PEOPLE, COMMUNITY AND THE ENVIRONMENT

3.1 ASIC's people

3.1.1 Workforce planning

In 2015–16, we identified the capabilities required for our regulatory business over the next five years, with a more immediate focus on developing stronger analytical and data skills. We also identified future capability requirements in our Strategy Group, Chief Legal Office and Information Technology teams.

The ASIC talent program has focused on developing the leadership skills of high potential employees. The Commission reviews succession and talent plans every six months. We also continued to run programs for our current leadership in core leadership and management skills.

3.1.2 Work health and safety

ASIC focused on early intervention strategies in respect of our work health and safety program. These and our proactive in-house case management have meant the rate of claims has continued to fall, with zero compensable injuries recorded in 2015–16.

In 2015–16 our activities were designed to reduce risk and promote the personal health and wellbeing of staff. Key initiatives included the ASIC Corporate Walking challenge in which 550 staff participated and the October 'Mental Health' Month which focused on promoting psychological well-being. We offer other initiatives that support staff well-being including flu vaccinations and health related product discounts. The winter health promotion resulted in approximately 900 vaccinations administered in April 2016 and the Active Workplaces promotion was introduced in June 2016.

3.1.3 Learning and development

Learning initiatives and professional networks

In 2015–16 we delivered 217 learning initiatives (including educational courses) on compliance, professional and technical, leadership, behavioural and business topics.

ASIC's learning frameworks are a key component of our approach to building capability. The frameworks are implemented through our Professional Networks and Communities of Practice. We use our Learning Management System to monitor the capability development of team members. Our Legal Coaching Program includes the capabilities from the Legal Framework which form the basis of the coaching plans for lawyers.

In 2015–16, we developed the Data Analyst Learning Framework and established a Professional Network.

On-the-job learning and information sharing continued to be a key area of focus for ASIC in 2015–16. The People and Development team created a Team Learning Champion Blog and Discussion Forum for teams to collaborate and share learning initiatives (including educational courses) and needs across the organisation.

Learning initiatives

Category	Initiatives delivered	Number of completions
Compliance	14	10,069
Professional and technical	87	5,831
Leadership	4	116
Behavioural	16	555
Business	96	2,431
Total 2015–16	217	19,002
Total 2014–15	243	20,262

We are currently exploring other collaborative tools to provide ways for ASIC teams to build relationships and make their work more visible. The introduction of SharePoint (content management software) in 2016 has provided teams with a range of tools that support a collaborative workplace and shared approach to learning. The move to Sharepoint has been supported by ASIC's 'share everything you can' approach which aims to limit the practical impediments to the sharing of information across ASIC. For example, SharePoint provides a 'follow' feature which promotes sharing of work across teams. A number of our Professional Networks and Communities of Practice are also using discussion forums and blogs to promote greater collaboration, as are teams and individuals, to continue to openly share more of our work.

3.1.4 Staff benefits

We continued to provide professional learning and other benefits for staff in 2015–16, such as:

- up to 15.4% superannuation contribution
- annual performance bonus paid to ASIC 4 and executive level employees (see 2015–16 performance payments on page 106)
- reward and recognition programs, including individual and team awards
- flexible working arrangements, including flex time for ASIC 1 to ASIC 4 employees

- study assistance and payment of relevant professional association membership for ongoing employees
- opportunities for in-house CLE and CPD training.

3.1.5 Staff engagement

The 2016 Australian Public Service (APS) Employee Census was conducted in May and June 2016 with 58% of employees taking part. The results showed we have maintained our strong results in job and agency engagement, leadership and commitment.

3.1.6 Enterprise Agreement

The ASIC Enterprise Agreement 2016–2019 was endorsed by the majority of staff in April 2016. The three-year agreement delivers a 2% per annum salary increase.

3.1.7 Removal of ASIC from the Public Service Act

The Government agreed to the ASIC Capability Review's recommendation that we should be removed from the Public Service Act. We are working with Treasury to implement the legislative changes required to remove ASIC from the Public Service Act.

Industrial arrangements for ASIC staff, as at 30 June 2016

Classification	ASIC Act s120(3)	AWA[1]	EA[2]	Total
ASIC 1			30	30
ASIC 2			312	312
ASIC 3			254	254
ASIC 4			327	327
Exec 1			396	396
Exec 2			433	433
SES	15	13	10	38
ASIC Act	36			36
Total	51	13	1,762	1,826

1. Australian Workplace Agreement.
2. Enterprise Agreement.

3.1 ASIC's people continued

Performance payments, 2015–16, by classification[1]

Classification	No. of recipients	Aggregate	Minimum	Maximum	Average
ASIC 4	287	$933,460	$555	$21,530	$3,252
Exec 1	403	$2,230,062	$910	$17,770	$5,534
Exec 2	520	$4,397,842	$797	$20,926	$8,457
SES	45	$746,287	$7,087	$30,023	$16,584
Total	1,255	$8,307,651			

1. Includes payments for the 2014–15 performance year which were paid in 2015–16, plus any pro-rata payments for the 2015–16 performance year for staff that left ASIC in 2015–16.

ASIC employees, by location[1,2,3]

Classification	Vic. 2015–16	Vic. 2014–15	NSW 2015–16	NSW 2014–15	Qld 2015–16	Qld 2014–15	WA 2015–16	WA 2014–15
Chairman			1	1				
Deputy Chairman			1	1				
Member	1	1	2	2				
SES	12	12	29	29	1	1	2	2
Exec 2	144	142	209	225	36	38	28	26
Exec 1	100	107	180	183	31	34	23	30
ASIC 4	124	135	103	115	35	38	17	21
ASIC 3	97	104	89	53	27	20	9	8
ASIC 2	144	148	15	14	14	9	5	5
ASIC 1	30	23	1	1		1		1
ASIC Act	6		24		3		1	
Total	657	671	654	625	146	142	85	94

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, 2015–16

Grade	Minimum per annum	Maximum per annum
ASIC 1	$42,409	$47,809
ASIC 2	$49,321	$60,187
ASIC 3	$62,867	$73,504
ASIC 4	$75,225	$86,863
Exec 1	$98,583	$116,313
Exec 2	$111,677	$159,618
SES	$163,478	$300,226

	SA		ACT		Tas.		NT		Total	
	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15
									1	1
									1	1
									3	3
		1							44	45
	5	7	7	5	6	7			436	451
	12	12	3	1	2	3	1	1	351	371
	18	18	4	2	2	1			304	330
	8	9		1	1	2			230	198
	15	6	1			2			193	185
									31	26
									34	
	58	53	15	10	11	14	1	1	1,627	1,609

3.1   ASIC's people continued

Combined totals for Commissioners, employees under ASIC Act and under Public Service Act, by gender[1,2,3]

Classification	Ongoing full-time Female 2015–16	Ongoing full-time Female 2014–15	Ongoing full-time Male 2015–16	Ongoing full-time Male 2014–15	Ongoing part-time Female 2015–16	Ongoing part-time Female 2014–15	Ongoing part-time Male 2015–16	Ongoing part-time Male 2014–15
Appointee								
Chairman								
Deputy Chairman								
Member								
ASIC Act	1		2	3	1	1		
SES								
Other ASIC Act employees	1		2	3	1	1		
Public Service Act	577	558	595	583	183	184	21	16
SES	6	7	11	11	3	3	1	1
Exec 2	125	127	216	218	60	57	12	9
Exec 1	104	105	165	177	48	46	4	2
ASIC 4	138	158	112	111	26	28	2	2
ASIC 3	103	91	61	44	13	13		
ASIC 2	91	65	28	21	29	34	2	2
ASIC 1	10	5	2	1	4	3	1	
TOTAL	578	559	597	586	183	184	21	16

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			
	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15
	1	1	4	4					5	5
			1	1					1	1
			1	1					1	1
	1	1	2	2					3	3
	19	16	32	32	2	3	1		58	54
	7	6	16	16	1	1			23	23
	12	10	16	15	1	2	1		34	31
	98	116	63	70	24	19	5	4	1,565	1,550
									21	21
	5	4	15	13	3	1			436	429
	16	17	11	10	3	2		1	351	361
	18	21	7	10	2	1			304	330
	29	27	22	20	2	1		1	230	198
	26	40	8	15	7	8	3		193	185
	6	7	1	2	8	6	1	1	31	26
	118	133	99	106	26	22	5	4	1,627	1,609

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 the 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.

3.2.2 Women in ASIC

A significant 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 for women in leadership roles, as set out below. In 2015–16, 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 49%. The previously static figure at SES Level has increased to 40%.

We also continue to support the development of women in senior roles through a number of mentoring programs: Women in Law Enforcement Strategy, known as WILES (four SES mentors, and four executive level female mentees) and Women in Banking and Finance (four SES mentors, one executive level mentor, and five executive level female mentees).

We have piloted a mentoring program for Executive Level 1 women, which gives mentees the opportunity to reflect on their development needs, seek advice and guidance on matters that are important to them, and actively work with mentors to achieve their goals. In 2015–16, a total of 46 mentor–mentee partnerships were matched under the program.

The International Women's Day event was celebrated in March 2016 with former Queensland Premier Anna Bligh as ASIC's special guest speaker. The event closed with the announcement of the 2016 Women in Leadership award which was presented to Joanne Harper, who demonstrated outstanding leadership.

In 2016, we also implemented a number of other initiatives which raised the profile of our current female workforce. We launched the Mentoring Program with several mentees and mentors eager to participate. We also re-launched the 'Keeping You Connected' events, which are designed to provide employees on extended leave with an update on policies and current issues.

Our women of the future were celebrated in ASIC's inaugural launch of the 'Bring Your Daughters to Work Day' event in October 2015.

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 successfully reached the conclusion of our Multicultural Access and Equity Plan 2013–15, and as per government requirements have reported on our progress.

Targets for women in leadership

	Actual, as at 30 June 2016	Actual, as at 30 June 2015	2017 target	2016 target	2015 target
SES	39.53%	36.36%	50%	50%	50%
Exec 2	48.94%	46.93%	50%	50%	50%
Exec 1	51.06%	52.58%	50%	50%	50%

Key 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.

We continue to enhance staff training to raise cultural awareness and understanding. We implemented a cultural awareness learning module with 90% of employees having now completed this module.

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

We have finalised ASIC's Access and Equity Plan for 2017 to guide further initiatives aimed at responding to the needs of Australians from CALD backgrounds. Our focus will be on further developing staff skills and awareness of cultural competence, embedding access and equity initiatives into our business plans and continuing to deliver on the Telephone and Interpreter Service program of work.

3.2.4 Disability reporting mechanism

Since 1994, non-corporate Commonwealth entities have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–2008, reporting on the employer role was transferred to the Australian Public Service Commission's *State of the Service* reports and the *APS Statistical Bulletin*. These reports are available at **www.apsc.gov.au**. From 2010–11, entities have no longer been required to report on these functions.

The Commonwealth Disability Strategy has been superseded by the National Disability Strategy 2010–2020, which sets out a 10-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high-level, two-yearly report will track progress against each of the six outcome areas of the strategy and present a picture of how people with disability are faring. The first of these progress reports was published in 2014, and can be found at **www.dss.gov.au**.

3.2.5 Accessibility

In November 2015, ASIC established the 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.

During Diversity Week the Accessibility Committee launched its first Accessibility Action Plan. The Accessibility Committee also arranged for Professor Ron McCallum AO to speak to ASIC staff. Professor McCallum is a prominent advocate for people with disabilities and gave an inspiring speech. A video recording and transcript of his speech was made available to staff.

3.2.6 Rainbow Network

ASIC's Rainbow Network was established in 2015 to raise awareness of LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex) issues and to support staff. Throughout the year the Rainbow Network has focused on expanding its membership. Through our partnership with Pride in Diversity, we have also delivered an online training module to ASIC staff focusing on LGBTI awareness in the workplace.

Professor Ron McCallum AO, with ASIC Accessibility Committee member Liana Ignatius-Holub.

3.3 ASIC in the community

ASIC in the Community is an engagement program that provides staff with a range of opportunities to make a positive impact on the communities in which we live and work, including:

- 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. In 2015–16, ASIC staff contributed $167,130 to the community.

Workplace giving

ASIC's workplace giving program provides a steady income stream for charities through simple and tax effective donations.

In 2015–16, 9% of ASIC employees participated in workplace giving. A total of $101,659 worth of donations was distributed across 40 charities. The top three charities supported were:

- The Smith Family
- World Vision
- Médecins Sans Frontières.

TOTAL WORKPLACE GIVING
$101,659

TOTAL FUNDRAISING
$26,256

TOTAL VALUE OF VOLUNTEERING TIME
$39,215

TOTAL IMPACT
$167,130

Fundraising at ASIC

ASIC in the Community facilitates national fundraising events in all of our offices. In 2015–16, we raised $26,256 through these events. Some highlights included:

- the ASIC Graduate Group in 2015 raised $12,195 for StreetSmart Australia
- Australia's Biggest Morning Tea raised $2,057 for the Cancer Council
- ASIC's national Movember campaign raised $5,000 for men's health.

Volunteering

In 2015–16, the total value of our volunteering was $39,215. ASIC staff volunteered in a range of activities, including:

- regular visits to the Sacred Heart Mission in St Kilda, Melbourne, where staff helped to provide free, hot nutritious meals to those in need
- The Smith Family's youth mentoring program, which is available in all states
- regular attendance at the Exodus Loaves and Fishes restaurant in Sydney, serving hot, free meals to disadvantaged people.

Pro bono work

In 2015–16, 38 of ASIC's lawyers volunteered in the National Children's and Youth Law Centre (NCYLC) Cyber Project, together with King & Wood Mallesons and Telstra. The project provides free legal advice in response to emails from children and young people. The work of NCYLC was recognised in September 2015 by an award from the National Association for Prevention of Child Abuse and Neglect.

3.3.2 Graduate Group Charity Projects

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

In 2016, the ASIC Graduate Group is actively fundraising for the Indigenous Literacy Foundation.
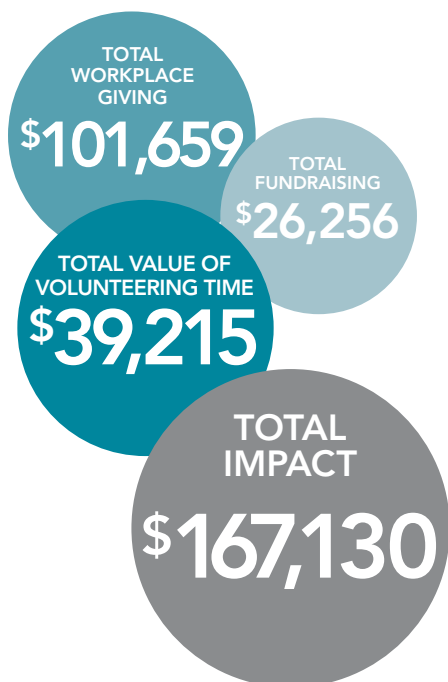
3.3.3 National Speakers Program

ASIC in the Community organises a number of National Speakers events throughout the year for staff.

These events provide an opportunity for our people to hear about the impact of their community contributions, and to learn more about various initiatives, such as ASIC's Reconciliation Action Plan.

Highlights of the National Speakers Program in 2015–16 included:

- May Yousif, a Smith Family Learning for Life Ambassador, spoke on the Smith Family's mission to change young people's futures through education
- Fred Chaney AO, a longstanding advocate for the rights of Indigenous Australians, spoke at our annual NAIDOC Week event
- Glen Miller from the Indigenous Literacy Foundation spoke at ASIC's Reconciliation Day event.

3.3.4 Harmony Day 2016

In 2016, ASIC in the Community organised the first national Harmony Day. The event recognised the cultural and ethnic diversity of all Australians through the sharing and celebration of food prepared by participating staff.

Members of the Adelaide Financial Services Enforcement team volunteered at the Variety Children's Christmas party. The event was a party for 1,850 children who are sick, disadvantaged or have special needs.

The National Children's Youth Law Centre Cyber Project team, including ASIC lawyer Thomas Hough (at right), receiving an award from the Governor-General, Sir Peter Cosgrove.

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 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.

ASIC's commitment to reconciliation goals is outlined in our third Reconciliation Action Plan. One of the plan's goals is to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. At 30 June 2016, we employed 13 employees who identify as Indigenous (11 ongoing and two non-ongoing). This is approximately an 18% increase from 2014–15.

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. The Jawun Indigenous Corporate Partnership forms relationships 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. ASIC will look to match the APS target of 2.5% Indigenous employment by 2018.

3.4.2 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 detected at an early stage, and that investigations occur in a culturally appropriate way.

Nathan Boyle, of ASIC's Indigenous Outreach team, consulting with community members in Yarrabah, North Queensland.

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, such as distance from services and limited local infrastructure. 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.

3.4.3 Other initiatives

In delivering on our 2015–16 Reconciliation Action Plan objectives, ASIC has demonstrated our ongoing commitment to Indigenous people and reconciliation. In 2015–16, we:

- supported staff secondments to the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara Women's Council in Alice Springs and Nyamba Buru Yawuru in the Kimberley, as part of our Jawun Indigenous Corporate Partnership
- developed three innovative animations targeted towards regional and remote Indigenous consumers. The animations focused on motor vehicle financing, consumer leases and book up (informal credit)
- grew our networks in the Indigenous recruitment space to help us in meeting our Indigenous employment target
- developed an Indigenous employee mentoring program to be piloted in 2016–17
- engaged a broad range of ASIC staff through events to celebrate both Reconciliation and NAIDOC weeks
- provided sponsorship towards supporting the NAIDOC National Indigenous Forum 'Knowledge – Strong Voices – Power'
- facilitated four pilot cultural awareness and information sessions across Sydney, Melbourne and Traralgon. These sessions included information about culture, history and communicating with Indigenous peoples through all areas of ASIC's work, and information about ASIC's IOP.

3.5 Ecologically sustainable development and environmental performance

In 2015–16, ASIC continued to improve its environmental performance through ongoing and new opportunities identified in our Environmental Management Improvement Plan 2015–17, as approved and endorsed by the ASIC Property and Environmental Management Board (APEMB). The progress and results of this work are monitored and reviewed by APEMB on a twice-yearly basis and are subsequently disseminated to all staff.

We have continued to engage with our staff on environmental initiatives and performance through intranet messages, signage, posters and induction content.

We work in accordance with all required Government policy, including:

- the Energy Efficiency in Government Operations Policy (EEGO Policy) which aims to improve the energy efficiency and reduce the whole of life cost and impact of government operations
- the Australian Government ICT Sustainability Plan 2010–15 (Sustainability Plan) which aims to assist government agencies to utilise ICT resources more effectively and reduce the environmental impact of their ICT operations.

3.5.1 Key statistics

ASIC energy consumption

Descriptor	2015–16	% change from 2014–15	2014–15	2013–14
Light and power – ASIC tenancies (kWh)	2,991,850	–2.0%	3,051,459	3,868,746
MJ per person	6,037	1.9%	5,941	7,038
Light and power – ASIC computer centres (kWh)	965,215	–2.9%	994,354	1,109,868
MJ per m^2	7,874	2.4%	7,687	8,023
Greenhouse gas emissions (tonnes CO_2-e) – attributed to all light & power	4,123	–3.3%	4,264	5,328
Gas (MJ) – Traralgon office only	2,569,234	–12.9%	2,949,558	2,684,423

Note: Data rounded.

Energy consumption includes sub-tenanted areas which are not separately metered.

We reduced our electricity consumption by almost 2.5% in 2015–16. This contributes to the overall downward trend of 32% less energy consumed from 2010–11 to 2015–16.

In 2015–16 our electricity consumption was 6,037 MJ per person, which exceeds the EEGO Policy required target of 7,500 MJ or less per person. ASIC has met this target for the last five years, with a 23% reduction over that period.
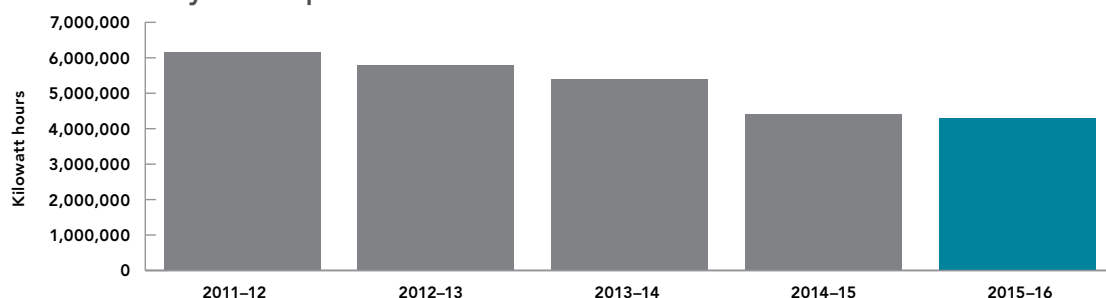
3.5.2 Environmental performance in detail

Energy efficiency

Current and ongoing energy efficiencies to minimise our environmental impacts include:

- a 44% reduction in consumption in Perth following the relocation to more energy-efficient premises in 2015
- retaining some servers offsite, reducing onsite server room size, energy consumption and heating/cooling requirements
- using energy-efficient compact fluorescent tubes and LED lighting in suitable areas
- using motion sensors to control lighting in infrequently used areas.

Total electricity consumption for all sites

Kilowatt hours (y-axis, scale 0 to 7,000,000)

Year	Electricity consumption
2011–12	~6,150,000
2012–13	~5,800,000
2013–14	~5,400,000
2014–15	~4,400,000
2015–16	~4,250,000

Waste

Current and ongoing initiatives to minimise the volume of ASIC waste sent to landfill and to support waste avoidance and recovery, include:

- meeting the Sustainability Plan's requirement to implement the use of 100% post-consumer recycled office paper in all offices
- print jobs not accessed by security cards in an allocated timeframe being automatically purged
- a mandated default setting of double sided printing for all staff
- continuing programs for staff to assist them to work more digitally

- the use of recycling stations in kitchen areas. All paper and cardboard waste is recycled, with classified waste paper securely shredded and re-used
- recycling 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.

Our landlords do not separately measure tenancy waste volumes and we continue to work with them towards achieving waste volume breakdown for each office. The following table sets out how our waste reductions were measured.

ASIC waste reductions

Descriptor	2015–16	% change from 2014–15	2014–15	2013–14
Office paper purchased by full time equivalent (A4 reams/FTE)	11	–8.3%	12	13
Percentage of office paper purchased with recycled content	99.81%	1%	98.81%	99.9%
Secure paper waste recycled (tonnes)	34	–18.5%	41.7	38.7
Toner cartridges recycled (kgs)	1,048	–9%	961	1,070
IT equipment recycled or re-used (tonnes)	6.5	–47.2%	12.3	24.9

Note: Data rounded.

Water

ASIC tenancies are not metered separately for water consumption. Our landlords have implemented water-saving initiatives like flow restrictors, use of grey water and rainwater capture. We also use water-efficient appliances in our offices.

Our Brisbane office building increased its NABERS water rating to 4.5 stars in 2016.

Information technology

Current and ongoing IT initiatives to minimise environmental impacts include:

- exploring cloud options which would result in a reduction in data centre infrastructure and energy consumption
- centralisation of servers from regional offices to offsite data centres, with an energy saving of almost 20%

3.5 Ecologically sustainable development and environmental performance continued

- retiring older storage equipment in data centres for newer more energy-efficient devices
- migration to energy-efficient blade and virtual servers
- use of power-saving modes for ICT equipment when not in use.

Travel

ASIC has retained nine fleet vehicles, and we continue to promote the use of public transport where possible for work-related travel. ASIC staff are encouraged to use the GoGet car share service where available.

We continue to promote the use of teleconferencing and video conferencing as preferred alternatives to air travel. This provides an environmentally beneficial solution for meetings and training.

Property

In compliance with the Commonwealth Property Management Framework, ASIC continues to improve space efficiency and to reduce our environmental footprint. In 2015–16, we reduced our total property portfolio by approximately 2.5% by subletting a further 949m² of space in our Melbourne and Brisbane offices.

ASIC has endorsed the implementation of an Activity Based Working (ABW) prototype in its Sydney office, with a trial commencing in October 2016. This will bring greater flexibility of where and how people work, resulting in increased energy efficiency, reduced space requirements and minimal paper dependency.

We have collaborated with building management in all offices to participate in environmental initiatives such as Earth Hour.

ASIC travel statistics

Descriptor	2015–16[1]	% change from 2014–15	2014–15	2013–14
Total number of fleet vehicles	9	0%	9	10
Average Green Vehicle Rating of fleet	15	0%	15	14
Total distance travelled by fleet vehicles (kms)	104,814	−4.3%	109,489[2]	164,396[2]
Total fuel purchased by fleet vehicles (litres)	8,352	−1.6%	8,485	12,241
Transport energy (GJ)	225	−10%	250[2]	264[2]
Average fuel consumption of fleet vehicles (litres/100 kilometres)	7.97	2.8%	7.75	7.45
Total direct greenhouse emissions of fleet (tonnes CO_2-e)	20.76	−5.8%	22.03	34.84
Total distance travelled using GoGet car share (kms)	2,367	−34.5%	3,613	1,848
Total distance of air flights (kms)	11,045,043[3]	8.0%[3]	10,222,171	9,771,296
Total number of video conferencing calls	7,377	10.7%	6,661	7,473
Average hours per video conference call	1.3	0%	1.3	1.3

Note: Data rounded.

1. The fleet travel data is for the period 1 April to 31 March in each year.
2. Previously reported data has changed due to amendments to data supplied.
3. In 2015–16, the total distance of air flights comprised an 8.4% decrease in international travel and 14.5% increase in domestic travel compared with 2014–15. The increase in domestic travel reflects the increased activity in ASIC, particularly in surveillance and enforcement.