

Robert Bird Group  
Modern Slavery Statement  
2023

# Robert Bird Group Modern Slavery Statement 2023

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## 2. Board of Directors Approval

### 2.1. Statement Period

This modern slavery statement (Statement) has been prepared by the Robert Bird Group (RBG) pursuant to the provision of the Modern Slavery Act 2015 (UK) and the Modern Slavery Act 2018 (Australia).

This Statement captures and describes the activities initiated by RBG and its subsidiaries, during the financial year ending 31 December 2023, to identify modern slavery risks within our business and supply chains.

The Statement sets out the processes and actions RBG has in place and outlines those future plans to be undertaken to address the risk of modern slavery.

RBG has a global annual consolidated revenue across the group exceeding \$100 million and has a global reach with offices across the globe. RBG is committed to ensuring internal processes effectively identify, manage, and minimise the potential for modern slavery within our business.

This is our sixth (6<sup>th</sup>) Modern Slavery Statement under the Modern Slavery Act 2015 (UK) and our fourth (4<sup>th</sup>) Modern Slavery Statement under the Modern Slavery Act 2018 (Australia).

### 2.2. Scope

This Statement is applicable to the Robert Bird Group and its subsidiaries, including:

- Robert Bird & Partners Limited (UK)
- Robert Bird Group Hong Kong Ltd
- Robert Bird Group (New Zealand) Ltd
- Robert Bird Group (USA) Inc.
- Robert Bird Group Engineers (USA) P.C.
- Robert Bird Group (Malaysia) Sdn Bhd

### 2.3. Feedback

Robert Bird Group values feedback.

Please send any feedback regarding this statement or to obtain any additional information to [compliance@robertbird.com](mailto:compliance@robertbird.com).

This Statement was approved by the Robert Bird Group, Board of Directors on 29 May 2024.



Jason Beutel  
Senior Executive Director, Service Lines  
Robert Bird Group

## 3. Our Organisation Structure, Business Operations and Supply Chain

### 3.1. About Us

The Robert Bird Group, founded in Brisbane, Australia in 1982, is a global specialist engineering firm, offering consulting engineering services across five disciplines within the built environment, including:

- Structural Engineering,
- Civil Engineering,
- Construction Engineering,
- Geotechnical Engineering
- Virtual Design and Construction.

With a strong presence in various international markets, RBG remains firm in its commitment to delivering engineering excellence. Our primary business focus is on understanding and meeting our clients' unique requirements while delivering their visionary projects.

RBG manages a workforce of over 790 employees across twelve (12) locations operating both nationally and globally.

### 3.2. Our Vision

***“We create the built environment of the future, shaping better lives, better communities and a better world, through the relentless pursuit of engineering excellence.”***

### 3.3. Our Philosophies



#### LEAD.

We bring design leadership to projects, working with our clients to understand their vision and identify the project-specific drivers of value. We work collaboratively within the design and delivery teams of which we are a part to proactively drive the best outcomes for our clients, contributing to and supporting the full team to achieve the desired objectives.



#### CREATE.

We apply cutting edge engineering and digital technology to develop high quality project solutions for our clients. We are inspired by the challenge of delivering improved engineering outcomes through application of design innovation, and we advance the practice of engineering and construction to the benefit of our industry, society and world.



#### DELIVER.

We consider the construction process within our engineering solutions so that they embody design for delivery, being optimised for cost, programme and risk. We understand design for temporary conditions, construction equipment and logistics, and will work with the client and delivery team to integrate safety and practicality into the realization of our design.



#### SUSTAIN.

We believe in sustainable design. We believe that the conservation of the planet's limited resources is a priority for society and for our industry, and so we deliver design that is efficient and sustainable in its conception, detailing and execution. We support the development of renewable energy projects and have committed to being a 1.5 Degree company.

### 3.4. Our Shared Objectives



#### A Great Way To Work

We believe in supporting the development of an agile business that nurtures happier and healthier people empowered and inspired to drive value for our clients, society and the environment. We support the training, development, well-being and prosperity of our staff, and invest in systems and processes that enable their success. We respect the intrinsic dignity and value of all, and support our staff to become the best they can be.



#### A Great Way To Build

We believe in the ongoing development and delivery of value-generating solutions for all our projects. We bring engineering excellence to the design, procurement and construction phases of projects. We deliver solutions that lead to project delivery certainty, safety and sustainability, fair outcomes for project participants, and lasting professional relationships. We seek to improve the way our industry functions for the benefit of us all.



#### A Great Place To Live

We believe that by creating a positive society and environment for the future, our business will be more successful, our careers will be more effective, and our lives will be more fulfilled. We believe that the world of the future should be one that is progressive, inclusive, inspirational, enjoyable and equitable. We believe that society must become environmentally sustainable, socially sustainable, and financially sustainable for all people.

### 3.5. Organisational Structure

RBG is a distinguished member of the Surbana Jurong (SJ) Group. Surbana Jurong Holdings (Australia) Pty Ltd (SJHA), is a wholly owned subsidiary of Surbana Jurong Private Limited, a Singaporean consultancy company.

SJHA owns, controls and derives its revenue from both RBG and also SMEC Holdings Pty Ltd.

RBG comprises six (6) wholly owned subsidiary companies and maintain a strong global presence, with offices strategically located across Asia, Australia, Europe, the Middle East and the United States of America (USA).

Refer to **Appendix 2** for additional organisation structure and location details.

#### 3.5.1 Locations

The company offices are located globally at the following locations:

##### Australia and Asia Pacific Region

In the Australia and Asia Pacific region, our company maintains a strong presence with four (4) offices in Australia, located in Brisbane, Sydney, Melbourne and Adelaide. Additionally, RBG has two (2) offices in New Zealand, situated in Wellington and Auckland.

Within the Asia region, RBG has one (1) office located in Hong Kong.

##### Middle East Region

RBG has two (2) middle east based offices, one office located in Dubai in the United Arab Emirates and one office recently opened in Riyadh, Saudia Arabia, in 2024.

### United Kingdom & Europe

RBG currently has two (2) United Kingdom (UK) based offices, located in Birmingham and London.

### United States of America

RBG currently has one (1) USA based office, located in New York.



## 3.6. Business Operations

RBG offers consulting engineering services primarily across five (5) disciplines.

Drawing upon our international expertise, the Company provides services in the following areas:



#### Structural Engineering

We provide innovative and buildable structural design solutions in all sectors across the globe, for buildings ranging from schools to super-tall towers, and for infrastructure ranging from wind farms to metro systems.



#### Civil Engineering

Our civil engineers provide engineering design services from concept and planning through to detailed design, construction stage and maintenance, plus ongoing management advice for the operating life of a project where required.



#### Construction Engineering

For more than 30 years, we have earned one of the finest reputations across the globe for construction engineering services that achieve our client's vision. We are provider of choice for specialist construction engineering services on some of the world's largest, highest-profile and most complex built-form projects.



#### Geotechnical Engineering

We offer dedicated in-house Geotechnical Engineering teams based in London (our central hub), Birmingham and Dubai. RBG's award-winning geotechnical teams continue to provide industry-leading design solutions on a variety of challenging and prestigious building and infrastructure projects.



#### Virtual Design & Construction

From simple explanatory details on still images to animated 4D movies, all the way to high-quality VR models that you can experience, our 4D construction visualisation team can powerfully demonstrate how risks will be managed, cost overruns will be avoided, projects will be completed and why tenders should be awarded.

The scope of services offered by RBG includes:

- General engineering advice;
- Design and documentation (concept to construction documentation);
- Site inspections and supervision;
- Construction methodology design and advice;
- Peer reviews;
- Design verification.

### 3.6.1 Supply Chain

RBG recognises our suppliers play an important role in fulfilling our modern slavery and human rights commitments. As primarily a consultancy and service-based organisation, our supplier numbers are relatively small and mainly contained to the administrative and service functions of RBG.

### 3.6.2 Zero-Tolerance

RBG maintains a strong **zero-tolerance** approach towards modern slavery and human rights abuses within our supply chain. We also consider the risks of forced labour and human trafficking to be relatively low in our supply chain, however, we take proportionate steps to mitigate these risks.

RBG acknowledges that certain operational areas may be more vulnerable to modern slavery and human rights concerns compared to others, nevertheless, RBG is committed to maintaining the highest standards of our operations across all locations, without exception.

### 3.6.3 Our Supply Chains

Our supply chain remains substantially similar to the previous reporting period.

We provide engineering, advisory and consultative professional services, including through the use of subconsultants. These professional services are generally perceived to have a lower risk to modern slavery and human rights abuses. Our supply chain predominantly supports the provision of administrative services, through the use of equipment and office consumables in our global workplaces, supporting the provision of our corporate services.

New suppliers of goods or services to RBG are evaluated and through our supplier pre-qualification process and supplier contractor agreements, ensures suppliers declare, commit and adhere the same high ethical standards and laws and regulations. This evaluation is also extended to subconsultants.

As an additional measure to mitigate the risk of modern slavery, RBG requires suppliers to place the same stringent requirements on their first level suppliers.

We will assess any instances of non-compliance on a case-by-case basis and then tailor remedial action appropriately.

## 4. Assessing Our Modern Slavery Risks

### 4.1. Supply Chain Activities

#### 4.1.1 Modern Slavery Risk Identification

As identified in our previous Statement, the risk of modern slavery within our service line and administration functions remains low.

RBG continues to be proactive in identifying potential areas of modern slavery risks within our supply chain. We have recognised certain industries, known for their high risk of modern slavery, which include:

- Facilities management (cleaning services)
- Office Equipment Suppliers
- Clothing Suppliers (uniform and PPE related clothing)
- Electronics manufacturing (computer/IT hardware)
- Professional Engineering & Technical Services

#### **Facilities Management (cleaning services)**

Generally, the provision of cleaning services in facilities management pose concerns due to complex contracting, obscuring labour conditions and leaving vulnerable workers open to exploitation.

The general maintenance and cleaning of RBG facilities are either managed directly or through the building facilities management with engagements undergoing due diligence procurement processes including the completion of prequalification questionnaires for suppliers.

#### **Office Equipment Suppliers**

Suppliers of office equipment, especially in regions where child labour is prevalent in manufacturing and production, pose significant risks of modern slavery.

RBG predominantly sources office equipment locally to the office location from well-established suppliers, with prequalification questionnaires undertaken. Approved supplier lists are determined and maintained when sourcing such equipment.

#### **Clothing Manufacturing (Personal Protective Equipment (PPE) and related safety clothing)**

RBG acknowledges that demand for affordable clothing/uniform production, fosters exploitative labour conditions, resulting in prevalent modern slavery within the industry.

RBG's expenditure for safety clothing and related equipment remains low due to the nature and activities undertaken by the business. Clothing in the form of safety uniforms and PPE, is predominantly sourced locally to the RBG office location from established suppliers, with prequalification questionnaires completed by suppliers and an approved supplier list determined.



## Electronics Manufacturing (computer/IT hardware)

RBG is aware of the issue of forced labour in electronics manufacturing and localities where raw materials are sourced, often involving countries with weaker government oversight with lack of due diligence in product selection, may inadvertently support modern slavery.

Generalist and specialist computer and IT hardware are sourced from established manufacturers and/or suppliers, with contractual protections utilised and supplier questionnaires completed to ensure an understanding of RBG's commitment to addressing modern slavery and human rights issues.

## Professional Engineering and Technical Services

RBG utilises the services of selected professional engineering and technical services companies, well established from a capability perspective, some of which are in countries which have been identified in the Global Slavery Index 2023 as having significant vulnerability to modern slavery practices.

The type and nature of these engagements is predominantly in the engineering advisory and consultancy services environment across our five (5) service disciplines offer a lower risk to modern slavery. RBG recognises the importance of managing and monitoring these suppliers, again ensuring contractual protections are in place. Where any perceived risks are identified, RBG will endeavour to respond accordingly and appropriately address such concerns.

### 4.1.2 Supply Chain Activities – High Risk Localities

During the reporting period (2023), suppliers within the RBG supply chain from industries and/or regions deemed high risk based on the Global Slavery Index 2023 include:

#### Outsourcing administrative functions

- RBG and the parent company, SJHA also outsources engineering services located in India with staff provided by two labour employment providers. Despite the potentially risky geographical location of this RBG and SJHA joint team, there are rigorous policies and procedures in effect to managing this engagement. Furthermore, an Australian expatriate general manager provides additional oversight by directly managing the joint team in-country.

Refer to **Appendix 3** for more information about our supply chain.

### 4.1.3 Due Diligence

RBG is dedicated to conducting reviews of modern slavery risks within our current operations and supply chain. These reviews encompass an examination of supplier contracts and the use of supplier pre-qualification questionnaires as part of the due diligence assessment process remain in place. Individual review process is currently paused due to the transition of RBG's compliance functions to be undertaken as part of a centralised compliance function model, with oversight and management of all compliance processes, including the modern slavery function, managed by SJ Group Compliance function.

The existing supplier, consultant and subconsultant questionnaire processes will continue and serves as a valuable tool in determining the level of due diligence required for supplier assessments, aligning with our risk-based approach. The use of assessment questionnaires involving evaluation of an entity's

history, activities, and documentation, before commencing any business relationship still remain, with planned enhanced processes again managed by the SJ Group Compliance function, underway during the 2024 period.

#### 4.1.4 Building Awareness Through Training

During the reporting period, RBG implemented a global online modern slavery training course, aimed at enhancing employee awareness and understanding of the risks associated with modern slavery and also the mechanisms to report issues identified by employees.

This training awareness was created to equip employees with the knowledge and awareness of the following:

- Identifying instances of modern slavery within our operations and supply chains;
- Recognising warning signs and red flags associated with modern slavery;
- Understanding the reporting mechanisms for suspected or actual cases of modern slavery;
- Engaging in scenario-based and interactive learning to reinforce understanding.

In addition to the previous training awareness course undertaken during previous reporting periods and provided by related SJ Group entities, this awareness training was specifically developed for RBG employees. The training course is now maintained in a centralised training platform, included with other supportive compliance based training and rolled out to capture new employees to the business as part of the onboarding induction program.

## 5. Addressing Our Modern Slavery Risks

### 5.1. Modern Slavery Commitments

RBG continues to be committed to conducting business with the utmost social responsibility and ethics, prioritising environmental protection, ensuring the safety of individuals, upholding human rights and fostering respectful engagement with diverse communities and cultures in all our operational areas.

RBG undertakes to managing its societal impact, prioritising safe, socially responsible and sustainable work practices. We acknowledge that our actions can impact both our people and the communities we operate in. Modern slavery is unequivocally unacceptable to RBG in any shape or form.

RBG is dedicated to tackling modern slavery risks in its supply chains and operations. We strive to identify, prevent, and mitigate these risks as part of our global endeavour to eliminate modern slavery.

#### 5.1.1 Commitments

RBG is committed in safeguarding the human rights of our workforce, collaborators and partners. We will adhere to international conventions on human rights and comply with the provisions outlined in the Modern Slavery Act 2015 (UK) and Modern Slavery Act 2018 (Australia).

RBG has embedded the below commitments within its Modern Slavery Policy.

RBG is committed to:

- Respect workers' ability to enter employment voluntarily and freely, without the threat of a penalty, and respect workers' freedom to terminate employment without penalty, excepting reasonable notice or as per any relevant contract or industrial instrument.
- Ensure all workers are of legal age to work under local laws or international standards, whichever is higher, and ensure children under 18 years of age will not be required to engage in work that is hazardous to their health or morals.
- Comply with local laws and regulations regarding minimum worker entitlements, including maximum hours of work and minimum wages and ensure workers are paid a living wage and ensure protection of the rights of all RBG's local and migrant workers.
- Provide all workers with access to easily understandable information relevant to their circumstances and needs regarding their rights and obligations during all stages of employment, including recruitment.
- Respect workers' rights of freedom of association and rights to communicate openly with management regarding working conditions without threat of reprisal, intimidation, or harassment.
- Ensure workers are free from discrimination, harassment, violence, and prejudicial treatment.
- If instances of modern slavery are identified in its own operations, act as quickly as practicable to stop and address adverse impacts on workers, individuals, or communities.

RBG will never knowingly:

- Influence an employee's decision to exercise their rights to become a member of, or participate in, any union, staff support organisation or professional body.
- Place any restrictions on workers' freedom of movement, nor require workers to lodge deposits or identity papers with RBG.
- Engage in misleading or fraudulent practices during the recruitment of employees or when offering employment or require workers to pay for their jobs.

## 6. Modern Slavery Policy and Governance

RBG is committed to good corporate governance and has an interconnected corporate governance framework across the global business, where everyone has a role in a collective corporate response.

The RBG Modern Slavery Policy incorporates and embodies the above commitments.

### 6.1. Board of Directors

The Board of Directors leads the organisation's corporate governance structure and acts in a highly visible manner, ensuring the promotion and reinforcement of organisation-wide expectations to all

employees, at all levels of the organisation and across all regions.

With respect to modern slavery, the Board is responsible for:

- Oversight of RBG's Modern Slavery commitments,
- Regular assessment and review of the Modern Slavery Policy to ensure its ongoing alignment with the changing expectations of the community,
- Implementing and managing an effective system within RBG to ensure compliance with the policy.

## 6.2. Risk and Compliance Committee

The Risk and Compliance Committee (RCC) is established and supports the Board to fulfill its corporate governance obligations in relation to the overall risk and compliance management and framework for the company.

The RCC convenes quarterly bringing together representatives from Legal, Finance, Operations and Project Teams and corporate owned and controlled entity's, across all global sectors.

## 6.3. Consultation Across Our Group

RBG has an ongoing process for consultation throughout all global entities. The RCC forum enables for consultation and discussion, addressing emerging modern slavery and human rights issues, while also supporting the formulation and enhancement of this joint Modern Slavery Statement.

This consultation process is aligned with the RCC charter which involves all representatives of the entities RBG owns and controls.

For the purpose of this statement, RBG refers collectively to all the reporting and controlled entities.

## 6.4. Reporting Mechanisms

RBG actively promotes a culture of reporting among its employees and supply chain, encouraging them to promptly disclose any observed or suspected breaches of ethical conduct, modern slavery and other human rights violations.

Employees can report suspected misconduct anonymously by following the Whistleblower Procedure or alternatively, can report directly to the RBG CEO [Jason.Beutel@robertbird.com](mailto:Jason.Beutel@robertbird.com) and [whistleblower@robertbird.com](mailto:whistleblower@robertbird.com).

# 7. Continuous Improvement and Measuring Effectiveness

## 7.1. Continuous Improvement and Planned Activities

### 7.1.1 Continuous Improvement

RBG remains committed to upholding the highest standards of ethics and integrity in all aspects of its

business and relationships, continually striving for improvement and adaptability. Improving our policies and procedures is a key part of our continuous improvement journey.

During this reporting period, the following commitments were achieved as part of the evolution of our processes.

These include;

- Supplier pre-qualification questionnaires were updated with related modern slavery clauses placed within all contracts;
- The RBG Corporate Governance Framework was determined and consolidated, with modern slavery and human rights risk processes and recognised. This document, whilst completed, was paused for rollout, due to the SJ Group Compliance consolidation and integration processes commenced in Q3 2023.
- A formalised Group Compliance Manager role established with a candidate employed in this role. Initially tasked to uplift the Risk and Compliance framework for RBG, this position has been enmeshed into the greater SJ Group Compliance functions as part of the centralisation and integration program and leading the Building and Cities business line, which includes RBG.
- An Enterprise Risk Management Framework at the group level was developed with an enterprise risk register also addressing modern slavery risks within this framework.
- Launching a centralised resource on the RBG intranet as part of the required modern slavery awareness training.
- Review of the current due diligence process with a view to leveraging of existing processes undertaken by the parent company. This process is currently on foot, with integration of the ten (10) SJ Group member companies also included in this compliance centralisation and integration program.
- Continue to collaborate with our SJ Group entities.

#### **7.1.1.1. Planned Activities**

For the forthcoming period, the following activities are planned. Most of these planned activities are focused on consolidation and integration of individualised compliance programs within the SJ Group, to one centralised SJ Group Compliance program, of which addressing modern slavery risks is a key deliverable.

These include:

- Centralised Group Compliance program, managed at the SJ Group level, with all SJ Group entities, including RBG, governed by all centralised compliance related policies and procedures, including addressing modern slavery risk.
- Centralised joint Modern Slavery Statement reporting, containing all relevant entities, including RBG.
- Centralised confidential reporting processes, including reporting whistleblowing concerns and introducing utilising this reporting method for reporting modern slavery and human rights abuses.

- Centralised modern slavery training to be developed at the SG Group level, with the introduction of scenario based questionnaires within this training and the inclusion of employee surveys to validate the effectiveness of such training. This SJ Group wide training will be based on the recently rolled out RBG modern slavery training course, which is the most recent version of modern slavery training across the SJ Group entities.
- The key deliverable for the 2024 reporting period will be the consolidation and integration of the centralised compliance function across all SJ Group entities, inclusive of RBG. This process is complex and currently underway, with many aspirational milestone dates aimed to be achieved within the 2024 and 2025 reporting periods.

## 7.2. Measuring Effectiveness

RBG is dedicated to conducting timely reviews to assess the effectiveness of any remedial actions taken. If required, additional measures will be developed to address any identified gaps. These reviews will include re-evaluating the efficacy of control measures and may involve follow-up audits and procedural modifications as needed.

Post the SJ Group Compliance function consolidation and integration program formally including the modern slavery processes within its remit, targeted assessments with the supply chains will be determined regarding modern slavery and human rights risks. These targeted risk-based assessment plans will be determined during the 2024 reporting period, with assessments to commence in the 2025 reporting period.

## 8. Appendix 1 - Statement Index

MSA Clause: Part 2 – Modern Slavery Statements	Title	Page No
Section 16 (1) (a) - identify the reporting entity	2. Board of Directors Approval & Appendix 2	3
Section 16 (1) (b) - describe the structure, operations, and supply chains of the reporting entity	3. Our Organisation Structure, Business Operations and Supply Chain	5 - 8
Section 16 (1) (c) - describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls;	4. Assessing Our Modern Slavery Risks	8 - 11
Section 16 (1) (d) - describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	5. Addressing Our Modern Slavery Risks	10 – 11
	6. Modern Slavery Policy and Governance	11 - 12
Section 16 (1) (e) - describe how the reporting entity assesses the effectiveness of such actions	7. Continuous Improvement and Measuring Effectiveness	13 - 14
Section 16 (1) (f) - describe the process of consultation with:	8.3 Consultation Across Our Group	12
(i) any entities that the reporting entity owns or controls		
(ii) in the case of a reporting entity covered by a statement under section 14—the entity giving the statement	2. Board of Directors Approval & Appendix 2	3
Section 16 (1) (g) - include any other information that the reporting entity, or the entity giving the statement, considers relevant	5.1 Modern Slavery Commitments	11

## 9. Appendix 2 - Organisation Structure & Business Operations for reporting period 2023

Entities	Name	Office Location	Registered Address	Employees (Approx.)
Reporting Entity (Private Company)	Robert Bird Group Pty Ltd ACN - 010 580 248	Brisbane, Australia Sydney, Australia Melbourne, Australia Adelaide, Australia	Level 1 480 St Pauls Terrace Fortitude Valley QLD 4006	380
		Dubai, United Arab Emirates		110
Owned Entities (100% owned by Reporting Entity)	Robert Bird & Partners Limited (UK)	London, UK Birmingham, UK	First Floor, Harling House 47-51 Great Suffolk Street London SE1 0BS United Kingdom	250
	Robert Bird Group (New Zealand) Ltd	Wellington, New Zealand Auckland, New Zealand	C/- BDO Wellington Limited Level 1, 50 Customer house Quay Wellington 6143, New Zealand	35
	Robert Bird Group Hong Kong Ltd	Hong Kong	Room 709-710, Tower 1, Silvercord 30 Canton Road Tsim Sha Sui, Kowloon, Hong Kong	15
	Robert Bird Group (USA) Inc	New York, USA	C/ The Corporation Trust Company Corporation Trust Centre 1209 Orange Street, Wilmington New Castle County, Delaware USA 19801	7
	Robert Bird Group Engineers P.C.			
	Robert Bird Group (Malaysia) Sdn Bhd	No current office	Suite 1005, 10 <sup>th</sup> Floor Wisma Hamzah Kwong Hing 1 Leboh Ampang 50100 Kuala Lumpur, Malaysia	0
Parent Company (Private Company)	Surbana Jurong Holdings (Australia) Pty Ltd ACN 612 229 (Part of the Surbana Jurong Group, Singapore)	Sydney, Australia	Level 5, 20 Berry Street, North Sydney, NSW 2060	



## 10. Appendix 3 – Supply Chain Information

Service / Product	Supplier Locations	Governance Method	Renewal/Review Period
Engineering and Drafting Services	India	Terms of Contract	Annual
	Local to Office	Prequalification Questionnaire and Approved Supplier Lists	Annual
IT and General Office Equipment	Local to Office	Terms of Contract Prequalification Questionnaire and Approved Supplier Lists	Annual Term of Lease
Office Supplies	Local to Office	Prequalification Questionnaire and Approved Supplier Lists	Annual
Cleaning Services	Local to Office	Prequalification Questionnaire	Annual