



Diversity policy



CSC supports and encourages a diverse and inclusive workforce by fostering a culture and environment of respect, courtesy, honesty, integrity, working in a supportive and collaborative way, treating others how we wish to be treated, having an appreciation of difference and other perspectives, and having an openness to other cultures. CSC strives to be a great place to work and that means ensuring all people feel valued, respected and supported. In order to have a properly functioning diverse workplace, CSC insists that discrimination, harassment, vilification and victimisation will not be tolerated.

Diversity can include differences that include, but are not limited to, gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity.

The importance of diversity

Diversity is important as it enhances the capacity to attract, motivate and retain talent from the widest possible pool of talent available, reduces the potential for entrenchment and groupthink, and allows for equal opportunity. This commitment to diversity needs to start at the Board so as to encourage an environment that fosters diversity throughout CSC.

Support for diversity and gender equality

CSC is committed to ensuring that it remains open to new ideas and independent thinking, while retaining adequate expertise. CSC believes diversity promotes different perspectives which support the organisation in delivering its vision, mission, a higher standard of corporate governance, improved financial performance commercial success and ultimately, the best outcomes to members.

CSC is committed to ensuring a workplace culture where diversity is celebrated. CSC aims to remove barriers so that all employees can contribute to their full potential and all employees have equal access to opportunities and are equitably remunerated.

Gender equality is a significant contributor to diversity of thought and CSC is committed to the promotion and furtherance of female board membership. CSC has embraced the vision of the Australian 30% Club which is “to achieve 30% of ASX 300 seats held by women by the end of 2021”. In accordance with this commitment, CSC actively encourages its investment managers to engage with investee companies in support of achieving the target of women holding 30% of ASX 300 seats.

Diversity and gender equality objectives

CSC's objective for achieving gender equality in the composition of its Board is to have not less than 30% of its directors of each gender at any given time.

CSC's objective for achieving gender equality in relation to its staff, particularly in relation to senior leadership roles, is to have not less than 30% of its senior leaders (CEO, Executive Managers and Heads of) of each gender at any given time.

CSC has consistently achieved these gender equality objectives.

The CSC Board

The Minister for Finance appoints the Board; two directors are nominated by the Chief of the Defence Force and three are nominated by the ACTU (this will reduce to two from July 2020).

The Board takes very seriously its role in liaising with the Minister for Finance and nominating organisations to discuss Board composition, including nominating and appointing individuals of high calibre with the ability to make a valuable contribution to Board deliberations. A key aspect of this communication is seeking balance by having diversity in relation to, inter alia, gender, age, experience, skills and qualifications through merit based appointments.

Diversity within CSC's investee companies

CSC is keen to see all boards address diversity. As an asset owner and manager CSC is responsible for the stewardship of the investments it makes. CSC actively encourages its investment managers to engage with investee companies on corporate governance issues including the processes boards use to identify suitable candidates, including diversity.

Practices that support diversity at CSC

Supportive policy framework

CSC has a policy framework that supports diversity and equal opportunity.

Flexible workplace arrangements

CSC recognises that all employees, at all levels, may have domestic and personal responsibilities and supports practices that assist them in meeting those and work responsibilities. Transparent and cooperative discussions on flexible work practices between employees and managers are supported and implemented as appropriate.

Discrimination, harassment, vilification and victimisation is not tolerated

CSC does not tolerate discrimination, harassment, vilification and victimisation in the workplace, including when recruiting, promoting and selecting candidates. Non-compliance may result in disciplinary action, including termination of employment.

Remunerate fairly

CSC's remuneration objectives are to remunerate staff fairly, taking into account the services they provide and the level at which they provide those services, the extent to which those services promote the achievement of CSC's corporate objectives, and relevant market conditions. Remuneration is gender-neutral and is designed to encourage behaviour that supports protecting the interests of members/beneficiaries, the long term financial soundness of CSC and CSC's risk management framework. Remuneration is benchmarked against Financial Institutions Remuneration Group (FIRG) survey data or set out in the Enterprise Agreement. These benchmarks apply to the type of work that is performed and levels of competency, and ensure that there is no discrimination on the ground of, inter alia, gender or ethnicity.

Reporting and disclosure

The reporting and disclosure of diversity encourages greater accountability and transparency and is likely to improve the effectiveness of this policy.

CSC monitors gender equality at all levels within CSC. Regular reports are provided to the Remuneration and HR Committee.

Disclosures regarding diversity are made available on the CSC website in the Annual Report to Parliament and this Policy is disclosed on CSC's website. The remuneration of directors and executive staff is disclosed annually on the CSC website.

Review

This policy will be reviewed by the Board Governance Committee biennially or as required, in particular in light of relevant regulatory initiatives or any significant changes to CSC's constituent legislation, to assess its continuing currency. The Committee will recommend to the Board for its approval any necessary or desirable amendments to ensure the policy remains consistent with best practice and applicable law.

Date	Author	Comments
25 July 2017	General Counsel team	Established to describe how CSC implements its commitment to diversity. Board Governance Committee meeting 15 June 2017; approval by Board 25 July 2017.
21 November 2019	General Counsel team	Biennial review. Board Governance Committee meeting 24 September 2019; approval by Board 21 November 2019