



The Calibre Way

Code of Conduct

CAP-GUI-MAR-01 Rev 2





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1. Calibre's Value's

Calibre has identified a core set of values that guides us in everything we do. These values are central to our way of doing business and in turn, are the foundation of our key company policies.

Safety First

We see safety as a matter of utmost priority which can never be compromised. We pride ourselves on completing all projects in the safest manner possible.



Recognition of Our People

Our people are our major asset and we are keen to recognise each individual's contribution to the success of our company.

Community Awareness

We operate as upstanding participants of our community and aim to engage fully and positively with our stakeholders on a local, national and international level.

Independence

As a self-governing organisation, we are able to be flexible and innovative in our approach, which is instrumental in the achievement of our mission.

Value for Our Clients

We ensure value-adding outcomes for our clients by providing a professional and reliable service.

Openness and Honesty

In achieving our mission, we conduct ourselves in an open and honest manner so as to manage projects most effectively and ensure the expectations of our clients and people are fulfilled.



2. Occupational Safety & Health

We believe that our people have the right to work and enjoy a healthy and safe environment and be free of work related sickness or injuries. Our people's health and safety are of prime importance whilst they are at work. Our Occupational Safety and Health policies and procedures are continually reviewed, communicated and amended through regular employee consultation. Peoples' feedback offers a sense of ownership of the system and ensures that we operate an effective and cost-efficient business.

3. Environment

We believe that protecting our environment is an investment in our future as well as a corporate responsibility. We are committed to ensuring environmental integrity in all that we do.

4. Quality

Our primary goal is to deliver high quality services by performing high quality work in which each and every individual person can, will and does take pride, at present and for the future.

As we continually focus on improving our quality, we will find that like-minded organisations and people – clients and suppliers - will choose us as their preferred partner.

As a consequence of being recognised as a high quality organisation, and aided by our efficiency, we will find that growth inevitably follows. This is because we will have more funds available to invest in our own growth and because the sort of clients we want to deal with will actively seek us out as their preferred business partner.



5. People

We show respect to every individual, irrespective of role, through our words and our actions. These words and actions demonstrate our respect for the dignity and worth of each and every individual with whom we come into contact. We maintain a work environment which seeks out and values the insight, experience, intelligence, contribution and participation of people internally and externally.

Our people are our most valuable asset, and we treat them accordingly. We encourage people to develop technical skills, breadth of knowledge and expertise in specific areas. We also encourage people to develop supervisory and management skills.

We look to develop and promote people from within. We promote people according to their technical ability and also their ability to get the job done and to take the responsibility that goes with the job. Ability is measured by both the past results and by the attitude and desire to succeed.



6. Integrity

We are honest and open in all of our dealings; with one another, with clients, partners, investors, suppliers and the communities within which we operate.

7. Community

We are committed to taking affirmative action in providing equal opportunity for employment and promotion regardless of physical disability, race, creed, colour, age or sex.

We encourage our people to take an interest in and participate in community, charitable, professional and social activities.

Calibre is always open to proposals as to what it or an individual person may want to do in such areas. However, activities done in Calibre time or with Calibre funds require a formal proposal, including ways of measuring progress toward a pre-defined goal.

8. Commitment

We deliver on our commitments. We do so decisively, responsibly and with urgency. As a result others learn to rely on us consistently and they develop a growing confidence in us. This confidence which others vest in us is our greatest competitive advantage.

We exercise great care in formulating our commitments to others, be they clients, suppliers or people of Calibre. When we have made a commitment we stand by it and deliver what we have promised.

We accept the consequences of our own performance, behaviour and words within the time frame promised. If at any time we foresee difficulties in delivering on a commitment made, we immediately inform all parties involved, we seek advice and additional support as appropriate and, with the agreement of all parties, define a revised, achievable goal which becomes our new commitment.

9. Innovation

We encourage and value creative solutions to client needs. We are relentless in expressing unique ideas and taking actions which will generate successful client solutions.



10. Standards

We strive aggressively for the highest standards of quality in order to deliver superior value to our clients.

We intend to be among the best in every business discipline and every professional arena we choose to address; we will accept nothing less.

We are committed to complying with the Occupational Health & Safety Standard (AS4801), Environmental Standard (ISO 14001) and Quality Management Standard (ISO9001).

We are committed at the highest level of governance in our business units. Our self-regulatory governance system is robust and will ensure the appropriate ethical culture.

11. Clients

We are dedicated to having the most satisfied clients in the business. We support and assist our clients to be successful in their own environments through innovative and cost-effective solutions sourced from our own talents.

We are uncompromising in our efforts to maximise our understanding and responsiveness to client needs and expectations. We are honest and straightforward with our clients. We endeavour to ensure that they are not only told the facts but that they also understand the facts.

We want to ensure, to the best of our knowledge and ability, that the services which we provide will meet the needs and expectations of our client. To do this we clarify in advance all of those expectations in a way which the client will understand. When we commit to a client we want to be sure that Calibre can, will and do fulfil the obligations it takes on at that time.

We promote Calibre, its products and services, but not a single individual. We must ensure that all Calibre commitments, especially those made to clients, are both attainable and attained.

We are exceedingly cautious about hiring people from clients. Should such a situation arise we ensure that the person first tells the client, fully and frankly, of his/her intentions.

12. Competitors

We never criticise our competitors.

We promote our business by presenting the positive features of our own products and services. We want to be respectful of all of our competitors and collect and analyse all publicly available information about our competitors. When we hire people from competitors we never ask them for confidential, competitive information.



13. Business Inducements

We will make no payoffs, bribes, illegal contributions or perform any improper acts. We will refuse contracts where such practices are customary or expected. We will not knowingly have a business relationship with any party that violates this guideline.

For the same reason Calibre has not, and will not, pay "Finder's Fees".

14. Entertainment and Gifts

Modest entertainment of corporate clients is regarded as one phase in establishing an effective business relationship. Entertainment at lunches, dinners or external events is permissible and should be conducted tastefully and in a manner to promote good mutual relationships.

A small gift may also be an appropriate token for the same purpose. Any entertainment which bestows valuable benefit to the recipient is categorically prohibited.

Any entertainment of government or public service officials must be conducted in strict conformance with applicable law and regulations.

15. Suppliers

We wish to be viewed by suppliers as a desirable client. Business transactions with suppliers will be conducted on an honest, fair and open basis.

Suppliers and potential suppliers will be treated courteously and given fair opportunity to present their goods and services for consideration.

Competition is encouraged. Our business ethics require that our employees do not accept from suppliers any gifts, gratuities or entertainment that exceed common courtesy or nominal value. Any gifts, gratuities or entertainment received should be disclosed to your Business Unit.



17. Law and Taxation

We will always comply with the law, regardless of custom. We believe in minimising tax expense in conformance with all tax laws, while paying all taxes, duties and levies for which we are liable.

Every employee has a similar responsibility to pay all taxes and duties as required; hence all required tax returns must be filed on time and must accurately reflect the full amount of taxable compensation.

18. Teamwork

We listen to, trust, share with and empower team members. We use factual information to move beyond individual opinions to rapid decisions and effective action. We understand that open, vigorous, impersonal, objective and constructive dialogue are essential elements in building effective teams and the best way to ensure optimal solutions for our clients. When a decision is made and an organisational goal is established, we work collaboratively with others to meet that goal. We recognise that these organisational goals take precedence over individual goals.

19. Personal Activities

19.1 Personal Style

Employees are expected to be honest, straightforward, helpful and economical. Calibre standards require moderation in travel and entertainment styles, regardless of the individual employee's own personal style.

19.2 Personal Business Ventures

Calibre employees must not act in any manner harmful to the interests of the organisation. All employees are expected to avoid conflicts of interest in their private activities, and to avoid activities which demand so much of their time that they adversely affect the employee's ability to perform effectively for Calibre. Employees should not have any significant financial interest in a competitor.

19.3 Outside Boards

Any officer or member of the Management Team (i.e. any person having an authority to spend the organisation's money or to commit the organisation to such expenditure) must have authorisation from the Board of Directors before accepting any position on the governing board of any external entity.

19.4 Part-time Employment

Any member of the Management Team must have written approval from the Board of Directors before accepting any part-time employment outside Calibre.



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