




Workplace Gender Equality Annual Compliance Report: 2016

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Calibre Group Limited
ABN 44 100 255 623

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1 INTRODUCTION

Calibre is committed to the promotion and growth of workplace diversity.

Calibre is an Australian-based provider of engineering, consulting, project delivery, construction and asset management services to resources and infrastructure markets. Calibre consists of the following complementary business units:

- **Calibre Group** is our parent company and employees executive and corporate support staff along with the personnel developing our Defence and Transport businesses.
- **Calibre Projects & Technologies** (formerly Calibre Global) is our principal engineering and project delivery business and provides integrated services to the Australian bulk mineral commodities markets
- **Calibre Consulting** is a professional infrastructure services firm which provides specialist expertise in structural, civil and environmental engineering
- **G&S Engineering** is a leading provider of operations, maintenance and asset management services to the resources, energy and infrastructure sectors
- **Diona** is respected civil engineering specialist in the utilities sector providing trenching, boring and drilling, pipeline installation and infrastructure services

Calibre's corporate headquarters are located in Sydney, with offices in Western Australia, Victoria, New South Wales, Queensland, South Australia, the Australian Capital Territory, New Zealand and Singapore. Independently owned and operated, Calibre was founded in 2002.

2 DIVERSITY POLICY

At Calibre, we value the unique talents and diversity of our people. Diversity drives our ability to attract, retain and develop the best talent. It fosters robust and vibrant dialogue which helps create an engaged workforce and assists us to deliver superior services to our clients.

Calibre's Diversity Policy details the Company's vision for diversity in a number of different areas, including gender, ethnicity, disability, age and educational experience.

At a Board and executive management level, gender has been identified as a key area of focus.

Calibre is committed to achieving, over a reasonable transition period, adequate representation of women in senior management positions and throughout Calibre's workforce.

3 GENDER REPRESENTATION REVIEW

The proportion of women engaged by the Company for 2016 reporting purposes is as follows:

Business	Female Managers	Female Non-Managers	Females Overall
Calibre Projects & Technologies	11%	25%	21%
Calibre Consulting	18%	27%	25%
G&S Engineering	10%	9%	9%
Diona	11%	14%	13%
Whole of Calibre Group	13%	14%	14%

4 WORKPLACE PROFILE

This year Calibre reported that women represent 13% of all Australian managers, compared to 11% in 2015. Looking at Calibre as a whole, women represent 14% of our Australian employees, a slight reduction from 15% in the prior reporting period. The following tables detail Australian employee headcount for the reporting period ending 31 March 2016. Four separate workplace profiles have been created in recognition of the different sectors in which our businesses participate.

PROFILE 1: PROFESSIONAL SERVICES (CALIBRE GROUP, PROJECTS, TECHNOLOGIES, CONSULTING) - MANAGERS

Manager Occupational Categories	Reporting Level to CEO	Employment Status	No. of employees		
			F	M	Total
CEO / Head of Business in Australia	0	Full-time permanent	0	1	1
Key management personnel	-1	Full-time permanent	0	3	3
Other executives/General managers	-1	Full-time permanent	0	1	1
	-2	Full-time permanent	0	10	10
	-3	Full-time permanent	1	2	3
Senior Managers	-2	Full-time permanent	0	1	1
		Part-time permanent	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	1	27	28
		Part-time permanent	1	1	2
		Casual	0	2	2
Other managers	-2	Full-time permanent	0	2	2
		Part-time permanent	0	0	0
	-3	Full-time permanent	2	29	31
		Part-time permanent	1	0	1
	-4	Full-time permanent	12	33	45
		Full-time contract	1	1	2
		Part-time permanent	1	2	3
	-5	Full-time permanent	0	1	1
Part-time permanent		0	0	0	
Grand total: all managers			20	116	136

**PROFILE 2: TECHNICAL, TRADES & LABOUR
(G&S ENGINEERING, DIONA) - MANAGERS**

Manager Occupational Categories	Reporting Level to CEO	Employment Status	No. of employees		
			F	M	Total
CEO / Head of Business in Australia	0	Full-time permanent	0	2	2
Other executives/General managers	-2	Full-time permanent	0	0	0
		Part-time permanent	1	4	5
Senior Managers	-1	Full-time permanent	2	4	6
		Part-time permanent	0	0	0
	-3	Full-time permanent	0	6	6
		Part-time permanent	4	11	15
Other managers	-2	Full-time permanent	1	20	21
		Part-time permanent	0	0	0
	-4	Full-time permanent	0	13	13
		Part-time permanent	0	8	8
Grand total: all managers			8	68	76

**PROFILE 3: PROFESSIONAL SERVICES
(CALIBRE GROUP, PROJECTS, TECHNOLOGIES, CONSULTING) - NON-MANAGERS**

Non-manager occupational categories	Employment Status	No. of employees (excluding grads & apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total Employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	22	98	7	34	0	0	161
	Full-time contract	2	1	0	0	0	0	3
	Part-time permanent	5	1	0	0	0	0	6
	Casual	3	8	0	0	0	0	11
Technicians and trade	Full-time permanent	27	194	0	0	1	3	225
	Full-time contract	1	2	0	0	0	0	3
	Part-time permanent	8	9	0	0	0	0	17
	Part-time contract	0	1	0	0	0	0	1
	Casual	19	29	0	0	0	0	48
Clerical and administrative	Full-time permanent	28	2	0	0	0	0	30
	Full-time contract	3	0	0	0	0	0	3
	Part-time permanent	10	1	0	0	0	0	11
	Casual	6	4	0	0	0	0	10
Grand total: all non-managers		134	350	7	34	1	3	529

PROFILE 4: TECHNICAL, TRADES & LABOUR (G&S ENGINEERING, DIONA) - NON-MANAGERS

Non-manager occupational categories	Employment Status	No. of employees (excluding grads & apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total Employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	1	0	0	0	0	0	1
	Part-time permanent	6	4	0	0	0	0	10
Technicians and trade	Full-time permanent	11	122	0	0	0	0	133
	Full-time contract	0	47	0	0	0	5	52
	Part-time permanent	0	2	0	0	0	0	2
	Part-time contract	0	0	0	0	1	0	1
	Casual	7	379	0	0	0	0	386
Clerical and administrative	Full-time permanent	12	4	0	0	0	0	16
	Part-time permanent	33	3	0	0	0	0	36
	Casual	6	1	0	0	0	0	7
Machinery operators/drivers	Full-time permanent	0	10	0	0	0	0	10
Labourers	Full-time permanent	6	118	0	0	0	0	124
	Full-time contract	16	272	0	0	0	0	288
	Part-time permanent	1	0	0	0	0	0	1
	Casual	14	153	0	0	0	0	167
Others	Full-time permanent	2	40	0	0	0	0	42
	Part-time permanent	1	0	0	0	0	0	1
Grand total: all non-managers		116	1155	0	0	1	5	1277

5 METHODOLOGY

5.1 Workplace Profile Data

Workplace profiles include data for Australia-based employees only; i.e. agency labour hire and independent contractors are not included in statistics for reporting purposes.

5.2 Sources of Information

The following sources are used to gather information to analyse the issues facing women in the workplace across the Calibre business:

- Statistics from Calibre's payroll and human resource information systems, including data gathered throughout all stages of the employment lifecycle such as parental leave, transfers, promotions and turnover.
- Review of return to work rates after maternity leave.
- Reports of grievances and equal employment opportunity issues.
- Feedback from internal development programs targeting women (e.g. coaching and mentoring schemes).
- Informal and formal discussions between human resources departments, management and personnel.

6 GENDER EQUALITY INDICATORS

6.1 Gender composition of workforce

- 14% of Calibre personnel are female (compared with 15% in 2015).
- Both G&S Engineering and Diona employ predominantly labourer, operator or trade personnel and have a female workforce of 9% and 13% respectively.
- Higher participation is present in our businesses providing professional services – with 25% female at Calibre Consulting (compared with a participation rate of 20% in the engineering consulting industry according to Consult Australia); and 21% at Calibre Projects & Technologies (compared with a participation rate of 17% in the resources industry, according to the Australian Bureau of Statistics).
- Women represent 13% of personnel in management positions.
- Women make up 24% of professional positions and 8% of technician, trade, operator and labourer positions.
- A significant proportion of women are employed in traditional support roles such as administration, clerical, document control and other corporate services. Women make up 87% of clerical and administrative staff.
- Calibre promotes itself as an equal opportunity employer at careers fairs and in external recruitment advertising.
- Selection decisions are based on merit and aligned with internal position competency frameworks. Behavioural-event interviewing is conducted against the required behavioural and technical competencies for the role.
- Promotions and transfers are merit based and all candidates are assessed against a relevant competency-set for the job family. There is no evidence to suggest that women are directly disadvantaged in processes that facilitate promotion, employment opportunity or retention.
- Calibre Consulting continue to champion their 'Dream Big' program as a means of increasing the participation of women in engineering disciplines.
- Calibre Group launched its Executive Mentoring Program 2015 for senior women in leadership roles to further support the development and promotion of women in management and executive positions.

REPORTING QUESTIONNAIRE

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:			
1.1 Recruitment?	Yes, policy is contained within another policy	No	No
1.2 Retention?	No, currently under development	No	No
1.3 Performance management processes?	Yes, policy is contained within another policy	No	Yes, policy is contained within another policy
1.4 Promotions?	Yes, policy is contained within another policy	No	Yes, standalone policy
1.5 Talent identification / identification of high potentials?	Yes, policy is contained within another policy	No	No
1.6 Succession planning?	Yes, policy is contained within another policy	No	No
1.7 Training and development?	Yes, policy is contained within another policy	No	Yes, standalone policy
1.8 Resignations?	Yes, policy is contained within another policy	No	Yes, standalone policy
1.9 Key performance indicators for managers relating to gender equality?	Yes, policy is contained within another policy	No	No
1.10 Gender equality overall?	Yes, policy is contained within another policy	Yes, policy is contained within another policy	No
1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place.			

Question	Calibre, G&S Engineering and Diona			
	Managers		Non-managers	
	Female	Male	Female	Male
1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period.	5	32	63	585
1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period.				
Permanent/ongoing full-time employees	6	14	9	45
Permanent/ongoing part-time employees	1	0	0	0
Fixed-term contract full-time employees	0	0	8	39
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	1
1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period.				
Permanent/ongoing full-time employees	5	31	25	161
Permanent/ongoing part-time employees	1	0	4	2
Fixed-term contract full-time employees	0	0	8	185
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	1	5	88
1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:				
Calibre has a published Diversity Policy and its primary focus is achieving, over a reasonable transition period, adequate representation of women in senior management positions and on the Board.				

6.2 Gender composition of governing bodies

- The Calibre Nomination Committee is responsible for identifying qualified individuals for appointment to the Board.
- In identifying candidates, the Nomination Committee has regard to the selection criteria set out in the Board appointment process.
- Selection criteria includes 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.

REPORTING QUESTIONNAIRE

Question					
2	Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act).				
2.1	Please complete table below.				
Organisation name	Chairperson		Other governing board members		% Target
	F	M	F	M	
Calibre Group Ltd	0	1	1	6	0
2.2	If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why:				Not a priority
2.3	Do you have a formal selection policy or formal selection strategy for governing body/board members for ALL organisations covered in this report?				Yes, policy is contained within another policy
2.4	Partnerships structures only: (only answer this question if your organisation operates under a partnership structure, i.e. is NOT an incorporated entity).				
2.5	Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:				
	<p>Calibre Group was pleased to announce the appointment of a female non-executive director, Anne McIntyre, effective 4 January 2016.</p> <p>Ms McIntyre has decades of experience in the forefront of the resources industry, is well known to Calibre and a champion of developing talent within the sectors in which we operate.</p>				

6.3 Equal remuneration between men and women

- Analysis of remuneration, as per the occupational levels in the preceding workplace profile tables, shows some variability by gender. The Company does not however discriminate in actual remuneration practices between men and women in comparable positions.
- Human resources teams undertake bi-annual reviews of remuneration packages to ensure that pay and benefits are market-tested and benchmarked.

REPORTING QUESTIONNAIRE

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
3 Do you have a formal policy and/or strategy on remuneration generally?	Yes, standalone policy	No, currently under development	No
3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?	No, currently under development	N/A	N/A
4 Has a gender remuneration gap analysis been undertaken?	Yes, within last 1-2 years	Yes, within last 12 months	No
4.1 Were any actions taken as a result of your gender remuneration gap analysis?	No, non-award employees are paid market rate	No, currently under development	N/A
4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:	<p>Analysis of like-for-like remuneration by occupation does tend to show some variability by gender. Calibre does not however discriminate in actual compensation practices between men and women in comparable positions.</p> <p>Our human resources team undertake bi-annual reviews of compensation packages and practices across the Company to ensure that remuneration and benefits are market-tested and competitive.</p>		

6.4 Flexible working and support for employees with family and caring responsibilities

- Flexible working arrangements such as unpaid leave and part-time employment contracts are considered at the request of personnel.
- 47 men and 73 women are accommodated on part-time arrangements and there are 576 men and 55 women engaged in casual roles.
- Work-life balance is promoted in accordance with Calibre's shared value of "Zero Harm (Safety and Wellbeing)".
- Breastfeeding facilities are provided in Calibre offices to accommodate feeding mothers returning to work.
- Across the organisation, 4 managers and 31 non-managers accessed parental leave during the reporting period.
- The Company seeks to accommodate part-time work for mothers returning from parental leave wherever possible.
- No discrimination issues on the basis of pregnancy, carer or family responsibilities were formally raised or recorded.

REPORTING QUESTIONNAIRE

Question		Calibre, G&S Engineering and Diona			
5	Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?	No			
6	Do you provide employer funded parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?	No			
		Primary carer's leave		Secondary carer's leave	
		Female	Male	Female	Male
7	How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the last reporting period?				
	Managers	0	3	0	1
	Non-managers	21	4	1	5
		Female		Male	
8	Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave.				
	Managers	0		0	
	Non-managers	3		0	
Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona		
9	Do you have a formal policy and/or formal strategy on flexible working arrangements?	Yes, standalone policy	No, managed in accordance with National Employment Standards (NES)		
10	Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?	Yes, standalone policy	Yes, standalone policy		
11	Do you have any non-leave based measures to support employees with family and caring responsibilities?	Yes, breastfeeding facilities available at some worksites only	Yes, breastfeeding facilities available at some worksites only		
12	Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?	No	No		
13	Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?	Yes, employee assistance program, access to unpaid leave and flexible working arrangements	Yes, employee assistance program		

Question								
14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available:								
Calibre	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Compressed working weeks		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Time-in-lieu		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Part-time work	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Job sharing	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Carer's leave	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Purchased leave	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Unpaid leave	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
G&S Engineering								
Flexible hours of work	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Compressed working weeks	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Time-in-lieu								
Telecommuting					<input checked="" type="checkbox"/>			
Part-time work	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Job sharing								
Carer's leave	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Purchased leave		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Diona								
Flexible hours of work					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Compressed working weeks								
Time-in-lieu						<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Telecommuting								
Part-time work					<input checked="" type="checkbox"/>			
Job sharing					<input checked="" type="checkbox"/>			
Carer's leave	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Purchased leave								
Unpaid leave	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Question	Calibre Projects, Technologies, Consulting			G&S Engineering	Diona			
14.1	If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:							
14.2	Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why:			N/A	Not a priority	Currently under development		
14.3	Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:							
A business case for flexibility has been established and endorsed at the leadership level for Calibre Consulting. Flexible working is promoted throughout the organisation.								

6.5 Consultation with employees on issues concerning gender equality in the workplace

Calibre is mindful of promptly reviewing and addressing issues which may be raised in relation to equal employment opportunity, including those during exit interview processes.

REPORTING QUESTIONNAIRE

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
15 Have you consulted with employees on issues concerning gender equality in your workplace?	Yes	Yes	No
15.1 How did you consult with employees on issues concerning gender equality in your workplace?	Exit interviews and performance discussions	Survey	N/A
15.2 Please indicate what categories of employees you consulted	Women only	All staff	N/A

6.6 Sex-based harassment and discrimination

Orientation programs address equal employment opportunity and reinforce legislative requirements with regards to harassment and discrimination.

REPORTING QUESTIONNAIRE

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?	Yes, standalone policy	Yes, policy is contained within another policy	Yes, standalone policy

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?	Yes	Yes	Yes
17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?	Yes, varies across business units	Yes, at induction and every one-to-two years	Yes, every one-to-two years

Question	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
Other			
18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below.			
<ol style="list-style-type: none"> 1) Calibre was pleased to sponsor the 2016 Women's Achievement in Infrastructure Award, presented by Infrastructure Partnerships Australia – the peak body for development of economic and social infrastructure in the nation. 2) This is the second year running that Calibre has provided sponsorship of this award to recognise outstanding service, ongoing leadership and achievement of women in the infrastructure sector. 3) A significant investment has been made by Calibre in launching its Executive Mentoring Program 2015. This 12-month mentoring program has offered a select group of women a unique professional development opportunity working one-to-one with an experienced executive external to Calibre's business. 4) Calibre Consulting proudly continues its flagship Dream Big scholarship program. The program supports women through their engineering studies at university and provides: <ul style="list-style-type: none"> • Paid work experience • Generous financial assistance to assist with university costs • An offer of full-time employment upon completion of studies • Payment of a graduation bonus to help pay HECS debt • Mentoring and training on a range of engineering projects 			

GENDER COMPOSITION PROPORTIONS

Based upon workplace profile and reporting questionnaire responses:

	Calibre Projects, Technologies, Consulting	G&S Engineering	Diona
Gender composition of the workforce			
1. the gender composition of your workforce overall is:	24.4% females and 75.6% males	8.7% females and 91.3% males	13.2% females and 86.8% males
Promotions			
2. % of employees awarded promotions:	21.7% were women and 78.3% were men	20% were women and 80% were men	14.8% were women and 85.2% were men
i % of all manager promotions	25.0% were awarded to women	50.0% were awarded to women	100.0% were awarded to women
ii %of all non-manager promotions	20.0% were awarded to women	17.4% were awarded to women	11.5% were awarded to women
3. % of your workforce was part-time and % of promotions	6.2% was part-time and 2.2% of promotions were awarded to part-time employees	6.2% was part-time and 0.0% of promotions were awarded to part-time employees	3.0% was part-time and 0.0% of promotions were awarded to part-time employees
Resignations			
4. % of employees who resigned:	20.5% were women and 79.5% were men	4.0% were women and 96.0% were men	6.1% were women and 93.9% were men
i % of all managers who resigned	18.2% were women	0.0% were women	0.0% were women
ii % of all non-managers who resigned	21.1% were women	4.0% were women	6.4% were women
5. % of your workforce was part-time and % of resignations	6.2% was part-time and 4.5% of resignations were part-time employees	6.2% was part-time and 0.0% of resignations were part-time employees	3.0% was part time and 0.0% of resignations were part-time employees
Employees who ceased employment before returning to work from parental leave			
i % of all women who utilised parental leave and ceased employment before returning to work	21.4%	0.0%	N/A
ii % of all men who utilised parental leave and ceased employment before returning to work	0.0%	0.0%	0.0%
iii % of all managers who utilised parental leave and ceased employment before returning to work	0.0%	0.0%	0.0%
iv % of all non-managers who utilised parental leave and ceased employment before returning to work	15.0% were women	0.0%	0.0%

8 ISSUES PRIORITISED AND ACTIONS TAKEN

8.1 Promoting Gender Equality

- In keeping with improving diversity in our industry, Calibre proudly sponsored the '2016 Women's Achievement in Infrastructure Award', presented by Infrastructure Partnerships Australia (IPA) as part of its National Infrastructure Awards. IPA is the peak body for the development of economic and social infrastructure in the nation and this award complements its Women Infrastructure Network.
- Calibre Consulting has signed and supports Consult Australia's 'Champions of Change' charter to promote gender diversity in engineering.

8.2 Attracting and Engaging

- Human resources teams continue to promote equal employment opportunity and work on addressing the lack of female representation in senior management, engineering, drafting, technical and trade roles.
- Calibre Consulting continues to sponsor young women at high school and support them through university if they choose a career in civil, structural or environmental engineering via its 'Dream Big' scholarship program. The program provides paid work experience, financial assistance for tuition and books and a graduation bonus to pay for accumulated HECS fees.
- Sponsorship of female students through university study and targeting women in graduate recruitment campaigns supports our focus on encouraging participation of women to choose careers in engineering and other technical disciplines.

8.3 Managing Employees

- Calibre promotes equal employment opportunity practices, particularly when considering personnel for secondment, promotion and redundancy.
- For all vacancies, the sourcing of internal candidates is considered in the first instance, with equal employment opportunity promoted for all applicants.
- Any equal employment opportunities which may be raised are reviewed and addressed promptly.
- Calibre remains committed to prompt and professional investigation into any report of discrimination, bullying or harassment. All investigations will be appropriately documented, managed, remedied and monitored.

8.4 Managing Performance

- All employees have equal access to training and development opportunities.
- Performance and development review processes provide a platform for identifying an individual's training and development needs and agreeing career plans and goals with their manager.
- An appropriate proportion of female participants are targeted to attend flagship internal development programs, such as Calibre's Leadership Excellence Advancement Program (LEAP).

8.5 Managing Talent

- Talent management activities are undertaken in Calibre to identify key talent within the business. Consideration is given to women identified from talent mapping processes – through to the development of succession plans for business critical roles – in order to safeguard retention and increase gender equity in senior positions across the organisation.
- The Calibre Executive Mentoring Program 2015 has prioritised support for a select group of women in senior roles, with external mentors appointed as a means of further progressing their career development.

8.6 Managing Flexible Work Arrangements

- Calibre complies with all legislative provisions relating to pregnancy and parental leave, in accordance with the Fair Work Act 2009 (Cth).
- Calibre promotes keeping in touch with women on parental leave and encourages good communication arrangements to help women on leave feel attached to the workplace, their career and their colleagues.
- Calibre actively supports flexible work practices during pregnancy and return to work and seeks to accommodate requests for flexible work arrangements wherever practicable.
- Human resources personnel will continue to monitor mothers returning to work and ensure appropriate support is available.

REPORTS ARE ACCEPTED BY WGEA AS A TRUE AND ACCURATE RECORD AND AS HAVING BEEN APPROVED BY THE CEO
