



2016 Diversity Policy

VERSION 3

Calibre Group Limited
ABN 44 100 255 623

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1 OVERVIEW

The Board of Directors of Calibre Group Limited (the Company) is responsible for the overall management of the Company, including guidance as to strategic direction, ensuring best practice corporate governance and oversight of management. The Company recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity.

Diversity drives the Company's ability to attract, retain and develop the best talent, create an engaged workforce, deliver the highest quality services to its customers and continue to grow the business.

The Nomination Committee has developed, and the Board has formally approved, the Diversity Policy (Policy).

2 SCOPE

The Company's vision for diversity incorporates a number of different factors, including gender, ethnicity, disability, age and educational experience. At a Board and senior management level, gender has been identified as a key area of focus for the Company. Accordingly, the primary focus of this Policy is achieving, over a reasonable transition period, adequate representation of women in senior management positions and on the Board.

The strategies outlined below aim to achieve the objectives of this Policy by:

- setting measurable objectives relating to gender; and
- embedding the extent to which the Board has achieved the objective of this Policy in the evaluation criteria for the annual Board performance review.

3 PROMOTING DIVERSITY

In order to facilitate greater diversity in management and leadership roles, the Company will:

- introduce and supplement the measures outlined in this Policy; and
- implement policies which address impediments to diversity in the workplace (including parental leave and flexible working arrangements that assist employees to fulfil their domestic responsibilities), and review these policies to ensure that they are available to and utilised by both men and women.

4 MEASURABLE OBJECTIVES

Each year the Board will set measurable objectives with a view to progressing towards a balanced representation of women in the business.

Performance against these objectives will be reviewed annually by the Nomination Committee, as part of its annual review of the effectiveness of this Policy.

The Board will include in the Annual Report each year:

- a summary of the Company's progress towards achieving the measurable objectives set under this Policy for the year to which the Annual Report relates; and
- details of the measurable objectives set under this Policy for the subsequent financial year.

5 GENDER REPRESENTATION REVIEW

On an annual basis, the Nomination Committee will review the proportion of women who are employed by the Company as a whole. The Nomination Committee will report to the Board outlining its findings.

The Company will disclose in its Annual Report the proportion of women employees in senior executive positions, on the Board and in the Company as a whole.

6 RECRUITMENT, SELECTION AND SUCCESSION PLANNING

6.1 Succession planning

The Nomination Committee is responsible for the development and succession planning process for the Managing Director and the Managing Director's direct reports. In discharging this responsibility, the Nomination Committee will have regard to diversity criteria.

6.2 Board appointment process

The Nomination Committee is responsible for identifying qualified individuals for appointment to the Board. In identifying candidates, the Nomination Committee will have regard to the selection criteria set out in the Board appointment process, which will include:

- skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors;
- diversity; and
- the extent to which the candidate would fill a present need on the Board.

7 DISCLOSURE OF POLICY

To encourage more women to enter the engineering profession, our Consulting business provides a number of university scholarships to young women in their final year of high school. As part of the scholarship, our Consulting business financially contributes to the cost of university studies throughout the duration of the engineering degree. Scholarship students are also offered paid work experience during the university breaks and throughout the semester. Upon graduation, Calibre Consulting provides scholarship graduates with a full time position and a graduation bonus paid over two consecutive years.

8 REVIEW OF POLICY

The Nomination Committee is responsible for review and oversight of this Policy. In executing this role, the Nomination Committee will, with the appropriate support and input from management:

- review on an annual basis:
 - the effectiveness of this Policy, its objective and the strategies outlined above, which aim to achieve the objective; and
 - the division of responsibilities and accountability for developing and implementing diversity initiatives across the organisation; and
- provide a report to the Board on the outcomes of its review, including any recommendations for changes to those strategies or the way in which they are implemented.