P350k	No	No	No	
F5	Subcontract Variations	>P75m	<P75m	<P40m	No	<P9m	No	<P1.8m	No	<P1.8m	<P350k	<P75k	No	
F6	Major Hire Plant	>P75m	<P75m	<P40m	No	<P5m	No	<P1.8m	No	<P1.8m	<P350k	<P75k	No	
F7	Subcontract Progress Payments	No	No	>P35m	No	<P35m	No	<P10m	No	No	No	No	No	
F8	Invoice for Payment	No	No	>P10m	<P10m	No	No	No	No	<P2m	No	No	No	
F9	Credit Card Expenditure	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
F10	Transfer of Costs within and between jobs	No	No	No	No	Yes	No	No	No	No	No	No	No	
F11	Entertainment Expenses	No	>P200k	<P200k	<P40k	<P40k	<P40k	No	<P40k	No	No	No	No	
Estimating														
E1	Approve potential JV partnerships	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
E2	Go/No go for opportunities with invest outside bid budget	No	Yes	Yes	No	No	No	No	No	No	No	No	No	
E3	Go/No go for opportunities with invest within bid budget	No	No	Yes	No	No	No	No	No	No	No	No	No	
E4	Approve Tender Submission	No	>P900m	<P900m	No	<P75m	<P75m	No	No	No	No	No	No	
Human Resources														
H1	Approve Employment of Staff	No	No	Yes	No	No	No	No	No	No	No	No	No	
H2	Terminate Staff	No	No	Yes	No	No	No	No	No	No	No	No	No	
H3	Approve Employment of labour	No	No	No	No	Yes	No	No	No	No	No	No	No	
H4	Approve Termination of Labour	No	No	Yes	No	Yes	No	No	No	No	No	No	No	
H5	Approve Remuneration Review	Yes	Yes	Yes	No	No	No	No	No	No	No	No	No	
Management Systems														
Q1	Approve Management Plans	No	No	Yes	No	Yes	No	Yes	Yes	No	No	No	No	
Q2	Approve Policies	No	No	Yes	Yes	Yes	No	No	Yes	No	No	No	Yes	

Appendix G: Corporate Delegation of Authority

Item No	Item Description	General Manager - Human Resources and Industrial Relations	General Manager - Finance and Audit	General Manager - Systems	General Manager - Corporate Services	General Counsel	National General Manager - Strategy	National General Manager - Commercial & Risk	Notes
Corporate Expenses									
E1	Approve Entertainment Expenses	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Approval by immediate supervisor of claiming employee
E2	Approve Petty Cash	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Donations, Sponsorships and Contributions									
D1	Approve Political Contributions	No	No	No	No	No	No	No	
D2	Approve Donations and Sponsorships (per occurrence)	No	No	No	No	No	<\$2K	No	Where region exceeds \$5k per year, approval by Nation General Manager - Strategy
Media									
M1	Approve Media Responses	No	No	No	No	No	No	No	
M2	Respond to Media Enquiries (Once Approval is received - M1)	No	No	No	No	No	No	No	
M3	Media Spokesperson	No	No	No	No	No	No	No	
Execution of Specific Documents									
C1	Deeds	No	No	No	No	No	No	No	
C2	Parent or Bank Guarantee	No	No	No	No	No	No	No	
C3	Third Party Obligation	No	No	No	No	No	No	No	
C4	Letter of Credit	No	No	No	No	No	No	No	
C5	Any Document under Section 127 of Corporations Act	No	No	No	No	No	No	No	
C6	Subcontract / Consultancy / Plant / Materials / Labour Agreements	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	
C7	Any other documents (as authorised officers)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Financial									
F1	Purchase of Assets	No	No	No	<\$10k*	No	No	No	* In conjunction with General Manager - Corporate Services
F2	Sale of Assets	No	No	No	No	No	No	No	
Legal Matters									
L1	Approval of settlement of Claims within budget or valuations	No	No	No	No	No	No	No	BMD Legal Counsel in conjunction with General / Regional Manager
L2	Approval of settlement of Claims outside budget or valuations	No	No	No	No	No	No	No	Referred to Review Committee by BMD Legal Counsel
Subcontractors / Suppliers									
S1	General Expenditure (Within Budget)	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	<\$250K	
S2	General Expenditure (Outside Budget)	<\$10K	<\$10K	<\$10K	<\$10K	<\$10K	<\$10K	<\$10K	
S3	Approval to Deviate from Standard Payment Terms	No	No	No	Yes	No	No	No	
S4	Approval to Deviate from National Suppliers	No	No	No	No	No	No	No	
S5	Approval to Deviate from Regional Suppliers	No	No	No	No	No	No	No	
S6	Approval to Deviate from Standard Insurance Requirements	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
S7	Approval of Sundry Payment	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Human Resources									
H1	Approve Employment or Termination of Senior Staff	No	No	No	No	No	No	No	
H2	Approve Employee Agreements and Offers of Employment (Salaried Staff)	No	No	No	No	No	No	No	
H3	Issue Severance Agreements	No	No	No	No	No	No	No	
H4	Engage a Consultant or Contract Employee (more than 3 months)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Only if total spend is within approval authority in C6.
H5	Engage use of Recruiting Services to finding candidates for employment	No	No	No	No	No	No	No	

