

Diversity and Equal Employment Opportunity Policy

Calibre is committed to developing an equitable and inclusive working environment with mutual respect for all employees. This commitment is essential and will ensure that the Calibre workplace culture and environment is one that embraces the strengths, experiences and background of all its employees.

We believe that embracing and harnessing our employee's diverse backgrounds and experiences is essential to living our values, building our culture and achieving our goals. Diversity may result from a range of visible and non-visible factors including origin, age, gender, race, cultural heritage, lifestyle, education, physical ability, appearance, language or other factors.

Our end goal is to create an inclusive culture where differences are valued, people are treated fairly, feel accepted and are respected, and opportunities are open to everyone. In order to improve our business and the experience of our people, Calibre will actively manage our diversity by drawing on the differences that exist and seeking to accommodate the unique needs of our employees.

Calibre acknowledges that each and every team member has an important role to play in fostering an environment where we:

- Respect the diversity of all people we come into contact with;
- Approach all workplace activities and decisions with integrity;
- Embrace diversity and value differences of perspective;
- Ensure our workplaces are free from bullying, harassment and discrimination, and;
- Value all individuals and interactions, acknowledging that, through collaboration what we can achieve, as a team is greater than that as an individual.

Fundamental to this approach is Calibre's commitment to keeping our workplace free from discrimination, bullying and harassment.

- Calibre's commitment to ensuring its workplace is one of fairness, equality and acceptance extends to business wide employment conditions and practices, including:
- Recruitment and selection;
- Career development and promotion;
- Work health and safety; and
- Flexible working arrangements, leave and support.

A handwritten signature in black ink, appearing to read "P. Massey".

Peter Massey
Managing Director & CEO