



- To review and update annually its terms of reference, recommending any changes to the Group Board and to evaluate its own membership and performance on a regular basis.

**Authority:**

Delegated authority limits from the Group Board are as stated below. Approval for all non-property investments falling into the categories below must be sought from the EB before a Business Unit/Channel/Function commits to expenditure on implementation or enters into a contract with a third party.

- All non-property expenditure greater than £1m lifetime capital plus revenue up to £15m. **All capital plus revenue expenditure greater than £15m requires Group Board approval;**
- All non-property expenditure (capital or revenue) greater than agreed individual BU/Channel/Function Operating Plan or Forecast;
- Re-classification of non-property expenditure from revenue to capital and vice versa greater than £0.5m or H1/ H2 revenue movement greater than £0.5m within the current Operating Plan/ Forecast;
- Re-approval of all non-property investments with:
  - The lower of 10% increase in investment costs or an increase greater than £1m; ;
  - The lower of 10% reduction or more than £1m reduction in investment benefits; ;
  - More than 6 months slippage in the delivery of benefits; ;
- All non-property expenditure (capital or revenue) of a “strategic” brand, reputational or sensitive nature, **prior to Group Board approval**, or that result in a risk to the Business Unit/Channel/Function operating cost Plan or Forecast;
- Any work with potential to have strategic/brand implications or commitment that leads to overspend against Business Unit/Channel/Function operating expenditure Plan/Forecast, including trials/investigative work;
- Working capital impacts as a result of specific investments or specific changes in sourcing strategy greater than £5m pa but less than £15m;
- New external debt/capital injections greater than £1m unto subsidiary or JV entities. All inter-company funding via debt/capital can be signed off by the Group Chief Finance Officer. **New external debt/capital injections greater than £15m require Group Board approval;**
- All new or renewed non-property financial and operating lease approvals greater than £1m lifetime cost. **All non-property financial and operating lease approvals with a lifetime cost greater than £15m require Group Board approval;**
- Non-merchandise third party non-property contracts greater than £10m in lifetime value or greater than 3 years in duration. **All non-merchandise contracts greater than £15m or 5 years and above in duration require Group Board approval.**