



Kalbar People Policy

1. Introduction

Kalbar recognises that engaging people who understand and consistently demonstrate our shared values of sustainability, caring and learning will improve our success as a company that creates value. Employing the right people with the right capability at the right time will help us to achieve our objectives.

2. Policy objectives

To embed a united purpose and direction with respect to:

- attracting, recruiting, developing and retaining people who demonstrate Kalbar’s shared values and who have or can develop the skills required;
- an expectation of demonstrated leadership behaviour at all levels of the organisation;
- creating a culture that treats all people with respect; and
- investing in the development of local employment opportunities.

3. Scope

This policy applies to all employees, directors, officers, contractors, agents, consultants and any other party representing Kalbar wherever it operates.

4. To achieve these objectives, we will:

- create, communicate and sustain shared values and a culture of trust and integrity at all levels of the organisation;
- demonstrate leadership behaviour by the way we treat others and in how we conduct our business;
- incorporate values alignment into our attraction, recruitment and retention strategies;
- create a labour supply that has technical and commercial capability;
- provide opportunities for skills development and nurture everyone to reach their full potential;
- employ, promote and reward based on capability and performance;
- facilitate open discussion and sharing of knowledge and experience;
- empower our people to maximise performance and take initiative without fear;
- recognise and acknowledge people’s contribution, learning and improvement; and
- align our strategies, policies, processes and resources to achieve the objectives of this policy.

5. Policy Review

This policy will periodically be reviewed by the Board to ensure it continues to meet both regulatory and contemporary industry standards and practices.

Related documents:

- Kalbar Code of Conduct
- Misconduct Reporting Procedure

Version	Doc Category	Status	Reviewer	Approver	Approval Date	Due for review
1.1	Board	Reviewed	V. Hugo	Chairman: Brad Farrell	14.2.2020	Feb 2021