



3

PEOPLE, COMMUNITY AND THE ENVIRONMENT

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3.1 ASIC's people

3.1.1 Workforce planning

In 2014–15, we focused on workforce planning across the regulatory business and identified the capabilities required for ASIC now and over the next five years. These areas include data analytical and statistical skills, leveraging digital technology and applying behavioural insights to regulatory work.

3.1.2 Work health and safety

In 2014–15, we emphasised psychological wellbeing, with learning programs delivered to 300 ASIC people leaders on promoting mental health in the workplace. We updated our online mandatory training module to include references to workplace psychological hazards.

Our early intervention strategy, together with our proactive in-house case management throughout 2014–15, contributed significantly to a reduction in compensable injuries.

Only one compensable injury occurred, down from seven in 2013–14, with no new psychological injuries in 2014–15. This has contributed to a reduction of over \$1 million to our 2015–16 forecast workers compensation premium.

3.1.3 Leadership

ASIC has supported the development of women in senior roles through a number of mentoring programs: Women in Law Enforcement Strategy, known as WILES (two SES mentors, and four

executive level female mentees) and Women in Banking and Finance (four SES mentors, and four executive-level female mentees).

The talent program continues, with a focus on development opportunities for high-performing staff. Commission reviews succession and talent plans every six months.

This year we introduced a project for high-performing Executive Level 1 and 2 staff to work on a real business issue with an expert coach and executive sponsorship. The objective is to give a group of six staff the opportunity to work on a strategic issue outside their business area, and for the organisation to benefit from their efforts. The project is done on top of the participants' usual roles. The project topic is payday lending.

We also delivered our core leadership programs to people leaders.

3.1.4 Learning and development

Learning initiatives and professional networks

Learning is core to the work our teams do, and informal on-the-job learning and information sharing was a large part of what we focused on in 2014–15. The People and Development Learning team worked with Learning Champions from the business to deliver formal learning initiatives in line with what teams needed.

Learning initiatives

Category	Initiatives delivered	Number of completions
Compliance	14	11,513
Professional and technical	89	5,392
Leadership	12	764
Behavioural	20	1,049
Business	108	1,544
Total 2014–15	243	20,262
Total 2013–14	167	9,750

In 2014–15 we delivered 243 learning initiatives on compliance, professional and technical, leadership, behavioural and business topics.

We established a new professional network, Regulatory Practice, to build skills and support the professional development of regulatory staff.

We also reviewed our teams' capabilities, based on our learning frameworks:

- ♦ business learning framework – to build capabilities such as stakeholder management, project management and learning agility
- ♦ technical and professional learning framework – to build capabilities such as regulatory expertise, legal acumen, and surveillance and investigative skills
- ♦ leadership learning framework – to build capabilities such as communicating with influence and shaping strategic thinking
- ♦ behavioural learning framework – to build capabilities such as performance management, coaching and cultural awareness.

3.1.5 Staff engagement

The 2014 ASIC Pulse Staff Survey was conducted in July 2014 with 79% of employees taking part. The results revealed a consolidation of some very strong gains from 2011 and 2012. The 2014 ASIC Pulse Staff Survey showed staff perceptions and attitudes towards the three key measures of employee engagement – overall satisfaction, loyalty and commitment – have trended in a positive direction since 2010 and remain solid. Staff perceptions of ASIC leaders, at different levels, are also positive.

3.1.6 Enterprise Agreement

The Enterprise Agreement bargaining team met throughout this year. The proposed agreement went to a ballot in September 2015, but was not endorsed by the majority of staff who participated in the vote.

3.1.7 Redundancies

In 2014–15, ASIC business units reviewed their structure in response to budget cuts and to improve efficiency. As a result, 50 staff left ASIC via redundancies in the 2014–15 financial year.

Industrial arrangements for ASIC staff, as at 30 June 2015

Classification	ASIC Act s120(3)	AWA ¹	EA ²	Total
ASIC 1			37	37
ASIC 2			220	220
ASIC 3			247	247
ASIC 4			354	354
Exec 1			419	419
Exec 2			478	478
SES	22	13	9	44
ASIC Act	45			45
Total	67	13	1,764	1,844

1. Australian Workplace Agreement.

2. Enterprise Agreement.

3.1 ASIC's people continued

Performance payments, 2014–15, by classification¹

Classification	No. of recipients	Aggregate	Minimum	Maximum	Average
ASIC 4	300	\$976,206	\$571	\$13,116	\$3,254
Exec 1	424	\$2,188,240	\$764	\$16,199	\$5,161
Exec 2	515	\$4,417,510	\$797	\$23,473	\$8,578
SES	44	\$777,327	\$7,087	\$34,417	\$17,667
Total	1,283	\$8,359,283			

1. Includes payments for the 2013–14 performance year which were paid in 2014–15, plus any pro-rata payments for the 2014–15 performance year for staff who left ASIC in 2014–15.

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

ASIC employees, by location^{1,2,3}

Classification	Vic.		NSW		Qld		WA		
	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	
Chairman			1	1					
Deputy Chairman			1	1					
Member	1	1	2	2					
SES	12	11	29	29	1	1	2	2	
Exec 2	142	143	225	245	38	36	26	28	
Exec 1	107	111	183	211	34	36	30	32	
ASIC 4	135	137	115	122	38	47	21	13	
ASIC 3	104	114	53	70	20	24	8	14	
ASIC 2	148	169	14	23	9	14	5	9	
ASIC 1	23	30	1	2	1	1	1		
Total	671	715	625	706	142	158	94	98	

1. Net average number over 12 months on net FTE basis (i.e. excluding FTEs working on capital projects).

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

3. Excludes contractors and secondees from other agencies.

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

Salary ranges per annum, 2014–15

Grade	Minimum per annum	Maximum per annum
ASIC 1	\$42,409	\$46,872
ASIC 2	\$49,321	\$59,007
ASIC 3	\$62,867	\$72,063
ASIC 4	\$75,225	\$85,160
Exec 1	\$98,583	\$114,032
Exec 2	\$111,677	\$156,488
SES	\$164,419	\$300,226

	SA		ACT		Tas.		NT		Total	
	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14
									1	1
									1	1
									3	3
	1	1				1			45	45
	7	9	5	5	7	7			451	473
	12	11	1	2	3	4	1	1	371	408
	18	15	2	2	1				330	336
	9	14	1	1	2	3		2	198	242
	6	16		1	2	2			185	234
									26	33
	53	65	10	11	14	17	1	3	1,609	1,773

3.1 ASIC's people continued

Combined totals for Commissioners, employees under ASIC Act and under Public Service Act 1999, by gender^{1,2,3}

Classification	Ongoing full-time				Ongoing part-time				
	Female		Male		Female		Male		
	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	2014–15	2013–14	
Appointee									
Chairman									
Deputy Chairman									
Member									
ASIC Act	1		3		1				
SES		1							
Exec 2			2		1				
Exec 1			1						
Public Service Act	558	648	583	680	184	192	16	18	
SES	7	5	11	11	3	3	1	1	
Exec 2	127	133	218	246	57	51	9	8	
Exec 1	105	133	177	193	46	42	2	4	
ASIC 4	158	156	111	116	28	30	2		
ASIC 3	91	120	44	82	13	13		1	
ASIC 2	65	97	21	30	34	50	2	4	
ASIC 1	5	6	1	3	3	2			
TOTAL	559	649	586	680	184	192	16	18	

1. Net average number over 12 months on net FTE basis (i.e. excluding FTEs working on capital projects).

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

3. Excludes contractors and secondees from other agencies.

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

	Non-ongoing full-time				Non-ongoing part-time				Total	
	Female		Male		Female		Male			
	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14
	1	1	4	4					5	5
			1	1					1	1
			1	1					1	1
	1	1	2	2					3	3
	16	7	32	20	3	1			54	28
	6	7	16	18	1	1			23	26
	6		12	2	1				21	2
	4		3		1				10	
	116	107	70	70	19	21	4	3	1,550	1,740
									21	19
	4	4	13	24	1	3		1	429	469
	17	18	10	16	2	2	1	1	361	409
	21	23	10	8	1	1			330	335
	27	14	20	11	1	1	1	1	198	242
	40	39	15	8	8	7			185	234
	7	10	2	3	6	7	1	1	26	32
	133	115	106	93	22	22	4	3	1,609	1,773

3.2 Diversity at ASIC

ASIC is committed to a diverse workplace where all our people, our stakeholders and our communities are treated with fairness and respect.

3.2.1 Diversity Council

ASIC's Diversity Council provides leadership on all ASIC's diversity activities. Its priorities are:

- ♦ driving achievement of gender targets
- ♦ embedding diversity of thought in the way we do business and make decisions
- ♦ developing relationships with other agencies, diversity-related groups and the corporate sector to build our expertise and network.

The Diversity Council includes people from across the business, as well as outside ASIC, and the Chairs of the various diversity committees.



His Excellency the Hon Hieu Van Le, Governor of South Australia – formerly a manager at ASIC – was special guest speaker for our Diversity Week in March 2015.

3.2.2 Women in leadership

A big part of our diversity strategy is supporting women in leadership and senior positions.

We continue to implement strategies to meet our voluntary calendar-year targets, as set out below. In 2014–15, we progressed further against these targets. We continued to meet our 50% target at Executive Level 1. At Executive Level 2, female representation has increased to 47%, which is a 3% rise since targets were established.

We are working towards our targets at the more senior levels, despite the challenges of cuts in overall staffing and the recruitment slow-down.

In March 2015, we celebrated International Women's Day and presented the annual Women in Leadership award to a female employee who demonstrated outstanding leadership.

In 2015, ASIC also became a member of Women in Banking and Finance, an initiative that broadens access to programs and education, including building expertise and networks.

3.2.3 Multicultural Access and Equity Plan

ASIC recognises we can engage with communities from culturally and linguistically diverse (CALD) backgrounds to help improve access and equity to ASIC's services. We have developed a multicultural plan to guide these initiatives.

Achievements include prioritising calls to our Customer Contact Centre from callers using the Translating and Interpreting Service, which has reduced call waiting times for these callers and their interpreters.

Targets for women in leadership

	Actual, as at 30 June 2015	Actual, as at 30 June 2014	2016 target	2015 target	2014 target
SES	36.36%	37.50%	50%	50%	47%
Exec 2	46.93%	44.42%	50%	50%	50%
Exec 1	52.58%	51.05%	50%	50%	50%

We continue to enhance staff training to raise cultural awareness and understanding. We have designed a cultural awareness learning module which has been implemented across the organisation.

Through our business plans, we continue to review multicultural access and equity initiatives and embed them in our work.

3.2.4 Reconciliation Action Plan

ASIC recognises we can help close the gap on Indigenous disadvantage and build on our diverse workforce. We are doing this by creating partnerships with Aboriginal and Torres Strait Islander consumers and communities. Refer to section 3.4 for more details on these initiatives.

ASIC's commitment to reconciliation goals is outlined in our third Reconciliation Action Plan. One of the plan's goals was to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. At 30 June 2015, we employed 10 ongoing employees who identify as Indigenous, an increase of 25% from 2013–14. We also employed one non-ongoing employee who identified as Indigenous (decreasing from three at 30 June 2014).

We are participating in the 2016 APS Graduate and Traineeship Programs and also have an Indigenous cadet who is completing a university degree while working at ASIC.

The Jawun secondment program continues to be a valuable experience for employees. Jawun Indigenous Corporate Partnerships forms partnerships with companies, Indigenous leaders and communities by seconding employees from across corporate Australia to help with specific projects.

Other employment initiatives include specific recruitment policies to attract Indigenous candidates. In 2016, ASIC will set an Indigenous employment target.

3.2.5 Rainbow Network

ASIC has set up a Rainbow Network to raise awareness in the workplace of LGBTI (lesbian, gay, bisexual, transgender and intersex) issues. ASIC has also become a member of Pride in Diversity, which will enable us to draw on best practice in LGBTI inclusion.

3.2.6 Accessibility

In 2015, ASIC established an accessibility committee to ensure our workplace and services are accessible to people with a disability.

We aim to eliminate barriers, support disability awareness initiatives and encourage training and career development opportunities for people with a disability.

We are currently developing an Accessibility Action Plan.



ASIC manager Tim Matthews (centre) and Craig Brent from KPMG (left), secondees to the Jawun program in November 2014, presenting a project summary to Jawun senior executive sponsors and MijWatch Health in the Galiwin'ku community, Elcho Island, North East Arnhem Land.

3.2 Diversity at ASIC continued



3.3 ASIC in the community

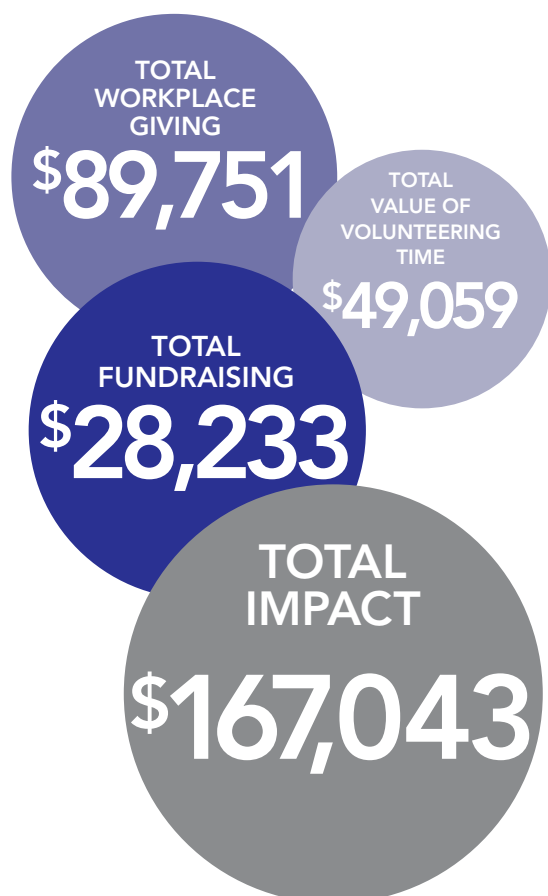
ASIC's community engagement program, ASIC in the Community (AITC) provides opportunities for staff to contribute funds, time and in-kind support to the communities in which we live and work.

AITC provides a number of channels for ASIC's people to contribute to the community. These include:

- ♦ workplace giving
- ♦ fundraising
- ♦ volunteering and pro bono opportunities.

3.3.1 Community impact

ASIC in the Community's impact is measured by adding funds donated through workplace giving, the value of staff hours volunteered and the total funds raised through events.



Workplace giving

ASIC's Workplace Giving program makes donating simple and tax effective, and provides a steady flow of funds for charities.

In March 2015, the program was relaunched with a focus on three charities involved in areas of importance to ASIC's staff:

- ♦ The Smith Family – for education
- ♦ White Ribbon Australia – advocating against domestic violence
- ♦ StreetSmart Australia – addressing homelessness.

In 2014–15, almost 10% of ASIC staff participated in the Workplace Giving Program, up from 8% in 2013–14. They donated a total of \$89,751, which was distributed to 38 registered charities.

Fundraising at ASIC

In 2014–15, we raised \$28,233 through fundraising events. Highlights included:

- ♦ Pink Ribbon events in all offices, raising \$2,000 for the Cancer Council of Australia
- ♦ ASIC's national Movember campaign raised \$11,000 for men's health
- ♦ the ASIC Graduate Group in 2014 raised \$10,600 for The Smith Family.

Volunteering and pro bono work

Volunteering is an important way ASIC people give back to the community. ASIC supports this by providing a day's paid leave per calendar year for all staff.

In 2014–15, 8% of ASIC's staff volunteered to the value of \$49,059. This included:

- ♦ 18 staff from the Deposit-takers, Credit and Insurers (DCI) team volunteered at the Holdsworth Street Community Centre in Woollahra, Sydney
- ♦ 30 ASIC lawyers in Canberra, Sydney, Brisbane, Perth and Melbourne did pro bono legal work for the National Children's and Youth Law Centre. This centre is a leader in human rights issues for young people.
- ♦ regular volunteer stints by 25 ASIC staff at the Sacred Heart Mission in St Kilda, Melbourne, helping to provide free, hot nutritious meals to those in need.

3.3.2 Graduate Group Charity Projects

Each year, ASIC recruits highly talented people through its graduate program. The graduates are enthusiastic participants in ASIC in the Community, and undertake a specific charity project over six months of their first year.

In 2015, ASIC graduates raised money for StreetSmart Australia, which takes action against homelessness through small, grassroots services and projects that provide critical services and emergency aid, and by promoting social inclusion, empowerment and sustainable change for people who are homeless or at risk of becoming homeless.

3.3.3 National Speakers Program

ASIC in the Community also runs National Speakers events for staff, featuring speakers and ambassadors from our charity partners.

We do this to encourage our people in their community activities and help staff learn more about the impact of their contributions.

Highlights of the 2014–15 National Speakers Program included:

- ♦ The Hon Susan Ryan AO, Age Discrimination Commissioner, spoke on International Women's Day 2015
- ♦ Dr Tom Calma, a senior Indigenous leader, spoke on the Close the Gap campaign
- ♦ Adam Robinson, CEO of StreetSmart Australia, spoke about homelessness and StreetSmart's work.



Chairman Greg Medcraft (centre right) and Commissioner Greg Tanzer (centre left) with ASIC graduates during their induction in January 2015.

3.4 Indigenous awareness and action at ASIC

ASIC is committed to providing services to Aboriginal and Torres Strait Islander consumers in a way that is equitable, responsive and relevant to their needs.

3.4.1 Engagement with Indigenous consumers and investors

Indigenous consumers are particularly vulnerable to exploitation, and ASIC continues to deliver an Indigenous Outreach Program (IOP) to ensure problems are identified at an early stage, and that investigations occur in a culturally appropriate way.

Factors that disadvantage some Indigenous consumers when dealing with financial services providers include low financial literacy, limited English (which may be a second or third language), and geographical factors, including distance from services and limited local infrastructure which limit access to advice and advocacy. Our IOP works to address these issues through various streams of work, which include:

- ♦ outreach – working with Indigenous communities and financial counsellors on targeted issues relevant to these communities
- ♦ financial literacy work – the development and distribution of financial literacy materials for Indigenous consumers

- ♦ compliance work – gathering intelligence about financial services providers engaging in misconduct that impacts on Indigenous consumers, and taking regulatory action where appropriate
- ♦ industry liaison – working with key industry bodies to encourage the provision of appropriate products and services to the Indigenous community.

ASIC is seen as a leader in Indigenous consumer protection and we regularly take action that aims to prevent misconduct that disadvantages Indigenous consumers (see pages 31 and 42).

3.4.2 Other initiatives

Through its third Reconciliation Action Plan (RAP), ASIC shows its commitment to Indigenous people and reconciliation. In 2014–15, we:

- ♦ supported two staff secondments to the Murray Goulburn Valley and Nhulunbuy areas, as part of our Jawun Indigenous Corporate Partnership
- ♦ completed an internal Indigenous financial literacy literature review which will inform future work
- ♦ developed a protocol for investigations involving Indigenous consumers which ensures culture is taken into account
- ♦ developed a Welcome to Country/ Acknowledgement of Country protocol pack
- ♦ engaged a broad range of ASIC staff through events to celebrate both Reconciliation and NAIDOC weeks.



Ashley Truscott (right), an analyst with ASIC's Indigenous Outreach Program, meeting with coordinator Barry Winmar at Fairbridge, Western Australia, following a financial literacy workshop to the Bindjareb group, an interned Indigenous group guaranteed employment in the mining industry upon release from a prison farm.

3.5 Environmental performance

In 2014–15, ASIC continued to improve on its environmental performance. Our new Environmental Management Improvement Plan 2015–17 identifies ongoing and new opportunities for achieving this objective.

3.5.1 Key statistics

ASIC energy consumption

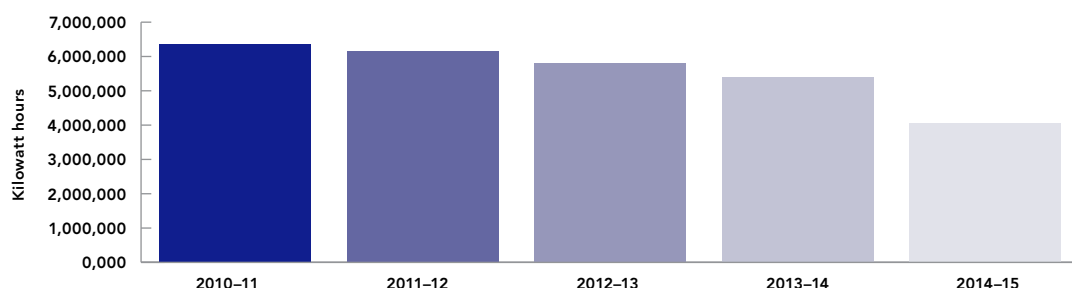
Descriptor	2014–15	% change from 2013–14	2013–14	2012–13
Light and power – ASIC tenancies (kWh)	3,051,459*	-21%	3,868,746	4,178,094
MJ per person	5,941	-16%	7,038	7,373
Light and power – ASIC computer centres (kWh)	994,354	-10%	1,109,868	1,183,106
MJ per m ²	6,882.7	-14%	8,023	8,184
Transport energy (GJ)	251	18%	213	536

* Includes estimated supply costs.

ASIC not only maintained the reduction in our energy consumption achieved in previous years, but achieved reductions across all ASIC offices.

The Energy Efficiency in Government Operations Policy sets a target of electricity consumption of 7,500 MJ or less per person. ASIC has met this target for the last three years, with a year-on-year reduction in electricity consumption per person.

Total electricity consumption for all sites



3.5.2 Environmental performance in detail

Energy efficiency

Current and ongoing energy efficiencies include:

- ♦ retaining some servers offsite, reducing onsite server room size and enabling consolidation of equipment, cutting energy consumption and heating/cooling requirements
- ♦ reducing the Perth office footprint by almost 1,000 m², which will lead to significant energy consumption reductions

- ♦ using energy-efficient compact fluorescent tubes, and LED lighting in suitable areas
- ♦ motion sensors to control lighting in infrequently used areas.

Waste

Our office kitchens have recycling stations to help staff dispose of waste between landfill and co-mingled recycling waste. All paper and cardboard waste is recycled, with classified waste paper securely shredded and re-used.

3.5 Environmental performance *continued*

Our offices recycle fluorescent lighting tubes and lamps, batteries, toner cartridges and mobile phones. We continue to recycle redundant IT equipment through Greenbox Australia, which provides a zero-landfill service.

The Perth office fitout maximised re-use of existing fitout materials by re-using 100% of loose furniture and 90% of workstations. This contributed to minimising project waste sent to landfill.

Water

Our Brisbane office building achieved a 4-star NABERS water rating, while our Melbourne office building achieved a 3-star rating. The landlords have implemented water saving initiatives, including flow restrictors and rainwater capture.

Information technology

Initiatives to minimise environmental impacts include:

- ♦ centralisation of servers from regional offices to offsite data centres, which has seen an energy saving of almost 20% over the last year
- ♦ retiring older storage equipment in data centres for newer more energy-efficient devices
- ♦ migration off outdated servers on to energy-efficient blade and virtual servers
- ♦ use of duplex printing and photocopying as a default setting to cut paper use and printing
- ♦ use of power-saving modes for ICT equipment when not in use.

Travel

ASIC's transport energy consumption increased 18% in 2014–15, compared to 2013–14, but the result is still a 53% reduction compared to 2012–13.

We actively promote a range of alternatives to air and private motor vehicle travel for staff.

Since 2010–11, the number of ground kilometres travelled by ASIC staff (other than on public transport) has fallen by over 50%.

We promote the use of public transport where possible for work-related travel. Staff in ASIC's Adelaide, Brisbane, Melbourne and Sydney offices, where the GoGet carshare service

operates, are encouraged to use this service as an alternative to fleet vehicles. Our use of GoGet in 2014–15 was 49% higher than in 2013–14 and our use of fleet vehicles was 24% lower (measured by kilometres travelled). The net result for ASIC was a reduction of 24,300 kilometres travelled by our staff.

During 2014–15, our vehicle fleet averaged a Green Vehicle Guide rating of 15 (of a possible 20, and combining both air pollution and greenhouse ratings) which is an increase on previous years.

We continue to promote video conferencing as a preferred alternative to air travel and ASIC usage of this 'green technology' has increased by 27% over the five years from 2010–11. This technology provides an environmentally beneficial solution for meetings and training, with a significant reduction in carbon emissions, often close to 100%, as opposed to air travel, which increased slightly in 2014–15.

Property

ASIC has reduced its property portfolio, improving space efficiency, reducing our environmental footprint and complying with the Commonwealth Property Management Framework. We have achieved this through subleasing and space divestment and during 2014–15 we sublet a further 500 m² of space and divested an additional 1,217 m² as a result of a new Perth tenancy.

Our activities between 2012 and 2015 have seen a total property portfolio reduction of 10%.

The ASIC Flexibility and Design Principles incorporate a set of standards for our office fitouts that ensure positive environmental outcomes, including maximising use of natural light, project waste reduction to landfill and energy-efficient lighting.

We have collaborated with building management to participate in environmental initiatives, including Earth Hour.

Our new Environmental Management Improvement Plan 2015–17 identifies opportunities to further improve our environmental performance and in 2015–16 we will work to implement new initiatives.