



# Colleagues



Heritage image: William Barclay Parsons with his surveying crew in China.

Future image: On-the-job learning, together with self-reflection, coaching and mentoring are essential elements for employee learning and development. PB offers a range of formal and informal programs aimed at promoting this culture. Matthew O'Connor, Graduate Structural Engineer (L) and Sonny Connors, Senior Project Manager (R) from PB.

“

*Go out through his offices and you will find room after room of hard-working engineers and draughtsmen, organised carefully and having splendid esprit de corps. ”*

~ Arthur Goodrich describing Parson's office, 1903

## Our approach

PB understands that the sustainability of our business is driven and influenced by the performance, motivation and productivity of our people, along with the efficiency and effectiveness of the systems, policies and procedures in place to support them. We see that delivering on our commitment to be a sustainable business requires significant investment in a range of strategic and operational people initiatives.

In 2010 we designed a strategy for 2011 with a focus on:

- driving operational excellence in critical service delivery activities (including mobility and recruitment)
- developing and implementing a leadership development approach that ensures PB has the leaders and managers capable of delivering PB business strategy
- creating a career development framework that ensures our people are able to work on interesting projects with interesting career paths
- embedding workforce planning and talent management processes to drive a new level of competitive advantage
- developing remuneration strategies and practices that sustain our business performance and drive employee attraction and retention.

As a values-based organisation, we have a long history and heritage of developing our people, and creating a positive, flexible and rewarding working environment. Our initiatives include flexible work hours, recognition of individual performance, and offering services and benefits that contribute to the wellbeing of our employees.

## Principles that drive our approach

### A positive culture

PB is proud to have established a positive and constructive corporate culture. Since 2007, we have set up strategies to purposefully develop a sustainable working culture that is fair, safe, challenging and rewarding — both for our people and our clients. We strive for a culture where we can seamlessly and efficiently realise the potential of our business and our people in an environment focused on achievement and collaboration.

After undertaking external benchmarking and measurement using the Human Synergetics Organisational Cultural Inventory (OCI) in 2007, 2008 and 2009, our strategy is to measure our culture on a biannual basis, with the next survey due in late 2011.

### Our values, code of ethics and conduct

The 2009 acquisition of PB by Balfour Beatty brought together two organisations whose values and ethics were closely aligned. This has been instrumental in ensuring the integration has been successful, and has seen the realisation of new levels of business performance and personal opportunities for staff.

To ensure our values and ethics continue to inform how we think, act and behave, an e-learning module was developed, and in 2010 all staff were requested to review the module and affirm their commitment to the values and ethics that drive our business. Within PB, we achieved a completion rate of over 90% and all new staff joining our business are introduced to our values and ethics soon after commencing. This represents some 3,640 employee hours spent in values and ethics training (refer to table below).

### A commitment to employee engagement and satisfaction

Our global PB employee engagement survey is undertaken annually and is administered by Kenexa.

Our most recent survey was undertaken in April 2010 and was completed by 1,318 employees within PB A–P, equating to a 61% employee participation rate.

The survey provided PB with a snapshot of staff engagement, based on their responses to four questions which comprise the employee engagement index. In addition, employees were asked to provide a rating in response to the statement ‘my manager is an outstanding leader’ as an indication of the overall effectiveness of our managers.

The employee engagement score was 66%, positive when compared to the global average of Kenexa clients achieving 65%. The manager effectiveness score was 48%, showing a significant gap when compared to the global average of Kenexa clients at 63%.

Both of these scores, and the corresponding priority items, provide a basis for action to positively influence engagement and manager effectiveness. This applies at an A–P, business group and, in some cases, team level.

The specific activity undertaken by PB in this regard has been based on the debrief of managers in each business group, subsequent discussions at the team level to better understand the areas for action based on the experience of employees, and the harnessing of their ideas with regard to the actions agreed to in response to the survey. This has resulted in a positive response in terms of communication within the business groups, and also the development of tangible plans to address the engagement and manager effectiveness scores — all key components of addressing the sustainability of our people management performance in achieving business outcomes.

### Values and ethics e-learning

	Current year 2010 (per quarter)							
	2010 (Q1)		2010 (Q2)		2010 (Q3)		2010 (Q4)	
	Employees	Hrs	Employees	Hrs	Employees	Hrs	Employees	Hrs
PB standards of ethical conduct and Balfour Beatty code of conduct	132	201	1,824	2,912	207	360	108	167



**Liz Webb**  
Team Manager,  
Groundwater ACT, NSW, QLD,  
Australia

## Professional Growth Network (PGN) — Manager of the Year Award

Our managers play a pivotal role in the development, engagement, and retention of our people, and have a significant impact on our culture and the overall success of the business.

In August 2010, the inaugural PGN A–P Manager of the Year Award was launched. The award allowed emerging professionals (those staff members with 10 or less years professional work experience) to acknowledge managers who have had an outstanding impact on their growth and development.

The award attracted 56 nominations for 36 different managers. The judging criteria was based on our success profile for managers, and nominators were required to identify their manager's specific behaviours in support of their nomination.

The winner was Liz Webb, Team Manager, Groundwater ACT, NSW, QLD. Liz's success was attributed to many factors, including that Liz:

- communicates strategy, vision and values in a clear and concise manner to her team, enabling them to understand their contribution to our business
- takes constructive actions to enable her team to live our values and deliver successfully on our targets
- establishes clear and relevant objectives and targets, actively monitors performance, recognises her team members' achievements and engages in quality Realising Your Potential (RYP) conversations
- develops and coaches members of her team to enable them to increase their performance and enhance their career progression and RYP
- takes a proactive approach in supporting and leading her team through change
- is a great role model for developing and managing key relationships and partnerships, both internally and externally
- supports her team in their involvement in development and networking opportunities outside their technical roles
- actively lives PB's values.

'It is managers like Liz Webb who bring a positive and constructive corporate culture to life at PB.'

## Respect for individual choices: freedom of association and collective bargaining

PB respects its employees' freedom of association. Our current employee contracts and collective agreement set no boundaries on this.

In 2010, 26% of PB employees were covered by a collective agreement. This agreement is specific to clauses that comply with the building and construction industry code of practice. All other terms and conditions of employment are included in relevant state awards, Notional Agreement Preserving a State Award (NAPSA), and supplemented in individual contracts.

## A snapshot of PB: our workforce profile

Striving for sustainability through  
operational efficiency and excellence

### Recruitment practices

2010 was a successful year for PB's recruitment program. The recruitment focus for 2011 will continue along a path of strong organic growth. This will mean a number of opportunities for our current staff as well as strategic growth planned for PB A-P. Our focus will continue to be on direct hires as well as employee referrals and network mapping. This will identify key people who will be crucial to PB's ongoing success in an ever-growing, competitive industry.

Our source of hires has changed significantly over the past few years. We have decreased our recruitment agency usage by more than 50%, which has resulted in a saving of \$3.06 million from 2009 to 2010. With the decrease, we have seen an increase in other sourcing methods such as advertising, direct approach and employee referrals. This has almost doubled in the past two years.

Our focus on these strategies has also led to an increase in the retention of our new starters. In 2008, 11.35% of new starters left in the first six months, but in 2010 this dropped to 5.6%. This has significant impacts on the sustainability of our recruitment function, and is also a huge saving to our training and development, and recruitment costs. It means that the people we are bringing in are the right fit for PB's culture.

In 2010, we saw a 4.5% growth in our workforce, with total employee numbers increasing from 2,284 at the end of financial year 2009 to 2,387 at the end of financial year 2010. By working status, there was a 33% reduction in in-house contractors and an increase in casual employees of 25%. Permanent employee numbers increased over the year by 5.8% from 2,042 to 2,160<sup>13</sup>.

### Total workforce

Year	Employees
2007	1,795
2008	2,245
2009	2,284
2010	2,387

13. People data is measured on a head-count basis rather than full-time equivalents.



### Staff turnover and retention

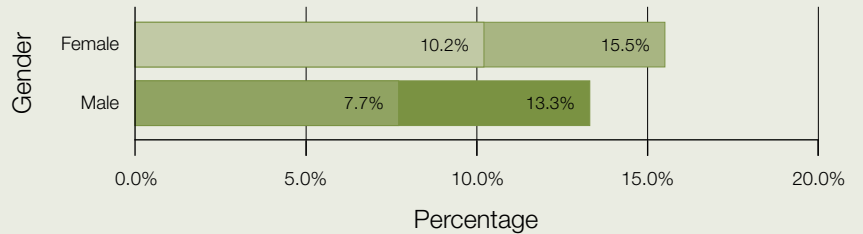
In 2010, PB A–P set the challenging target of 9.9% turnover, aiming to be at least 2% less than the 11.9% industry average set by Consult Australia. This target was set using data captured at the end of the global financial crisis when industry turnover and new opportunities for staff were limited.

In terms of actual performance, employee turnover was 14% for 2010, with the Association of Consulting Engineers Australia (ACEA) survey for that year stating the industry average was 14.9%<sup>14</sup>.

Employee turnover by region (financial year 2010)	
NSW	158
QLD	111
SA	30
VIC	88
WA	38
NZ	15

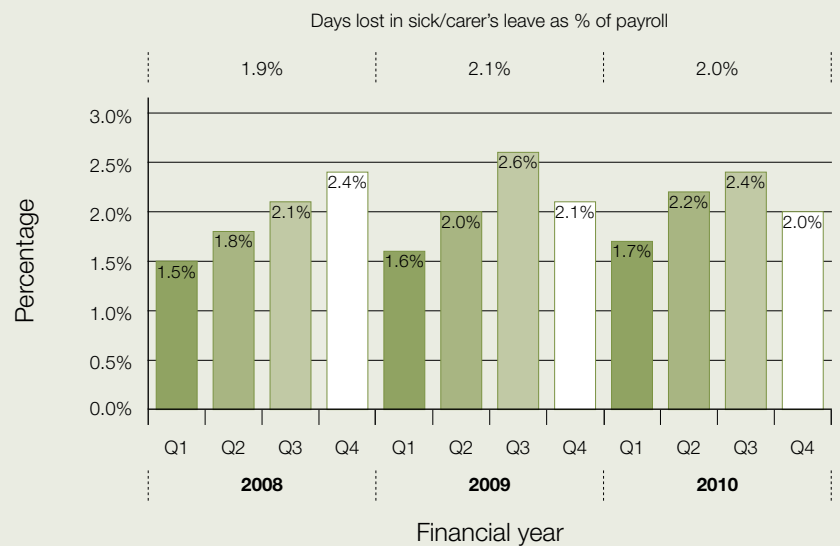
At the end of 2009, PB identified a concerning trend in our female retention rate, with the rate being some 30% higher than our male turnover rate. After launching our Women’s Network initiative in 2010 (refer to page 65), PB is pleased to report a significant decline in the percentage of female turnover, with the difference between males and females falling to 16% by end of 2010. While we are still committed to reducing our overall turnover, this gender-based statistic is a sustainable result, and more importantly, trending in the right direction.

### Voluntary turnover by gender (financial years 2009 and 2010)



Key: ■ Female 2009 ■ Female 2010  
■ Male 2009 ■ Male 2010

### Absenteeism



Note: Absenteeism data is for Australian offices only. Data is not available for New Zealand offices.

14. In 2010, the Association of Consulting Engineers Australia became Consult Australia. The benchmarking figure only becomes available in April of any year.

## Profile detail

PB's employment profile is outlined below.

### Employee numbers by category

Category	Full-time permanent	Part-time permanent	Casual and in-house contractors	Fixed-term contractors	Total
P13 Financial year 2007	1,395	114	212	74	1,795
P13 Financial year 2008	1,794	152	257	42	2,245
P13 Financial year 2009	1,842	163	244	45	2,284
P13 Financial year 2010	1,988	172	191	36	2,387

PB's financial year is divided into 13 four-week reporting periods. **P** refers to those four-week periods.

### Notice periods

	Employment type	Pay period	Years of service	Minimum notice period
Notice to be given by the employee when the termination is initiated by the employee	Any	Not applicable	On probationary period	2 weeks
	Permanent	Fortnightly	Not applicable	2 weeks
	Permanent	Four-weekly	Not applicable	4 weeks
Notice to be given by PB when the termination is initiated by PB*	Any	Not applicable	On probationary period	2 weeks
	Permanent	Fortnightly	Not more than 3 years continuous service	2 weeks
	Permanent	Fortnightly	More than 3 but not more than 5 years continuous service	3 weeks

\* The notice period given by PB shall increase by one week if the employee is over 45 years old and has completed at least two years of continuous service with the employer. The above notice periods also do not apply for redundancy situations; redundancy notice periods are given below.

### Notice periods – redundancy

Period of continuous service	Notice of termination in redundancy situations
Less than 1 year	At least 1 month
1 year and less than 5 years	At least 1 month
5 years and over	At least 5 weeks



## Diversity

Our overall workforce was relatively static during 2010, therefore so too was our workforce profile of age, gender and years of service.

PB continues to induct all new staff into our diversity and equal opportunity policies, with 385 people trained in 2010, representing 300 hours of investment.

## Gender

At the end of 2010, our permanent workforce gender profile was 30% female and 70% male. This has remained virtually unchanged since 2009.

In April 2010, PB reported on current performance in gender pay equity. Given the wider industry statistic that females typically earn 18% less than men, it is important to note that PB's performance in gender pay equity is much more balanced. When comparing like roles, the average female salary is 94% of the average male salary — a difference of 6%. We have taken the view that a difference of this magnitude could be justified in terms of performance, scope of role, or geographic variations, for example.

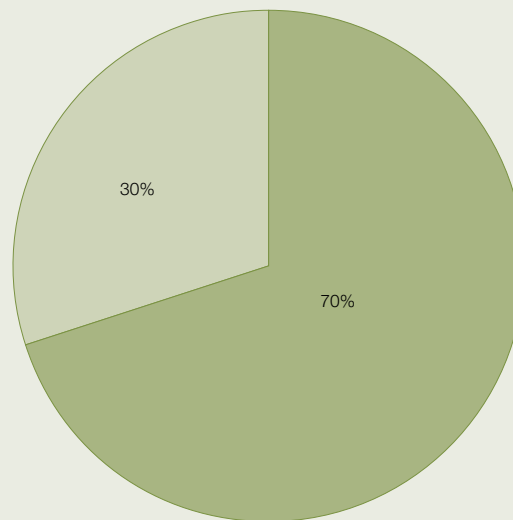
PB is committed to performance-based remuneration structures, and gender salary parity will continue to be monitored. During 2010, justifiable steps were taken to specifically address this issue, with the average salary increase for female staff members being 6.43%, as compared to 6.08% for males.

In addition, a policy has been introduced to ensure all leadership vacancies will have at least one female candidate, and all female leaders leaving the business will be interviewed by the managing director, to enable PB to get a better understanding of what is driving female turnover.

## Diversity and equal opportunity training

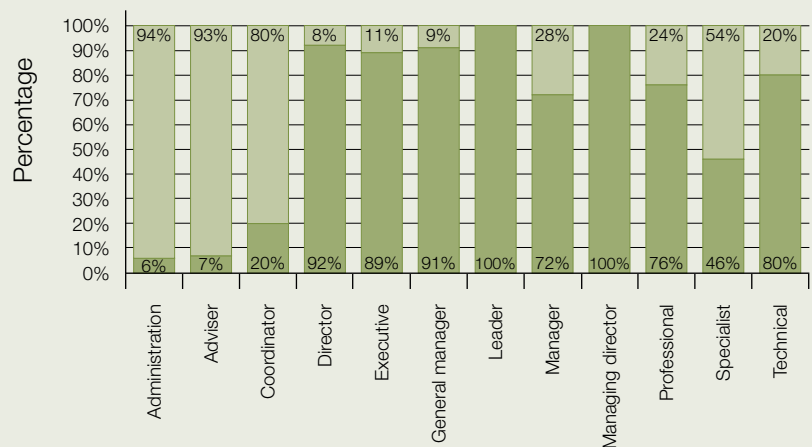
New employees undertaking diversity and equal employment opportunity training									
Current year 2010 (per quarter)									
2010 (Q1)		2010 (Q2)		2010 (Q3)		2010 (Q4)		Total	
Employees	Hrs	Employees	Hrs	Employees	Hrs	Employees	Hrs	Employees	Hrs
57	40	59	43	159	110	110	107	385	300

## PB-AP permanent employees by gender FY10



Key: ■ Female ■ Male

## PB-AP gender % by position category (FY10)



Key: ■ Female ■ Male

Following our restructure in 2009, we established new position categories in 2010, with staff being mapped to the new structure. This restructure makes some data difficult to compare against previous reporting. However, what we can reliably conclude is:

- We have seen no change in gender representation at director and general manager level during the reporting phase.
- Our restructure has increased the number of managerial opportunities, and we have seen an increase in the number of females now holding managerial positions — from 22% in 2009, to 28% in 2010. Most positions in our new structure were appointed via an open and competitive process.

We continue to work to improve gender equity in the workforce, and we see this as a challenge that will enhance our workplace and make us a more sustainable organisation.

To help address PB's gender balance, we are developing initiatives aimed at attracting and retaining women in our workplace.

The following initiatives are highlighted.

**PB's Women's Network** aims to build on the initial interest shown by our employees in 2010. The Women's Network priorities for 2011 include:

- flexibility — enabling successful part-time working relationships:
  - promoting the concept of part-time managers
  - understanding whether there are any cultural or systems barriers to ensuring part-time work is a successful and viable option for staff
- understanding the support needs of our staff (child care/elder care):
  - setting up a strategy of agreed and approved support options for staff
- women's mentoring:
  - reviewing the current program to ensure it provides for specific female-based outcomes
  - considering the appointment of mentors (males and females) for all new female team manager appointments
- development opportunities for women:
  - making recommendations to influence the structure and implementation of the 2010 Accelerated Development Program (ADP) process
- women's internal networking:
  - developing and managing regional representative teams to provide networking opportunities for women (internally and externally) within each office/region

- women's external networking:
  - identifying opportunities to invest in and support external bodies and programs
  - sponsoring the 15th Annual International Congress for Women in Engineering and Science, in Adelaide in 2011
- Women's Network communications:
  - strengthening communications about the Women's Network program and supporting messages within PB.

### Family-friendly workplace program

PB has been working to provide a family-friendly workplace by including the provision of maternity leave, support for fathers after the birth of a child, and flexible working hours. However, we realise we need to do more to encourage women into our workplace.

In 2011 and beyond, we aim to establish a range of initiatives to help women balance the care for their families with their work. This includes our additional maternity payment, where, in addition to the legislated parental leave entitlements, we offer permanent female employees (with a minimum of 12 months service) an additional payment equivalent to 16 weeks of their normal salary. This is in addition to any government-funded paid parental leave available to an individual. Also, new fathers may access their accumulated sick leave to take a maximum of 10 days carer's leave when their child is born.

### Women in leadership

Fewer than 8% of women at PB hold director and general manager positions. To improve this figure, we have developed a set of targets for 2013 aimed at fostering a leadership culture among our female employees.



## Nationality of origin

Ethnic origin all staff as at 31 December 2010	
Ethnic origin	Total
Aboriginal or Torres Strait Islander	3
African	3
American	9
Asian (Chinese)	18
Asian (Indian)	6
Asian (other)	10
Australian	29
British	25
European	1
Irish	1
Maori	1
New Zealander	10
South African	1
Non-response	2,270
<b>Grand total</b>	<b>2,387</b>

## Discrimination

PB is committed to providing an environment where employees and others in the workplace are treated fairly and with respect, free from discrimination, harassment and bullying.

PB has developed equal-opportunity guidelines that all employees can easily access on Hub, our global intranet. The purpose of these guidelines is to ensure that PB employment decisions are based on an individual's merit and relevant attributes.

Should any employee believe they are being discriminated against or harassed, we have easily accessible advice regarding reporting procedures. We also provide contacts for outside agencies that can be of assistance.

## Working in PB

### Benefits

In Australia, legislation requires that all part-time employees have the same benefits as full-time employees. However, temporary employees receive higher salary rates and do not have:

- annual leave
- sick or carer's leave
- compassionate leave
- long service leave
- parental leave.

In our Australian operations, PB pays employer contributions of 9% to an employee's superannuation fund, as required by legislation. In New Zealand, we pay 4% of employer contributions to members of the voluntary KiwiSaver superannuation scheme.

### Achieving sustainability through providing career opportunities and interesting work

An essential element of PB A-P's operations is the opportunity to provide all staff with training and development options, and access to interesting and meaningful work. The average hours of training provided per employee per region are listed.

### Average hours of training per employee per region

Financial year 2010			
Region	Permanent employees (P13 financial year 2010)	Total hours	Average hours per employee
SA/WA/NT	340	15,011.80	44.15
QLD	660	23,410.30	35.47
NSW/ACT	741	24,274.10	32.76
VIC	334	13,960.60	41.80
NZ	85	2,504.90	29.47
<b>Total</b>	<b>2,160</b>	<b>79,161.70</b>	<b>36.65</b>

### Total hours spent on training for all employees

Financial year 2010 (in hours per year)				
	Full-time permanent	Part-time permanent	Casual or fixed-term contractors	In-house contractors
Total hours charged to timesheet training codes	76,562.00	1,467.40	3,875.30	905.20

### Total hours spent on training per employee

Financial year 2010 all employees (in hours per year)				
	Full-time permanent	Part-time permanent	Casual or fixed-term contractors	In-house contractors
Total hours charged to timesheet training codes	38.51	8.53	24.68	8.54

\*95.5 hours were also charged by employees in other/unknown employee types.



## Performance programs

PB offers a wide range of opportunities to help employees discover and develop their talents and capabilities and advance their careers. The following are some of the most popular offerings:

- Realising Your Potential is PB's performance and development plan tool. RYP provides all employees with the opportunity to set performance objectives and personal development goals that align with, and complement, our business strategy. This formal process occurs twice yearly using an online system.
- Success Profiles are the architecture of PB's career development framework. They specify the competencies, skills, experiences, personal attributes and organisational knowledge required for a particular role. Each competency — core, leadership, functional and job family — consists of defined behaviours in five proficiency levels. Learning is aligned to the competencies and employees can assess themselves using our Your Career Profile online tool. Success Profiles also assist our employees to plan their career.
- Our graduate program (EVOLVE) is a three-year program for graduates that includes Consulting 101 (a 3.5 day face-to-face program); Online Soft Skills (communication, time management, and managing upwards); Project Management (five modules); Business Development (three modules); and Introduction to Management (a blend of online and face-to-face modules).

## Management and leadership development

PB's management and leadership development programs comprise of a learning series which caters to five different leadership levels. They take a graded approach to development, focusing on key skills at each level. The learning includes a blend of workshops (between one to five days), online courses, coaching and online toolboxes. The learning is based on PB's five leadership competencies:

- leading with vision
- delivering exceptional results
- building strategic relationships
- growing capability
- connecting with people.

We currently have four streams of management and leadership development:

- Management Essentials, aimed at frontline and emerging managers. This focuses on developing management skills and covers PB's leadership competencies. There are three main components of Management Essentials Program. The first is Management Essentials Core, a series of management modules that all people managers must complete. Management Essentials Optional is a series of modules that managers complete based on their role, experience and previous learning. Lastly, the program has an assessment component which includes self-assessment and 360° leadership assessment.
- Leadership Essentials is a new 18-month program focusing on leadership skills and developing capability. The program consists of assessments,

a five-day residential in the first year followed by a two-day residential 14 months later. On the job learning is included, together with self-reflection, coaching and mentoring. This program's target audience is 'managers of managers' (middle managers).

- Accelerated Development Program is an 18-month program consisting of assessments, individual development plans, professional coaching, quarterly reviews and a final 1.5-day program of self-awareness and culture.
- Transformational Leadership Program is aimed at the general manager and director level. It is an intensive 12-day program covering strategic visioning and how to inspire employees to achieve extraordinary results as a senior leader.

The Professional Development Program, a signed agreement between PB Australia and Engineers Australia, assists PB's emerging professional engineers to obtain their Chartered Professional Engineer status. Engineers obtain a specified range of competencies, which they must be able to demonstrate.

PB also has a global accreditation and certification program. Our five global accreditations, Project Administration, Technical Excellence, Project Management Excellence, Professional Excellence, and Business Development, are offered at three different levels — associate, senior and principal.

Parsons Brinckerhoff University (PBU), PB's online university, offers a wide range of courses covering a range of skills. Online modules from SkillSoft and Harvard ManageMentor and internally developed programs are constantly available.

PB also offers a variety of technical training that is delivered in-house. These include extensive project management training for all levels, business development training (approximately eight courses to different levels) and occupational health, safety and environment training. A new Commercial Development Pathway will be launched in 2011 to increase the commercial skill set of our commercial managers.

PB also offers a mentoring program, coaching, induction, tertiary studies assistance, and opportunities to gain new experience through our Global Opportunities program (see below for more details).

While PB offers a formal range of career enhancing courses, we also encourage our employees to have an holistic view towards development opportunities and encourage the use of the 70:20:10 formula as the basis for all development:

- 70% of learning on the job, such as job rotations
- 20% of learning through other means of education such as intranet workspaces, global communities of practices
- 10% of learning through formal learning.

### Programs for lifelong learning

Programs for skills management and lifelong learning that support continued employability of our employees include:

- induction and business systems training
  - introduction to sustainability, code of conduct, project management process training, internal auditor training, diversity and EEO, RYP, environment management system and PBU

- project management training
  - scope management, budget management, communications management, client relationships and teamwork, policy and ethics, and safety management
- knowledge management
  - d6 problem solving
- safety programs
  - occupational health and safety inductions (levels 1 and 2), manual handling, senior first aid, driver training, safety leadership, and construction industry training
- business development training
  - business development for everyone, pursuit management, client relationship management, writing skills, and presentation skills
- leadership and management training
  - JMW Leadership Development, coaching clinic, painless performance, quality RYP discussions, and behavioural interviewing
- Accelerated Development Program
  - introduction to ADP and quarterly review calls
- graduate programs
  - evolve 101, time management, working in teams, negotiation, decision making, and effective email
- sustainability programs
  - reValue introduction, value unpacked, value in action, and advanced value creation
- technical professional training
  - conferences and seminars, team workshops, professional accreditations and tertiary assistance programs.

### Global Opportunities program

PB's commitment to professional development extends beyond our own business to providing the possibility of secondments to, and exchanges with, our clients and key industry partners, both interstate and internationally.

Our Global Opportunities program enables employees from PB A-P and PB United Kingdom to experience a formalised and fully supported 12-month exchange.

### Mobility profile

Our Mobility team offers a variety of services to support the business with its mobilisation needs, such as assisting managers in assignment planning (structuring assignment packages, researching visa, tax and migration issues) and supporting employees in coordinating their relocation activities.

2011 is looking to be a busy year, with activity in AAPSA and the development of a suite of procedures to address PB's requirements in the areas of international assignments and domestic relocations.

All of the initiatives undertaken by the Mobility team are aimed at improving service levels to our employees, ensuring PB is seen as a compliant employer within the communities in which we work, and, most importantly, ensuring our people are supported as much as possible when relocating.



## Flexible working arrangements

Flexible work hours allow the best possible balance between our employees' work requirements and their personal commitments.

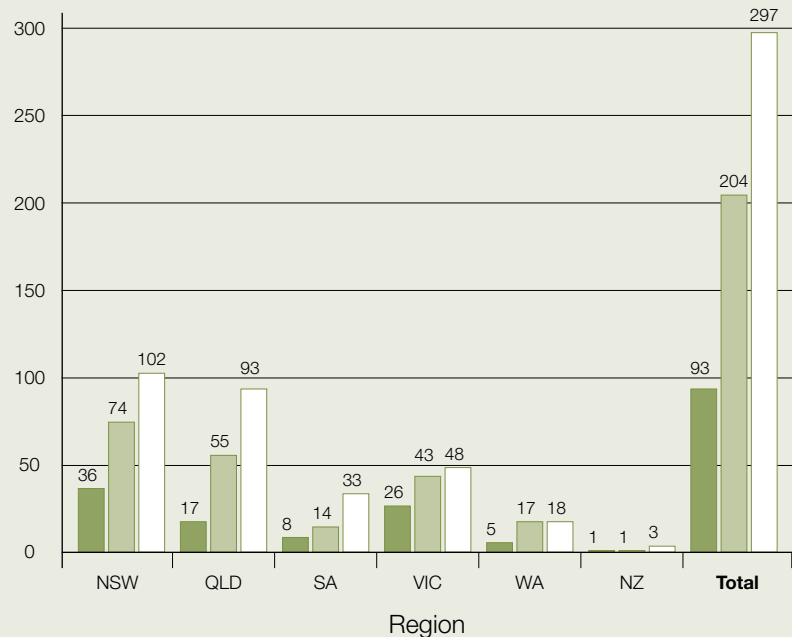
PB has a range of flexible working arrangements, including permanent part-time work, part-time work after parental leave, casual work and carer's leave. PB's Whole of Life program includes:

- variable starting and finishing times, with core hours between 10 am and 3 pm
- self-funded annual leave — the opportunity to purchase additional annual leave
- mid-service leave — the ability to accrue 12 weeks over three years and take three months leave
- parental leave — up to 16 weeks salary (increased from six weeks in 2010) in paid maternity leave to permanent female employees with over 12 months service; new fathers may take a maximum of 10 days carer's leave at the time of their child's birth.

Self-funded annual leave has proved popular, with a 45% increase in employees who accessed the scheme in 2010 from 2009. Permanent full-time and part-time employees are able to purchase additional annual leave (up to four more weeks per year). This scheme has been introduced to allow greater flexibility for employees to achieve effective work-life balance.

Self-funded leave can be taken in conjunction with other forms of paid and unpaid leave such as annual leave, long-service leave, parental leave and time off in lieu.

## Uptake of self-funded annual leave



Key: ■ Financial year 2008 Q4 ■ Financial year 2009 Q4 □ Financial year 2010 Q4

## Wellbeing

### Employee Assistance program

PB's Employee Assistance program provides short-term, free, confidential counselling and support for PB people and their families. This covers both work and personal issues they would like to discuss.

The program is provided by PPC Worldwide, an international organisation whose main focus is employee wellbeing. All coaching and counselling is provided either off-site at one of PPC Worldwide's national counselling locations or over the phone. PPC Worldwide's counsellors are all professionally qualified psychologists or social workers with substantial experience, located throughout Australia and New Zealand.

### Employee recognition

#### Quarterly Excellence in Values awards

PB is committed to acknowledging and rewarding employees who show exceptional effort and outstanding achievement that aligns with our PB values. Every quarter, employees can nominate a team or individual in one of the award categories. The winner receives a recognition plaque and a monetary award of \$300. We also offer a travel opportunity each year to further recognise one of our award winners.

#### Length of Service awards

PB recognises the need to celebrate and reward employees who have achieved significant service anniversaries with us. Gifts are presented to employees who achieve 5, 10, 15 or 20 (or more) years of service.