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Delegation of Authority Policy

Purpose

The purpose of the Delegation of Authority Policy is to create a structured framework that defines authority levels and decision-making responsibilities throughout the company. This framework fosters accountability, transparency, and efficiency in decision-making across all organizational levels, especially in financial, operational, and contractual matters. This policy also ensures adherence to internal controls, corporate governance, and supports streamlined management across the organization.

This policy establishes clear guidelines for decision-making within the organization and restricts control of approvals to designated individuals who are responsible for decisions within specific limits, safeguarding the organization. It ensures that external and internal pressures that might influence an approver's judgment are considered, ensuring that decisions are made objectively. In situations where department recovery plans are activated, this policy adjusts thresholds, to increase oversight and mitigate further risk exposure. This structured approach maintains organizational control and resilience during both normal and critical periods.

Designated Individuals and all Employees must place the needs of the organization above all else when exercising judgment. It is expected that employees will live up to the highest standards of ethical conduct and financial responsibility at all times.

Scope

This policy is relevant to all employees. Positions not directly mentioned within the document do not have financial authorization to sign on behalf of the company.

Policy

If there is any doubt as to the interpretation of this document, guidance from the Senior Management team must be sought for clarity, prior to the transaction occurring. All authorizations are fully dependent upon Corporate and Departmental revenue and EBITDA as agreed to in annual Business Plan and subject to adherence to the approved Business Plan, Strategic Plan, templates, structures, policies and procedures.

If a project is not achieving the planned margin and falls outside the designated parameters outlined in the Project Recovery Plan template, the financial authorization limits for project teams will be adjusted to align with the Department Recovery Plan authorization limits.

If a department is not achieving its planned EBITDA and falls outside the designated parameters outlined in the Department Recovery Plan template, the project teams and department leader's financial authorization limits will be adjusted to align with the Department Recovery Plan authorization limits.



If the Corporation is unable to achieve the planned EBITDA specified in the approved Business Plan, financial authorization limits at all levels of the organization will be adjusted to align with the Department Recovery Plan authorization limits.

Credit Card purchases are subject to the same standards and authorization limits.

COMMITMENT MUST BE WITHIN BUSINESS PLAN AND TRACKING AGAINST PROJECTIONS

	REVENUE / EBITDA SECURED PER BUSINESS PLAN (BP)		
*CS – Corporate Services	Project Expenditures	Capital Expenditures	Operational Expenditures
Board Chair	> \$500,000	> \$100,000	> \$25,000
President	\$300,000 - \$500,000	\$25,000 - \$100,000	\$5,000 - \$25,000
Vice-President	\$150,000 - \$300,000	\$5,000 - \$25,000	\$2,500 - \$5,000
Department Director	\$100,000 - \$150,000	-	\$1,250 - \$2,500
Construction Manager	\$50,000 - \$100,000	-	\$0 - \$1,250
Project Manager	\$5,000 - \$50,000	-	-
Superintendent	\$0 - \$5,000	-	-
Asset Manager	\$0 - \$5,000	\$0 - \$5,000	-
*CS Director	-	\$0 - \$5,000	\$2,500 - \$25,000
*CS Manager	-	-	\$0 - \$2,500
	RECOVERY PLAN INITIATED		
	Project Expenditures	Capital Expenditures	Operational Expenditures
Board Chair	> \$100,000	> \$50,000	> \$10,000
President	\$75,000 - \$100,000	\$25,000 - \$50,000	\$5,000 - \$10,000
Vice-President	\$50,000 - \$75,000	\$0 - \$25,000	\$1,250 - \$5,000
Department Director	\$20,000 - \$50,000	-	\$0 - \$1,250
Construction Manager	\$5,000 - \$20,000	-	-
Project Manager	\$0 - \$5,000	-	-
Superintendent	-	-	-
Asset Manager	-	-	-
*CS Director	-	-	\$1,250 - \$10,000
*CS Manager	-	-	-

LEGEND		
CORPORATE RECOVERY	DEPARTMENT AND CORPORATE RECOVERY	PROJECT / DEPARTMENT & CORPORATE RECOVERY

Corporate Services Manager			
Business Development Manager	Human Resource Manager	Business Innovation Manager	Quality Control Manager
HSE Manager	Controller	Shop Manager	Risk Manager
Estimating Manager			

Project Expenditure

Includes expenses for a project for work performed or costs incurred or committed includes both direct and indirect costs.

(Examples only, not an exhaustive list)

Direct Costs	Indirect Costs
Labour	Site Utilities
Equipment (see Procurement Policy)	Site General Conditions
Material	Quality Control
Subcontracts (see Procurement Policy)	



Outside rentals are only permitted when fleet utilization of Production, Support 1 and Support 2 Equipment year-to-date numbers demonstrate a minimum of 80% as measured on the dashboard. If the equipment is not owned, the cost must be included in the bid as outside rental. Written confirmation is required from the proper delegated level of authority and must be authorized by the Board Chair.

**NOTE – Spending to match approved bell curve projections in Business Plan. No changes mid-year without Board Chair approval.*

Discretionary Project Spending (outside of Budget)

Directors are authorized for discretionary spending (crew meals, swag, etc.) up to \$500 total per project, dependent upon the following criteria with written validation by Vice President, Technology and Innovation prior to transaction occurring:

- Project MUST be on schedule
 - Project MUST be on budget
 - Client MUST be happy
- } As determined by Dashboards

NOTE - Discretionary spending is not authorized while a department recovery plan has been initiated.

Contracts / Tenders / Proposals / MOU's / Non-Disclosure Agreements / Revenue Share Agreements and Bonds

	REVENUE / EBITDA SECURED PER BUSINESS PLAN (BP)		
**RS – Revenue Share **JV – Project Joint Venture	Board Chair	President or 2x Vice President	Dept. Director + Vice President
Contracts & Bonding	>\$5,000,000	\$0 - \$5,000,000	-
Contracts	>\$5,000,000	\$250,000 - \$5,000,000	\$0 - \$250,000
Tenders & Bonding	>\$5,000,000	\$0 - \$5,000,000	-
Tenders	>\$5,000,000	\$2,500,000 - \$5,000,000	\$0 - \$2,500,000
*Proposals & Binding	>\$5,000,000	\$2,500,000 - \$5,000,000	\$0 - \$2,500,000
Proposals	>\$5,000,000	\$2,500,000 - \$5,000,000	\$0 - \$2,500,000
*MOU's & Binding	>\$5,000,000	\$2,500,000 - \$5,000,000	\$0 - \$2,500,000
MOU's	>\$5,000,000	\$2,500,000 - \$5,000,000	\$0 - \$2,500,000
Non-Disclosure	✓	✓	✓
**RS / JV Agreements	✓	-	-
	RECOVERY PLAN INITIATED		
**RS – Revenue Share **JV – Project Joint Venture	Board Chair	President or 2x Vice President	Dept. Director + Vice President
Contracts & Bonding	>\$2,000,000	\$0 - \$2,000,000	-
Contracts	>\$2,000,000	\$0 - \$2,000,000	-
Tenders & Bonding	>\$2,000,000	\$0 - \$2,000,000	-
Tenders	>\$2,000,000	\$500,000 - \$2,000,000	\$0 - \$500,000
*Proposals & Binding	>\$2,000,000	\$500,000 - \$2,000,000	\$0 - \$500,000
Proposals	>\$2,000,000	\$500,000 - \$2,000,000	\$0 - \$500,000
*MOU's & Binding	>\$2,000,000	\$500,000 - \$2,000,000	\$0 - \$500,000
MOU's	>\$2,000,000	\$500,000 - \$2,000,000	\$0 - \$500,000
Non-Disclosure	✓	✓	-
**RS / JV Agreements	✓	-	-
LEGEND			
CORPORATE RECOVERY		DEPARTMENT AND CORPORATE RECOVERY	

general contracting ■ industrial contracting ■ civil contracting



NOTE: Fields with “✓” indicate approval level to sign documents with an undetermined value at the time of execution

Change Orders to Executed Contracts

	REVENUE / EBITDA SECURED PER BUSINESS PLAN (BP)	
	Debits (Increase)	Credits (Reduction)
Board Chair	>\$500,000	(>\$50,000)
President	\$300,000 - \$500,000	(\$25,000 - \$50,000)
Vice President + Dept. Director	\$50,000 - \$300,000	(\$10,000 - \$25,000)
Dept. Director	\$25,000 - \$50,000	(\$0 - \$10,000)
Construction Manager	\$10,000 - \$25,000	
Project Manager	\$0 - \$10,000	
	RECOVERY PLAN INITIATED	
	Debits (Increase)	Credits (Reduction)
Board Chair	>\$150,000	(>\$10,000)
President	\$75,000 - \$150,000	(\$5,000 - \$10,000)
Vice President + Dept. Director	\$50,000 - \$75,000	(\$0 - \$5,000)
Dept. Director	\$30,000 - \$50,000	-
Construction Manager	\$10,000 - \$30,000	-
Project Manager	\$0 - \$10,000	-

LEGEND		
CORPORATE RECOVERY	DEPARTMENT AND CORPORATE RECOVERY	PROJECT / DEPARTMENT & CORPORATE RECOVERY

*Credit change orders exempt from the above authorization table are limited to those that are the result of a decrease in the contract quantities performed in a unit rate contract.

Any change order that increases the contract value but does not have a schedule impact needs to have Senior Management signed off approval.

Capital Expenditure

Includes expenses for acquiring or maintaining fixed assets such as Equipment. Must follow the approved annual Capital Expenditure plan.

Operational Expenditure

Includes expenses for the Organization to run its day-to-day operations.

Operational Expenses (Examples, not an exhaustive list)	
Salaries and Wages	Building costs (Maintenance and Repair)
Utilities	Office Supplies
Training	IT/Software
Marketing	Legal and Professional
Telecommunication	Small Tools



Director and Manager authorization is subject to inclusion in the annual budget along with written confirmation by the Vice President Technology and Innovation. Budgets are dependent on the percentage of Revenue and EBITDA secured against annual projections. Purchases prior to actual revenue being secured will require Board Chair approval. Monthly summary of written authorizations to be included with monthly financial statement report.

NOTE: Expenditure is to be included in the approved annual Business Plan

Offers of Employment / Advancement

Any position or arrangement outside the approved business plan requires prior approval from both the President and the Board Chair. The following conditions apply for those positions that are within the approved business plan:

- If the department is on track with revenue and EBITDA targets, and the position is included in the approved business plan:
 - The Director, with the approval of both the Vice President Operations and the Vice President Technology and Innovation, may proceed with offering the position.
- If the department is under a departmental recovery plan, the approval of the President is also required, in addition to the approvals outlined above.
- If a corporate recovery plan is in place, approval from both the President and the Board Chair is mandatory, even if the position is included in the approved business plan.

In all cases, the Department Director must provide written recommendation to the Vice President Operation and the Vice President Technology and Innovation. The authorized recommendation, signed by both Vice Presidents, must then be submitted to the President and Board Chair with the monthly financial statement reports.

NOTE: All offers are to comply with Compensation tables.

Business Development

Authorizations are per annual Business Development budget and budgets are dependent on the percentage of Revenue and EBITDA secured against annual projections.

Prohibited Expense

See "Expense Reimbursement Policy"



Cheque signing / CAFT Approvals

Authorized Signatories	
Board Chair	President
Vice President	

Standard schedule runs, including cheques and CAFT transactions, require signatures from two authorized signatories. The Board Chair's signature is mandatory unless the Board Chair has delegated authority in writing, designating another authorized signatory for a specified timeframe.

NOTE: Project expenditure cannot be included in the cheque run or CAFT file unless the corresponding revenue has been received from the customer to cover the cost.

Requires two (2) signatories

Authority	Value
Board Chair + one other authorized signatory	>\$0
*If Board Chair authorization has been delegated (see below limits)	
Delegated Authorized Signatory (by Board Chair) + one other authorized signatory (copy is to be provided to Board Chair)	\$0 - \$2,500,000

Authority value below is a cumulative monthly value and inclusive of both cheques and CAFT files generated outside of the standard scheduled runs.

Requires two (2) signatories

Authority	Value
Board Chair + one other authorized signatory	>\$75,000
President + one other authorized signatory (Copies provided to Board Chair)	\$25,000 - \$75,000
Vice President + one other authorized signatory – (Copies provided to President + Board Chair)	\$0 - \$25,000
CORPORATE RECOVERY PLAN INITIATED	
Authority	Value
Board Chair + one other authorized signatory	>\$25,000
President + one other authorized signatory (Copies provided to Board Chair)	\$5,000 - \$25,000
Vice President + one other authorized signatory – (Copies provided to President + Board Chair)	\$0 - \$5,000



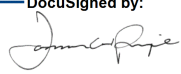
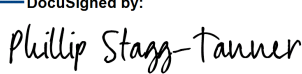
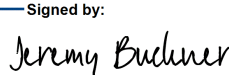

Executive Agreements/Contracts

Needs Board Chair and President signature and approval.

Delegation of Authorization to another individual

Only the Board Chair can delegate authorization to another individual. Written authorization must be provided, included with the monthly financial statement report, and filed in SharePoint.

Approved Document

<div>DocuSigned by:  1/28/2025</div>	<div>DocuSigned by:  1/24/2025</div>
<div>Signed by:  1/28/2025</div>	<div>Signed by:  1/24/2025</div>