

## Purpose

To confirm the principles, processes and procedures for purchasing goods (such as products and materials), and services (such as consultants) thereby ensuring that Global Infrastructure Hub Ltd. (“GI Hub”) continues to:

- enhance the accountability and transparency of its procurement practices; and
- achieve good value for money.

This Procurement Policy (this “Policy”) details the principles and minimum requirements that will be applied to all GI Hub procurement activities.

## Distribution

This Policy applies to all GI Hub employees and other representatives engaging in procurement activities on behalf of GI Hub. This Policy will also be made publicly available on GI Hub’s website.

## Changes Summary

Version	Issue Date	Page (s)	Report
1		All	First Issue

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## Definitions / Abbreviations

Term	Defined Meaning
Acquisition of goods and/or services	Means the purchase or lease of goods and/or services from external suppliers on behalf of GI Hub.
Contract	A written, legally binding agreement signed between two or more parties, which specifies a method of action and terms and conditions to which the parties have agreed.
Conflict of Interest	A situation in which a person is in a position or may be reasonably perceived to be in a position, to derive personal benefits from actions or decisions made in their official capacity.
Delegation of Authority (DOA)	The individual/s who is/are permitted to make decisions, commit expenditure and sign legal undertakings on behalf of GI Hub.
Executive Lead	The member of the Executive Team with decision making authority in regard to a particular contract, project or budget in line with the DOA.
Executive Team	Consists of CEO, CCO, Chief Economist, Head of External Relations and COO.
Goods and Services	Goods are physical products purchased or manufactured on request. Typical examples of goods are: office supplies and equipment, furniture, IT equipment, books, and other commodities. Services are non-tangible products. Typical examples of services are consulting services, cleaning services and IT Services.
Purchase Order (PO)	A GI Hub generated document that authorises purchase transactions which, when accepted by the supplier, becomes an agreement binding on both parties.
Procurement	The process of acquisition of goods and/or services. This process spans the whole life cycle from initial concept through to the end of a service or supply contract or the end of the useful life of an asset.
Proponent	A prospective supplier to GI Hub, including those that have submitted a response to an RFP or RFQ.
Purchaser	The GI Hub staff member responsible for the purchasing of goods or services.
Quotation	A formal statement or offer made by a proponent in response to an invitation to supply specified goods or services, and which contains an estimated cost for the goods or service.
Request for Proposal (RFP)	An invitation to proponents to submit a response to a requirement, which includes detailed technical and commercial bid components that are evaluated to reach an award decision.
RFP Panel	A committee organised for the purpose of selecting a proponent to become a supplier in an RFP situation, which will be established from time-to-time based on the project requirements.
Request for Quotation (RFQ)	An invitation to proponents to submit an estimated price for goods and/or services where there is a defined requirement, but which does not warrant a more detailed technical solution and commercial proposal.

Sole sourcing	A procurement process in which a single proponent may be requested to submit a quotation or proposal without having first gone through a competitive process.
Supplier	Any organisation or other person which supplies goods or services to GI Hub including but not limited to, contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.
The Policy	This Procurement Policy, as approved by GI Hub's Board of Directors.

Related Policies	Code of Conduct Delegation of Authority Whistleblower Policy
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## Principles

### GI Hub Context

To achieve its goals and objectives, GI Hub will procure goods and services in accordance with this Policy. As a grant-funded organisation with a time-limited mandate, GI Hub must demonstrate value for money and due process, while also maintaining the ability to deliver on its mandate.

Consistent with procurement best practices, this Policy provides different approaches depending on the value of the goods and/or services being acquired including sourcing of multiple quotations and publication of RFPs as procurement value rises.

### Value for Money

Procurement activities shall be carried out on the basis of achieving value for money. Value for money is not solely determined by the price of the goods and/or services. When conducting a procurement, GI Hub must consider the relevant financial and non-financial costs and benefits of each proponent's submission, including:

- the quality of the goods and/or services;
- fitness for purpose of the proposal;
- the proponent's relevant experience and performance history;
- flexibility of the proposal (including innovation and adaptability over the lifecycle of the procurement); and
- environmental sustainability of the proposed goods and/or services (such as energy efficiency, environmental impact and use of recycled products).

### Procurement Code of Ethics

GI Hub is committed to the highest ethical standards in its procurement activities and abides by the principles of integrity, transparency, probity, diligence, fairness and consistency. GI Hub is committed to

fairness and equality in all elements of its work. This includes equality and fairness in gender, race, ethnicity, sexuality and nationality. Without limiting the generality of the foregoing, GI Hub procurement activities:

- adhere to the principle of fair competition. All proponents and suppliers are treated equally and fairly without any bias;
- seek to maintain positive and professional relations with all proponents and suppliers;
- shall be conducted in good faith with any disputes resolved quickly and equitably; and
- hold suppliers to high standards promoting sound and ethical business practices.

### Standards of Behaviour

- Purchasers undertaking procurement activities must behave ethically and professionally and, in particular:
  - comply with the procurement principles specified in this Policy;
  - protect confidentiality;
  - deal fairly, impartially and consistently with all proponents and suppliers;
  - monitor, report and manage any actual, apparent or perceived conflicts of interests;
  - be able to account for and reasonably explain all procurement decisions made;
  - provide feedback to proponents who submitted a quote or tender when appropriate;
  - provide an audit trail for monitoring and reporting purposes; and
  - comply with GI Hub's Code of Conduct.
- Purchasers must not:
  - split transactions or orders into components or parts to circumvent any requirements of this Policy, including the delegation approval levels;
  - understate the value or risk attached to the procurement activity to circumvent any requirements of this Policy, including the delegation approval levels;
  - collude with proponents or suppliers; or
  - divulge the bid made by a supplier or proponent to other suppliers or proponents.

### Record Keeping

Records of each procurement must be maintained commensurate with the scale, scope and risk of the procurement. The purchaser is responsible for ensuring all records are stored properly, accurately and within the approved recordkeeping folders.

Documentation should generally include accurate and concise information on:

- the requirement for the procurement;
- the process that was followed;

- supplier and proponent interactions;
- how value for money was considered and achieved;
- relevant approvals;
- legal documents; and
- relevant decisions and the basis of those decisions.

All procurement documentation must be stored securely and must be retained for a minimum of 3 years from the commencement of the procurement.

### Conflict of Interest

All GI Hub employees and representatives have a responsibility to avoid situations that might lead to a real or perceived conflict of interest that does or could compromise the independence, impartiality, and integrity of GI Hub's work. Promptly disclosing and dealing with any real or potential conflict of interest is critical to avoiding potentially serious consequences for the effectiveness and integrity of GI Hub and its mandate.

As part of each procurement process, all GI Hub employees and representatives involved in the procurement process who have, or may have, a conflict of interest must provide a conflict of interest declaration to the Executive Lead.

If a conflict of interest is declared, the conflict will be escalated as follows:

- for conflicts declared by a GI Hub employee or representative involved in the procurement process (other than the Executive Lead), the conflict will be escalated to the Executive Lead;
- for conflicts declared by the Executive Lead, the conflict will be escalated to the CEO; and
- for conflicts declared by the CEO, the conflict will be escalated to GI Hub's Board of Directors, (each such escalation point, the "Escalation Point"). The Escalation Point will determine the appropriate action required to manage the conflict of interest (including, for example, excluding the relevant person from involvement in the procurement process). If a member of the Board of Directors declares a conflict of interest, the conflict will be handled in accordance with GI Hub's Board Charter.

### Delegation of Authority

The Delegation of Authority (DOA) defines, among other things, who has the responsibility to make decisions, commit expenditure and sign legal undertakings. The DOA authorises nominated employees to accept a quote or proposal (and award the contract), approve a purchase order and authorise a payment. The Delegation of Authority is a separate document to this Policy and is part of the GI Hub governance documents.

## Procurement Activity

Before obtaining quotations or committing to procure any goods and services, the Purchaser must satisfy themselves that:

- there is a demonstrated need for the goods or services; and
- there is, or will be, funding available for the proposed purchase.

## Procurement Thresholds

Procurements meeting the following values have the corresponding requirements:

Threshold Value	Requirements
AUD 0 – AUD 50,000	Minimum 1 written Quotation
AUD 50,000 – AUD 300,000	RFQ Process Minimum 3 written Quotations
AUD 300,000 and above	RFP Process

The threshold values are to be applied on the anticipated total expenditure, accumulated over the total term of the contract, are in Australian Dollars and are exclusive of all applicable taxes.

## Request for Quotation (RFQ)

For procurements reasonably anticipated to be between AUD 50,000 – AUD 300,000, a minimum of three written Quotations are required. Suppliers must be given at least five working days to respond to an RFQ.

Unless there is a reasonable basis for exclusion, the RFQ must specify at least the following:

- the detailed specifications of the goods and/or services sought by GI Hub;
- the timeframe in which the supply of those goods and/or services are required; and
- the criteria for selecting among offers.

The RFQ will require at least the following information from proponents:

- specifications of the goods and/or services they would provide to meet the requirements of the RFQ;
- timeframes for delivery;
- approach and process for delivery;

- details of the key personnel to be used for provision of the goods and/or services and their qualifications (where applicable – for purchase of off-the-shelf goods not requiring installation this requirement can be excluded); and
- commercial offer and terms.

The RFQ will require that all proposals be submitted electronically in PDF (or other appropriate) format.

### Request for Proposal (RFP)

An RFP process will be conducted for all procurements reasonably anticipated to exceed AUD 300,000 in value. The RFP will consist of an open invitation to the market allowing responses from any suitably qualified proponent.

The RFP will be issued on GI Hub's website and any other appropriate platforms sufficient to best ensure it comes to the attention of a suitably broad range of potential proponents.

All RFPs will allow a minimum of 10 working days from first publication for responses to be received.

Unless there is a reasonable basis for exclusion, the RFP must specify at least the following:

- the technical requirements for the goods and/or services sought;
- the Commercial requirements for provision of the goods and/or services sought;
- the timeframe and process required or sought for delivery;
- timeframe and process for submission of responses;
- the evaluation criteria; and
- proposed terms and conditions for the contract.

The RFP will require at least the following information from proponents:

- specifications of the goods and/or services they would provide to meet the requirements of the RFP;
- timeframes for delivery;
- approach and process for delivery;
- commercial offer and terms; and
- details of the key personnel who would deliver the work and their qualifications and experience.

The RFP will require that all proposals be submitted electronically in PDF (or other appropriate) format.

All RFPs will be evaluated by an RFP Panel of at least three people. The RFP Panel will consist of one external member from the public or private sector and two GI Hub employees or other representatives, nominated by the relevant Executive Lead. All members of the RFP Panel must adhere to this Policy



including the conflict of interest protocols mentioned in the “Conflict of Interest” section as well as the GI Hub Code of Conduct. The RFP Panel will review the proponent proposals and will assess them against the evaluation criteria. The panel will provide a written evaluation which will recommend successful proponent(s) for approval in line with the DOA.

A response should be sent to unsuccessful proponents including the reason(s) for GI Hub’s decision in respect of their proposal in order to develop fair competition practice in the market and to add value to GI Hub’s supplier network.

### Contracts

All contracts entered into by GI Hub in connection with its procurement activities must:

- include proper terms and conditions that protect the interests of GI Hub;
- specifically contain terms and conditions for the mechanism of contract extension, changes, and termination unless there is a reasonable basis for their omission;
- contain at least a minimum set of technical and commercial details required to ensure delivery of the contract;
- be kept confidential and provided only to those persons with a need to know; and
- be approved and signed per the Delegation of Authority.

### Evaluation Criteria

Evaluation criteria are used to determine the best value for money when awarding contracts during an RFQ or RFP procurement process. Criteria may include, but is not limited to:

- price;
- product / service quality;
- delivery;
- technical ability;
- company due diligence and relevant experience;
- sustainability; and
- risk and insurance.

In addition to the foregoing evaluation criteria, the Purchaser may include additional evaluation criteria at their discretion that is appropriate and reflects the requirements of the particular procurement.

### Proponent Communication

Any additional information or responses to specific questions from proponents should generally be made available to all proponents except where the information is considered to be commercially sensitive.

Any changes to scope of work or process for selection made after release of an RFQ or RFP must be issued to all proponents in the form of an RFQ or RFP amendment. Proponents should be provided the opportunity to request additional time to respond to the amended RFQ or RFP, as applicable, to ensure they can meet the changed terms and provide a thoughtful and comprehensive response.

### Complaint Handling

Each RFQ and RFP issued by GI Hub should outline how GI Hub addresses complaints by unsuccessful proponents. Generally, an unsuccessful proponent who wishes to submit a complaint must inform GI Hub in writing to explain the basis of the complaint within 10 business days of the date on which the GI Hub issues the notification of an unsuccessful proposal. Complaints must include the following information:

- the proponent's name and contact details;
- a detailed statement of all factual and legal grounds for the complaint; and
- an explanation of how the proponent was prejudiced.

Any complaints received later than 10 business days after the date on which the GI Hub issues the notification of an unsuccessful proposal will not be entertained. If a complaint about procurement is received, GI Hub will apply timely, equitable and non-discriminatory complaint-handling procedures, including providing acknowledgement soon after the complaint has been received.

### Work Commencement

No work may be commenced, nor goods supplied by a supplier prior to the issuance of an authorised Purchase Order or execution of a contract. Any commencement of work, service or goods provided by a supplier prior to the issuance of an authorised Purchase Order or contract will be at the supplier's own risk.

### Exemptions to The Policy

Purchasers may only seek exemptions to this Policy in exceptional circumstances based on business necessity and merit (such as instances of genuine commercial or confidential matters) or cases of extreme urgency. Exemptions to the threshold requirements must be submitted formally in writing to the CEO for approval prior to the proposed purchase(s) being commenced and/or committed to.

A request for an exemption to the requirements set out in this Policy must meet one or more of the following categories to be considered:

1. it is a case of extreme urgency brought about by unforeseeable circumstances;
2. where, based on market research conducted for or by GI Hub, the goods and/or services can only be provided by a single supplier because of exclusive capabilities or rights or availability of required goods;

3. the extension of an existing contract awarded for additional goods and/or services of a similar nature would clearly be economic and efficient and GI Hub would obtain no advantage by further competition; and/or
4. it is being funded under GI Hub's Memorandum of Understanding with its funding partners.

## Procurement under Strategic Partnerships

A strategic partnership is a long-term partnership designed to achieve mutual benefits through collaboration, including potentially the creation and sharing of intellectual property. It may include financial contribution by either party to the other party's initiatives as agreed between them.

A strategic partnership should differ from contracts made under the traditional procurement scenarios for the purchase of goods or services. A strategic partnership can be made where GI Hub and the potential partner:

- share physical or intellectual resources to works towards achieving common strategic goals;
- share products and/or expand the product portfolio;
- increase brand awareness; or
- have access to new technology, resources and contacts.

A strategic partnership can result in the purchase of any goods and/or services, or a financial contribution to initiatives or projects by either party, which will be clearly detailed in a strategic partnership agreement. This agreement will also clearly outline the benefits to each party of the agreement and provide a detailed breakdown of costs for both parties i.e. GI Hub and strategic partner.

Only the GI Hub's CEO will have the authority to enter into a strategic partnership in accordance with Delegation of Authority.

## Work Performed on a Pro-Bono Basis

GI Hub appreciates the considerable interest from large accounting, consultancy and legal firms in undertaking defined work that contributes to GI Hub's objectives on a pro-bono basis. Such inputs are consistent with the vision of GI Hub being well-informed of private sector perspectives. To provide broad access to these opportunities, an expression-of-interest form will be available for pro-bono work on GI Hub's website.

Pro-bono work will only be utilised where it is clear that the relationship with the supplier will not present reputational risks for GI Hub, does not or will not present an actual or perceived conflict of interest, does not build expectations for follow-on paid work, and on the basis that the outputs will be suitable for open publication, consistent with GI Hub's mandate. Discrete pieces of formal, written pro-bono work will be covered by the same standard contractual arrangements as other work contracted for by GI Hub.

Furthermore, any pro-bono work commissioned will be on the basis that the intellectual property in the work is transferred to GI Hub for future use.

## Reporting to the Board

To provide assurance to GI Hub's Board of Directors regarding the application and enforcement of this Policy, a standing report will be made to the Audit and Risk Committee and to the Board of Directors on a quarterly basis detailing:

- all contracts made through an RFP process;
- all procurements completed as an exemption to this Policy in line with the exemption process detailed above, including a written explanation of the exemption applied and its rationale;
- contracts to the same supplier (where a supplier may work across multiple projects) where the cumulative value exceeds AUD 300,000;
- contracts where the daily rate exceeds AUD 2,000 per day;
- all contracts where follow-on work exceeds AUD 50,000 (single quotation threshold); and
- any pro-bono work over AUD 50,000 in value.