



International Federation of Consulting Engineers
The Global Voice of Consulting Engineers

FIDIC Business Practice Leadership Committee (BPLC)

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1. Purpose

The FIDIC Business Practice Leadership Committee (BPLC) (“the Committee”) is a working committee of FIDIC appointed by the FIDIC Board, whose primary functions are to:

- Promote the adoption of best business practices throughout the global consulting engineering industry.
- Monitor, guide and advocate best business practice across the global consulting engineering and construction industry
- Provide direction and guidance on all aspects of business leadership practice, including: safety and security culture, project management, business management, finance, marketing & communication, conflict of interest and human resources.
- Provide guidance and advocate for fair competition, consultant and contractor selection, procurement and appropriate risk allocation.

The strategic priorities of the Committee are to:

- Seek means to demonstrate to society at large the strategic and functional value of consulting engineering, thereby enhancing business outcomes for the industry
- Through the CEO, consult the FIDIC Global Leadership Forum Advisory Board (GLFAB) to identify industry’s key priority needs and secure commitment to propose professionals to the Task Groups.
- Establish functional Task Groups to support the committee to achieve significant outcomes on the key priorities within the desired timeframe.
- Initiate and deliver guidance related to the business of consulting engineering which supports Member Associations and firms in developed and developing economies.
- Compile business intelligence from a variety of sources including surveys, consultation with experts and leaders and examination of the best practices of other professions. Issue bulletins, guidelines, policy papers, and other publications as appropriate to disseminate the business intelligence gathered.

2. Membership and Composition

The Committee shall comprise up to 10 members with relevant professional expertise and experience including, at least one representative of FIDIC Future Leaders Group¹.

Further, the composition of the Committee will reflect as much as possible diversity objectives of FIDIC in gender, culture or geography.

Members shall be appointed and their tenure managed in accordance with FIDIC By-Law VI “Working Committees”.

The CEO or a delegate from the Secretariat shall attend all meetings of the Committee. A FIDIC Board Member will be appointed by the President to liaise with the Committee on behalf of the Board and shall be entitled to attend all meetings but shall not be entitled to vote on matters considered by the Committee.

¹ The FIDIC Future Leaders is the group of young professionals (under the age of 40 years) of the International Federation of Consulting Engineers (FIDIC) providing FLs opportunities for FLs to participate actively in FIDIC with their peers and to develop as the next generation of consulting engineering industry leaders.

3. Chair

The candidates for the position of the Chair of the Committee shall be presented to the Nominations Committee of the Board by the Board Member undertaking the Committee liaison duty. The preferred candidate shall be recommended by the Board Nominations Committee to and appointed by the Board in accordance with FIDIC By-Law VI “Working Committees”.

The Committee shall select a person for the position of Vice-Chair, from among its members, to be recommended to the Board by the Board Member undertaking the committee liaison duty. The Board in its absolute discretion may appoint the Vice-Chair nominee or other person as Vice-Chair. The Vice-Chair shall be appointed for a term of one (1) year and may be eligible for recommendation for a maximum of two (2) terms as Vice-Chair.

Should both the Chair and Vice-Chair be absent from a meeting, the Committee may select one of the other members of the Committee to chair the meeting if there is quorum (see section 4).

4. Meetings of the Committee

The Committee shall meet at least 4 times per year. An annual schedule of planned meetings shall be prepared and submitted by 31 July each year. It shall be periodically updated as necessary or required by the Secretariat.

Every effort will be made to co-ordinate with the members to maximise attendance. Where possible, at least twenty (20) working days’ notice of any unplanned in-person meeting shall be provided to all members. Where possible, at least ten (10) working days’ notice of any technology-based meeting shall be provided to all members.

A quorum shall be a number of Committee members greater than 50% or a minimum of 4 whichever is greater.

Meetings may be conducted using any technology agreed by FIDIC with the members or held in-person where the Secretariat has provided approval for it.

A standing item on the agenda of each meeting of the Committee will be “Conflicts of Interest”. Disclosure, management and resolution of actual, perceived or potential conflicts of interests shall be addressed to the Chair of the Committee and be recorded in the minutes.

Wherever possible, the Committee shall attempt to achieve consensus in its decision-making. Where a vote is deemed necessary to make a decision it may be made by a simple majority vote of meeting attendees. Decisions may also be made outside of any meeting by a simple majority resolution or agreement in writing by the majority of members of the Committee.

The Chair shall not have a casting vote.

FIDIC Board Directors are eligible to attend meetings of the Committee on request and are entitled to receive a copy of any papers in advance of the meeting.

Where approved by the Secretariat, the Committee may request independent advisers or management staff to attend meetings and assist the Committee with its deliberations and undertake functions.

All meetings shall be minuted in accordance with the protocol described in Section 7.

5. Conflicts of Interest

Members of the Committee must comply with their legal, statutory and fiduciary duties and policy obligations, when discharging their responsibilities as members of the Committee. The Secretariat shall provide information to assist Committee members as appropriate to their functions.

Members of the Committee shall act in good faith and in the best interests of FIDIC as a whole, act with care and diligence and for proper purpose as described in the Statutes, By Laws and policies.

Members of the Committee must disclose to the Chair and/or the Committee any actual, perceived or potential conflicts of interest which may exist as soon as the Committee Member becomes aware of any issue and shall recuse themselves from discussion and or decisions which may involve that conflict.

6. Independent Advice

Subject to approval of the Secretariat, the Committee may request the CEO to engage independent advisers or other professional advice as may be necessary to undertake their function. The CEO will be responsible for managing any such engagement.

7. Responsibilities

The Committee has the following responsibilities:

- Establish and manage Task Groups, as described in Section 8, to undertake specific assignments as may be appropriate.
- Update the Board on any key issues affecting the ability of the Committee to undertake its work effectively and efficiently.
- Notify the FIDIC secretariat of any issues which may impact FIDIC and/or Member Associations and both their interests or their reputations.
- Prepare an annual action plan including target outputs, impacts and benefits to FIDIC's goals, objectives and strategic plan, using a format provided by the Secretariat and submit it to the CEO by 31 July each year for approval and guidance by the Board.

With administration by the Secretariat, the Committee shall:

- Prepare and submit an annual budget, as part of the annual action plan described above and submit it to the CEO by 31 July each year for approval or guidance by the Board.
- Prepare and submit reports on activities and decisions undertaken by the Committee since the last Board meeting as advised by the Secretariat. The report should include a breakdown of Committee spend against approved budget items and proposed spend against budget items for the remainder of the year.
- Prepare and submit approved minutes of meetings to the Secretariat within 30 days of any meeting held.

Working with the Secretariat, the Committee is expected to achieve the following, to the extent they are relevant to the Committee's interests and better support the constituency represented by the Committee:

- Develop papers, advice, proposals and recommendations for the Board relevant to progressing FIDIC's understanding or interests.
- Promote the contribution and impact of the constituency represented by the Committee and propose relevant advocacy tools and documents.
- Support the Secretariat to develop relevant publications and guidance documents, as approved or requested by the Board.
- Scope, design and help to organise, support and attend industry events.
- Support the constituency in addressing key issues and concerns of the constituency.
- Ensure established task groups and activities are managed to retain a source of knowledge for FIDIC and its members.
- Develop tools and guides for the industry, update the FIDIC Body of Knowledge (FBOK) and training materials.
- Maintain online resources about the Committee, its membership and activities.
- Collaborate with other Committees to ensure the best outcome is achieved for FIDIC.
- Identify and engage relevant external stakeholders, who may have particular interest in FIDIC's interests or work under the Committee's mandate.
- Support the Secretariat to address queries from external stakeholders, other groups or Member Associations.

8. Task Groups

The Committee shall appoint Task Groups to support it to address specific areas of the Committee's work and to undertake detailed tasks prescribed by the Committee. Task Groups may be established on a standing basis or for a limited time. In any event, the Committee shall review the Task Groups at the same time as it reviews its Terms of Reference.

Topics may require subject matter experts or specific functional expertise such as finance and control, research and development, marketing and communication, human resources, QHSE (Quality, Health, Safety, and Environment, legal, Risk, Liability & insurance, etc.

Working groups are established by the committee and consist of relevant functional leaders complemented with relevant subject matter experts. The Secretariat will identify and engage the relevant functional leaders with the subsequent work being overseen and guided by the committee.

The Committee shall establish Terms of Reference for each Task Group using FIDIC Committee Terms of Reference template (on which all FIDIC Committee's Terms of Reference are based). The number, name, and purpose of each shall be described in the attached Schedule in the format included in the Appendix. The Schedule of Task Groups shall be updated with each report to the Board required in Section 7.

9. Authority

The Committee has no authority to incur expenditure without prior Board or FIDIC CEO approval.

10. Review of the Terms of Reference

The Committee shall review the Terms of Reference in not more than two years since it or any revision of it was approved by the Board of FIDIC. The Committee shall recommend any changes proposed to the Terms of Reference to the FIDIC Board for its approval.

Appendix

Business Practice Leadership Committee

Schedule of Task Groups

Number	Title	Purpose or Scope of Activity