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## PEOPLE, COMMUNITY AND ENVIRONMENT

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## ASIC's people

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### Building capabilities

ASIC launched a number of programs aimed at building leadership capability this year.

#### Senior executive development

Senior executive staff participated in a number of leadership seminars throughout the year.

A peer-coaching group was established for these executives under the guidance of a business coach.

#### Unconscious bias program

Our senior executive leaders and specialists attended an unconscious bias program designed to create a greater awareness and understanding of cognitive biases and the associated impact on decision-making.

#### Senior managers development

Over 80 ASIC senior managers attended a one-day program on building strategic skills. The workshops were designed to extend participants' existing skills in technical problem solving, analysis and research.

Sixty senior managers took up an invitation to develop their leadership and management skills by participating in business coaching, with a particular focus on leadership and management skills.

#### Management training

A range of other management development programs were delivered throughout the year, including programs specifically designed for employees seeking to move into a management role.

#### Professional networks and communities of practice

ASIC's professional networks were reviewed, and recommendations are being implemented to increase their capacity to promote and share knowledge and skills.

The Legal Network is the largest of ASIC's professional networks, with 355 members. It maintains three Communities of Practice, on civil litigation, company law and criminal law. This network offers our legal staff Continuous Professional Development (CPD) opportunities.

The Investigations Network offers monthly Communities of Practice events for its 144 members on new and emerging investigative topics. A recently developed online portal provides investigations-related resources such as templates, guidelines and policies. A number of new and redesigned learning programs have been delivered nationally to the investigative teams.

The Accounting/Auditor Network, which has 148 members, was revitalised to better support our accountants' capability through both formal means of communication and support for accountants across ASIC's offices. There is now a focus on developing a Community of Practice.

#### Stakeholder engagement

A number of teams across ASIC have undertaken a program to refine their engagement strategies for both internal and external stakeholders. The program included content on communication styles, transactional analysis, assertiveness and dealing with the different interpersonal styles of our customers. Teams had the opportunity to develop their skills in representing the organisation professionally and assisting the public efficiently.

#### Integrated leadership system

ASIC is aligning its business and professional development activities with the Australian Public Service Integrated Leadership System (ILS). This year a number of learning initiatives aligned with the ILS were offered to all staff across the organisation, on topics including practical resilience, personal efficiency, how to communicate effectively and mastering goals.

#### Upgrading to a new payroll system

ASIC's new payroll system (an upgrade of PeopleSoft HRMIS) went live in November 2012. The new system was delivered on schedule and under budget. The new system has improved payroll processing times, reduced business continuity risks and improved integration with ASIC's IT architecture.

## Focus on workplace safety

In 2012–13 ASIC continued to respond to the new national Work Health and Safety laws. We have strengthened our internal governance through our health and safety representatives, harassment contact officers, workplace health and safety committees and first aid officers.

In response to legislative changes that focus on creating a safe workplace free of bullying and harassment, we implemented an awareness program. The half-day program is compulsory for all staff and is further complimented by an online learning module. As of 30 June, 2,098 ASIC employees have undertaken the program.

As well as focusing on the rehabilitation of injured workers, we took a number of preventative steps to reduce health and safety risks. We increased the number of ergonomic assessments, conducted comprehensive health assessments for senior staff, provided flu vaccinations and participated in both the 'RU OK? Day' program and the 10,000 Steps Challenge.

## Managing and retaining talent

This year we reviewed our performance management policy and provided managers with training and resources to conduct effective performance conversations.

We continued to embed our talent and succession framework, identifying succession plans for critical senior executive positions and managing high-potential talent through development plans and on-the-job experiences.

Our graduate program remains a key strategy for building ASIC's workforce capability. Over 2,400 graduates applied for the 2013 program, with 20 graduates, from a range of disciplines including law, commerce, business, economics and accounting, commencing the 12-month program in January.

## Focus on diversity

At ASIC, we are committed to a diverse and inclusive workplace.

In 2012–13 we reviewed many of our people management frameworks, policies and practices to ensure they support our commitment to a diverse workforce. This has included refining our diversity and inclusion policy, reviewing our flexible working arrangements practices, and ensuring our recruitment, selection and promotion processes and practices are truly based on merit.

Information on our performance under the Commonwealth Disability Strategy can be found in the *State of the Service Report* and the *APS Statistical Bulletin*, available at [www.apsc.gov.au](http://www.apsc.gov.au).

## Women in leadership

The fair inclusion of women in leadership positions is a major part of our diversity agenda for 2013–15.

The Commission has endorsed voluntary targets, proposed by the Women in ASIC committee, to increase the proportion of women in leadership and senior positions. We are aiming for 50% of Senior Executive Service and Executive positions to be occupied by women by 2015 and will report on our progress against these targets next year. The targets are based on calendar year.



ASIC's Leah Holmes working at the Kwinana Supporting Youth Forum in Perth, September 2012.

## ASIC's people continued

These targets were announced by the Chairman at our annual International Women's Day event. At the event, Deputy Chairman Belinda Gibson presented research findings on

women in leadership roles in Australia and a panel discussion was held, with senior women sharing their career-defining moments and the challenges associated with gender diversity.

### Targets for women in leadership

	Actuals, as at 30 June 2013	2013 target	2014 target	2015 target
Senior Executive Service	36%	44%	47%	50%
Executive Level 2	44%	47%	50%	
Executive Level 1	50%	50%		

### Indigenous cadetship

In 2012–13 we established an Indigenous cadetship program at ASIC, through the Department of Education, Employment and Workplace Relations Indigenous Cadetship program, as part of our commitment to reconciliation, engagement and the provision of professional opportunities for Indigenous people in the financial services sector.

The program aims to provide real-world experience in a relevant field to Aboriginal and Torres Strait Islander university students while they are undertaking their studies. Each cadet completes 12 weeks work per year while studying full-time at university. ASIC's first Indigenous cadet commenced in November 2012, has completed a term with the Indigenous Outreach Program and is now gaining experience with the Corporations team.

### Performance payments, 2012–13, by classification<sup>1</sup>

Classification	No. of recipients	Aggregate	Payment range		
			Minimum	Maximum	Average
ASIC 4	310	\$942,396	\$549	\$11,952	\$3,040
Exec 1	440	\$2,242,496	\$696	\$16,874	\$5,097
Exec 2	511	\$4,012,525	\$1,054	\$22,511	\$7,852
SES	45	\$722,402	\$4,661	\$25,411	\$15,200
<b>Total</b>	<b>1,305</b>	<b>\$7,866,216</b>	<b>\$549</b>	<b>\$25,411</b>	<b>\$6,028</b>

1. Includes payments for the 2011–12 performance year which were paid in 2012–13, plus pro rata payments for the 2012–13 performance year for staff who left ASIC in 2012–13.

## Industrial arrangements for ASIC staff, as at 30 June 2013

Classification	ASIC Act s120(3) contract	AWA <sup>1</sup>	EA <sup>2</sup>	Total
ASIC 1			29	29
ASIC 2			278	278
ASIC 3			258	258
ASIC 4			374	374
Exec 1			467	467
Exec 2			510	510
SES	25	16	6	47
<b>Total</b>	<b>25</b>	<b>16</b>	<b>1,922</b>	<b>1,963</b>

1. Australian Workplace Agreement.

2. Enterprise Agreement.

## Salary ranges per annum, 2012–13

Classification	Minimum per annum	Maximum per annum
ASIC 1	\$41,174	\$45,507
ASIC 2	\$47,884	\$57,288
ASIC 3	\$61,036	\$69,964
ASIC 4	\$73,034	\$82,680
Exec 1	\$95,712	\$110,711
Exec 2	\$108,424	\$151,930
SES	\$151,930	\$291,482

## ASIC's people continued

### ASIC employees, by location<sup>1,2</sup>

Classification	Vic.		NSW		Qld		WA		SA		ACT		Tas.		NT		Total	
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12
Chairman			1	1													1	1
Deputy Chairman			1	1													1	1
Member	1	2	2	1													3	3
SES	13	12	25	27	1	1	1	1	2	2		2	1	1			43	46
Exec 2	130	138	229	227	30	35	28	26	8	10	5	5	6	8			435	448
Exec 1	107	107	201	194	35	42	27	32	13	16	4	3	6	4	2	1	393	400
ASIC 4	184	134	175	126	55	37	24	20	21	17	2	4	1	2			463	340
ASIC 3	84	119	57	65	26	27	9	11	9	10	2	2	3	2	2	2	192	239
ASIC 2	173	153	27	19	15	14	8	8	19	12	3	4	2	2			247	211
ASIC 1	52	26	1		1	1	1	1									55	28
Contractors <sup>3</sup>	3	1	9	19		1											12	22
<b>Total</b>	<b>747</b>	<b>692</b>	<b>726</b>	<b>682</b>	<b>163</b>	<b>158</b>	<b>98</b>	<b>98</b>	<b>71</b>	<b>67</b>	<b>18</b>	<b>21</b>	<b>16</b>	<b>18</b>	<b>4</b>	<b>3</b>	<b>1,844</b>	<b>1,738</b>

1. Average number over 12 months on FTE basis.

2. Includes staff at the Superannuation Complaints Tribunal and the Companies Auditors and Liquidators Disciplinary Board.

3. Includes non-payroll contractors, secondments and agency staff.

Note: Data rounded – some totals and subtotals may vary.

### Commissioners, by gender<sup>1</sup>

Classification	Ongoing full-time				Ongoing part-time				Non-ongoing full-time				Non-ongoing part-time				Total		
	Female		Male		Female		Male		Female		Male		Female		Male				
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	
Chairman												1	1					1	1
Deputy Chairman									1	1								1	1
Member											3	3						3	3
<b>Appointee total</b>									1	1	4	4						5	5

1. Average number over 12 months on FTE basis.

## ASIC's people continued

### Employees under ASIC Act, by gender<sup>1,2</sup>

Classification	Ongoing full-time				Ongoing part-time				Non-ongoing full-time				Non-ongoing part-time				Total		
	Female		Male		Female		Male		Female		Male		Female		Male				
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	
Exec 1				1														1	
SES	1	3							6	7	19	18						27	28
Contractors <sup>3</sup>									2	8	8	14	2					12	22
ASIC Act total	1	3		1					8	15	27	32	2					39	50

1. Average number over 12 months on FTE basis.

2. Includes staff at the Superannuation Complaints Tribunal and the Companies Auditors and Liquidators Disciplinary Board.

3. Includes all non-payroll IT contractors, secondments and agency staff.

Note: Data rounded – some totals and subtotals may vary.

### Employees under Public Service Act 1999, by gender<sup>1,2</sup>

Classification	Ongoing full-time				Ongoing part-time				Non-ongoing full-time				Non-ongoing part-time				Total		
	Female		Male		Female		Male		Female		Male		Female		Male				
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	
ASIC 1	7	6	3	1	4	3			19	11	5	3	15	4	1			55	28
ASIC 2	117	103	37	34	55	50	5	4	16	12	8	4	7	4	2	2		247	211
ASIC 3	89	130	58	69	10	16	2	1	18	11	15	10						192	239
ASIC 4	216	163	170	120	34	27	1	2	31	21	9	5	1	2				463	340
Exec 1	120	140	198	200	41	32	4	4	7	6	18	10	2	2	3	5		393	399
Exec 2	110	130	226	234	55	43	8	9	9	9	25	22	2	1		1		435	448
SES	6	5	8	9	1	3	1					1						16	18
Public Service Act total	666	676	700	668	201	174	20	19	100	70	80	55	27	13	7	8		1,800	1,682

1. Average number over 12 months on FTE basis.

2. Includes staff at the Superannuation Complaints Tribunal and the Companies Auditors and Liquidators Disciplinary Board.

Note: Data rounded – some totals and subtotals may vary.

### Combined totals for Commissioners, and employees under ASIC Act and under Public Service Act 1999, by gender<sup>1</sup>

Classification	Ongoing full-time				Ongoing part-time				Non-ongoing full-time				Non-ongoing part-time				Total		
	Female		Male		Female		Male		Female		Male		Female		Male				
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	
Total	667	679	701	669	201	174	20	19	109	86	110	91	29	13	7	8		1,844	1,738

1. Average number over 12 months on FTE basis.

Note: Data rounded – some totals and subtotals may vary.

## ASIC in the community

The ASIC in the Community program provides a range of opportunities for ASIC's people to make a positive impact in the communities in which we live and work. ASIC in the Community also provides opportunities for ASIC's people to connect around common interests and shared experiences.

ASIC in the Community is a national program, made of up three elements:

- ♦ Workplace giving and fundraising
- ♦ Volunteering and pro bono work
- ♦ National speakers program.

### Workplace giving and fundraising

ASIC's workplace giving program is designed to make donating simple and tax effective. Our fundraising activities encourage employees to raise funds for causes they are passionate about.

In 2012–13, ASIC employees donated a total of \$130,000, either through workplace giving or fundraising events.

### Workplace giving

The benefits of workplace giving include automatic tax deductibility, ease of giving and a steady flow of funds for the charity. In 2012–13, 8% of ASIC employees donated a total of \$89,000 to 32 charities through workplace giving.

### Fundraising

ASIC employees raised a total of \$41,000 in 2012–13 through fundraising events, ranging from Pink Ribbon fundraisers and Australia's Biggest Morning Tea to Movember.

### Fundraising highlights

- ♦ The ASIC Melbourne Office Olympics and Ride to Cure Cancer raised \$6,340.
- ♦ Nineteen ASIC men in teams around the country transformed into Mo-Bros for Movember, raising over \$6,000 for men's health.
- ♦ Australia's Biggest Morning Tea events raised \$3,500 for cancer research.
- ♦ During October, Pink Ribbon Fundraisers were held in seven offices, raising nearly \$5,000 for the National Breast Cancer Foundation.



ASIC's Dom Moraes and rider Martin Joy raised \$6,000 for cancer research when they took part in the Ride to Conquer Cancer in Melbourne in October 2012.



## Volunteering and pro bono work

ASIC recognises the many benefits that volunteering can provide for our people and our community, and supports volunteering by providing one day's paid leave per calendar year for all employees.

In 2012–13, 369 employees took up ASIC's one day of approved volunteering leave.

ASIC in the Community facilitates a number of regular volunteering and pro bono work options for all employees. These include:

- ◆ 25 mentors taking part in I-Track, the Smith Family's online youth mentoring project in Sydney, Melbourne and Brisbane.
- ◆ ASIC employees in Sydney volunteering at the Exodus Loaves and Fishes Restaurant, serving meals to homeless and marginalised people.
- ◆ ASIC lawyers in Sydney, Brisbane, Perth and Melbourne providing pro bono legal services to the National Children's and Youth Law Centre.
- ◆ staff from ASIC's Traralgon office regularly volunteering with the Meals on Wheels program.

## National speakers program

ASIC invites speakers from our key charity partners to communicate the impact of our support and to inspire new supporters.

Recent highlights of the national speakers program include:

- ◆ In November 2012, Nick Farr Jones AM (former Wallabies captain) and Dr Daniel Chen from the Garvan Institute spoke on men's health and wellbeing.
- ◆ In April 2013, Alexandra Brassert from Médecins sans Frontières and Alexandra Mar from Habitat for Humanity spoke on their organisations' development assistance work.

## Our Big Kitchen volunteering



*Some of the 130 ASIC staff who prepared 860 meals for those in need.*

In May 2013, 130 ASIC employees from the Market and Participant Supervision and Financial Market Infrastructure teams volunteered at Our Big Kitchen (OBK) in Bondi, Sydney.

An initiative of the Jewish community, Our Big Kitchen offers meals to anyone in need, be it someone with a family crisis, illness, or even victims of natural disasters.

The volunteering formed part of the Markets teams' development session, thus creating ASIC's largest group to ever volunteer at one time. On one day, the ASIC teams cooked 860 meals and copious amounts of cookies – certainly a change of pace for ASIC's analysts and project managers.

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## Indigenous awareness and action at ASIC

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Aboriginal and Torres Strait Islander people are one of ASIC's key stakeholder groups. We are committed to developing programs and resources to provide services to Aboriginal and Torres Strait Islander consumers and investors in a manner that is equitable, responsive and relevant to their needs.

### Engaging with Indigenous consumers and investors

Our Indigenous Outreach Program has continued its work identifying and addressing financial services problems facing Indigenous consumers and investors, and raising awareness of these issues within ASIC and with key stakeholders.

Our Reconciliation Action Plan (RAP), in effect since 2009, includes a commitment to responding to serious misconduct from financial services providers targeting Indigenous communities. ASIC has taken a number of regulatory actions that send a clear message to businesses that vulnerable consumers should not be further disadvantaged by unscrupulous traders.

### Indigenous suppliers

We have re-affirmed our commitment to supplier diversity by incorporating commitments into our third RAP and maintaining our membership of Supply Nation (formerly AIMSC), which provides a direct purchasing link between corporate purchasers such as ASIC and Indigenous suppliers. ASIC made a number of purchases through Supply Nation this year, including video and sound production, as well as catering and graphic design.

### Indigenous cadetships

As part of our Indigenous Employment Strategy, we have recruited our first Indigenous Cadet through the Department of Education, Employment and Workplace Relations Indigenous Cadetship program (see p. 68).

### Supporting Indigenous communities

ASIC in the Community and the Indigenous Outreach Program collaborate on a number of events focusing on reconciliation, including NAIDOC (National Aboriginal and Islander Day Observance Committee) Week and Reconciliation Week. ASIC in the Community also supports seven Indigenous charities through its workplace giving scheme.

ASIC continues to offer opportunities for staff members to undertake secondments with Jawun Indigenous Corporate Partnerships. Jawun forms partnerships between corporations and Indigenous communities by seconding individual employees from across corporate Australia to assist with specific projects. In 2012–13, four ASIC staff completed secondments in East Kimberley and North East Arnhem Land. The secondees were nominated as part of the ASIC leadership program and were selected on the basis of the skills, knowledge and expertise they could contribute to the locally driven projects.



*Cathy Binnington (second from left) was the second ASIC employee to participate in the Jawun Corporate Secondment Program. As part of her secondment in June–July 2012, Cathy worked with Wunan, an organisation that provides sustainable housing, education and employment support programs to Indigenous communities in the East Kimberley.*

# Environmental performance

## Summary

During 2012–13, an Environmental Management Improvement Plan was implemented in all ASIC offices. The plan establishes an improved strategic and operational approach to increasing ASIC’s sustainability. As part of the plan, over 300 site-based and national initiatives were identified, which the property and business services team continued to work on. Subsequently, 40% of the initiatives identified were delivered in 2012–13.

## Key statistics

### ASIC energy consumption, 2010–11 to 2012–13

Descriptor	2012–13	% change from 2011–12	2011–12	2010–11
Light and power – ASIC tenancies (kWh)	4,178,094	-8%	4,536,095	4,982,162
MJ per person	7,373	-6%	7,840	8,493
Light and power – ASIC computer centres (kWh)	1,183,106	-1%	1,197,011	1,368,348
MJ per m <sup>2</sup>	8,184	+6%	7,698	7,928
Transport energy (GJ)	536	-15%	633	653

## Environmental performance in detail

### Energy efficiency

ASIC continues to seek to improve its energy efficiency within its portfolio by reviewing ways to further reduce energy consumption and emissions through process improvements or new initiatives.

ASIC’s Sydney office has been the primary focus for 2012–13. Several new initiatives were introduced, including improvements in the use and functionality of lighting and air-conditioning sensors, as well as the removal or replacement of inefficient lighting. The office also saw the introduction of ‘perimeter daylight harvesting’ to automatically reduce artificial lighting when there is sufficient natural light available.

The introduction of these initiatives has resulted in an energy reduction within the Sydney office of over 15% when compared with the same period in the previous year.

During 2011–12, ASIC joined the 10% Challenge – an initiative of Do Something! Campaign – which aims to reduce energy consumption by 10%. Using the base year of 2009–10, and building on the continual improvements already made as well as implementing various energy efficient practices, ASIC exceeded the 10% challenge in December 2012 by achieving a 13% reduction in overall energy consumption since 2010.

### Waste

Accurate reporting of waste and recycling is difficult as ASIC leases all of its premises, predominantly within multi-tenanted buildings. However, recycling arrangements have been established in all ASIC’s offices for paper and co-mingled products.

As part of ASIC’s commitment to reduce landfill and help safeguard our environment from contamination, ASIC has introduced mobile phone, fluorescent light and battery recycling programs in all its offices.

## Environmental performance *continued*

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### Water

The landlord for the ASIC Sydney office has recently introduced the use of grey water in all toilets within the building, which is expected to provide significant water consumption savings.

### Information technology

A 'centralisation' program has commenced that will result in a significant amount of dated IT equipment being retired and the majority of equipment removed from local offices and distributed to one of two data centres.

The centralisation project will allow ASIC to reduce the size of its local office server rooms while also reducing power and cooling requirements in the buildings. It is expected that this change will positively impact ASIC's National Australian Built Environment Rating System (NABERS) ratings for a range of sites.

ASIC has also proposed to replace the current 'virtual machine' desktops with an all-in-one desktop terminal in 2013–14. We anticipate that the new desktops will draw 50% less power than ASIC's current terminals.

### Travel

ASIC is a contributor to the Greenfleet biodiversity program, which offsets its vehicle emissions by planting native trees to establish a biodiverse forest. Greenfleet has planted 170 native trees to offset the 45.31 tonnes of CO<sub>2</sub> emissions ASIC generated from 1 February 2012 to 31 January 2013.

The Government has set a target of 28% of all fleet vehicles achieving a Green Vehicle Guide rating of 10.5 or better. Ninety four percent of ASIC's fleet meets this target, with over a third of the total fleet being hybrid vehicles.

The kilometres travelled in our vehicle fleet have reduced by 31%, due in part to an increased uptake in the use of car sharing options in Melbourne, Sydney and Brisbane.

ASIC's use of video conferencing increased by 4% in 2012–13. We continue to promote video conferencing as a preferred alternative to air travel.

### Property

ASIC is committed to ensuring that sustainability measures are included in lease agreements.

As at June 2013, 75% of ASIC's property leases featured sustainable initiatives.

In order to comply with the Commonwealth Property Management Framework and reduce its environmental footprint, ASIC has actively reduced its property portfolio to improve its space efficiency. During 2012–13, ASIC divested 2.06% of total occupied space, resulting in a:

- ◆ 10% reduction in space at the Brisbane office
- ◆ 15% reduction in space at the Perth office
- ◆ 17% reduction in space at the Hobart office
- ◆ 11% reduction in space at the Melbourne office.

This reduction has significantly contributed to reductions in energy usage.

ASIC strives to continue to build on our environmental achievements by exploring new opportunities to reduce energy and emissions, waste and water consumption.

The implementation of ASIC's Environmental Management Improvement Plan will be a key mechanism to improve environmental performance during 2013–14.