



4

PEOPLE, COMMUNITY AND THE ENVIRONMENT

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4.1 ASIC's people

4.1.1 Workforce planning

In 2016–17, we finalised our workforce planning project, which identified the future capabilities we need to build or acquire from the market. Our current focus is to:

1. develop data analysis capabilities across our regulatory teams
2. increase our expertise in emerging technologies
3. enhance our stakeholder engagement skills.

4.1.2 Talent management

ASIC's talent management practices continue to build the skills of high-potential staff. Every team has a succession plan, which is used to manage vacancies in key roles. The Commission reviews succession and talent plans every six months.

4.1.3 Learning and development

In 2016–17, we began our move to resource-based learning by starting the transition to a new learning management system. LearnHub is a flexible, on-demand system that will help team members manage their own professional development by making learning part of their work.

Our staff participated in 255 learning initiatives covering regulatory practice, data analysis, legal practice, enforcement, accounting and auditing, professional and technical learning.

We continued to focus on building capability, particularly in technological adeptness, analytical skills and stakeholder engagement. The capabilities in all ASIC's learning frameworks are accessible in LearnHub and supported by learning resources.

Our professional networks and communities of practice continue to drive development, including on-the-job learning and information sharing. ASIC's Learning Champions are an important part of our learning strategy. Their role is to facilitate and promote learning in their individual teams.

We also expanded our induction programs in 2016–17 by developing a Regulatory Practice induction, designed for team members who are new to ASIC's regulatory work. This program covers the context for financial services regulation, our key regulatory risks and developing regulatory professionalism and confidence.

4.1.4 Recruitment

In 2016–17, we recruited 90 staff as part of our 'Improving Outcomes in Financial Services' program of work. This program was a result of the additional Government funding we received (see page 162).

This year, our graduate program was rated the top Commonwealth Public Service Graduate Program by the Australian Association of Graduate Employers.

Learning initiatives

Category	Initiatives delivered	Number of completions
Compliance	18	9,219
Professional and technical	161	6,349
Leadership	5	148
Behavioural	37	2,405
Business	39	1,084
Total 2016–17	260	19,205
Total 2015–16	217	19,002

4.1.5 Staff benefits

We continued to provide our staff with professional development and other benefits. In 2016–17, these included:

- ◆ up to 15.4% superannuation contribution
- ◆ annual performance bonus paid to ASIC 4 and executive-level employees (see page 109)
- ◆ reward and recognition programs, including individual and team awards
- ◆ study assistance, with 101 ASIC employees supported in their studies across a range of disciplines, including IT and data analytics, leadership, applied finance and law
- ◆ payment of relevant professional association membership for ongoing employees
- ◆ flexible working arrangements.

4.1.6 Staff engagement

The 2017 Australian Public Service (APS) Employee Census was conducted in May and June 2016 with 71% of ASIC employees taking part. The Census showed continued high staff engagement.

APS Employee Census, 2017 results

	ASIC	APS benchmark
Engagement index	84%	74%
Wellbeing index	71%	62%
Innovation index	60%	53%

4.1.7 Enterprise agreement

The ASIC Enterprise Agreement 2016–19 is ongoing. The three-year agreement delivers a 2% per annum salary increase.

4.1.8 Work health and safety

We continued our focus on staff wellbeing and early intervention as key pillars of our work health and safety program. This, coupled with proactive in-house case management, ensured that no compensable injuries were recorded in 2016–17. We are currently ranked number one on this metric against all APS agencies.

We offered a range of wellbeing activities in 2016–17 designed to reduce risk and promote the personal health and wellbeing of staff.

Key initiatives included:

- ◆ ergonomic assessment program
- ◆ healthy eating initiatives
- ◆ 'R U OK' day in September
- ◆ 'Mental Health' month in October.

Additionally, we provided access for staff flu vaccinations, which resulted in approximately 1,060 vaccinations administered in April and May 2017. We also continued to promote the Active Workplaces program to increase staff mobility, which included supporting the Activity Based Working initiative.

We appointed new Health and Safety Representatives, First Aid Officers and Harassment Contact Officers, and introduced a call system to locate a first aid officer urgently.

4.1.9 Culture

ASIC conducted a culture survey in 2016–17. The results of this indicated that we need to:

1. build outstanding leadership
2. reduce bureaucracy
3. manage the tension between risk and innovation.

In the second half of 2017, our senior executives will seek feedback on their leadership values through a 360-degree survey.

4.1 ASIC's people continued

Industrial arrangements for ASIC staff, as at 30 June 2017¹

Classification	ASIC Act s120(3)	AWA ²	EA ³	Total
ASIC 1			28	28
ASIC 2			212	212
ASIC 3			255	255
ASIC 4			361	361
Exec 1			474	474
Exec 2			530	530
SES	16	13	10	39
ASIC Act	31			31
Total	47	13	1,870	1,930

1. The number of industrial arrangements for ASIC staff is calculated based on total headcount as at 30 June rather than FTE. This is because each industrial instrument belongs to an individual, regardless of their work pattern, and our obligations against those instruments relate to a number of people, not FTE.
2. Australian Workplace Agreement.
3. Enterprise Agreement.

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

Classification	Vic.		NSW		Qld		WA		
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	
Chairman			1	1					
Deputy Chairman			1	1					
Member	1	1	1	2					
SES	12	12	26	29		1	1	2	
Exec 2	149	144	213	209	36	36	27	28	
Exec 1	103	100	179	180	39	31	29	23	
ASIC 4	130	124	119	103	34	35	18	17	
ASIC 3	94	97	73	89	27	27	8	9	
ASIC 2	143	144	17	15	15	14	3	5	
ASIC 1	24	30		1			1		
ASIC Act	4	6	25	24	1	3	1	1	
Total	661	657	655	654	150	146	89	85	

1. Net average number over 12 months on net FTE basis (i.e. excluding FTEs working on capital projects).
2. Includes staff at the SCT and the CADB.
3. Excludes contractors and secondees from other agencies.

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

Performance payments, 2016–17, by classification¹

Classification	No. of recipients	Aggregate	Minimum	Maximum	Average
ASIC 4	269	\$871,994	\$682	\$12,672	\$3,242
Exec 1	406	\$2,272,432	\$255	\$15,810	\$5,597
Exec 2	536	\$4,487,176	\$238	\$30,042	\$8,372
SES	47	\$865,040	\$8,755	\$48,363	\$18,405
Total	1,258	\$8,496,642			

1. Includes payments for the 2015–16 performance year that were paid in 2016–17, plus any pro-rata payments for the 2016–17 performance year for staff who left ASIC in 2016–17.

	SA		ACT		Tas.		NT		Total	
	2016–17	2015–16	2016–17	2015–16	2016–17	2015–16	2016–17	2015–16	2016–17	2015–16
									1	1
									1	1
									2	3
									40	44
	5	5	6	7	6	6			442	436
	14	12	3	3	2	2	1	1	370	351
	17	18	3	4	2	2			324	304
	9	8	0		2	1			212	230
	13	15	1	1					192	193
									25	31
									31	34
	58	58	13	15	12	11	1	1	1,640	1,627

4.1 ASIC's people *continued*

Salary ranges per annum, 2016–17

Classification	Minimum per annum	Maximum per annum
ASIC 1	\$43,257	\$48,765
ASIC 2	\$50,307	\$61,391
ASIC 3	\$64,124	\$74,974
ASIC 4	\$76,730	\$88,600
Exec 1	\$100,555	\$118,639
Exec 2	\$113,911	\$162,810
SES	\$178,602	\$306,231

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

Classification	Ongoing full-time				Ongoing part-time				
	Female		Male		Female		Male		
	2016–17	2015–16	2016–17	2015–16	2016–17	2015–16	2016–17	2015–16	
Appointee									
Chairman									
Deputy Chairman									
Member									
ASIC Act	1	1	1	2	1	1			
SES									
Other ASIC Act employees	1	1	1	2	1	1			
Public Service Act	575	577	612	595	202	183	27	21	
SES	5	6	11	11	3	3	1	1	
Exec 2	126	125	214	216	69	60	13	12	
Exec 1	107	104	173	165	49	48	4	4	
ASIC 4	148	138	113	112	32	26	2	2	
ASIC 3	89	103	68	61	14	13	2		
ASIC 2	94	91	31	28	29	29	5	2	
ASIC 1	6	10	2	2	5	4	1	1	
TOTAL	576	578	613	597	203	183	27	21	

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

2. Includes staff at the SCT and the CADB.

3. Excludes contractors and secondees from other agencies.

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



ASIC's Deposit Takers, Credit and Insurers team members at their strategy offsite in April 2017.

	Non-ongoing full-time				Non-ongoing part-time				Total	
	Female		Male		Female		Male			
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16
	1	1	3	4					5	
			1	1						1
			1	1						1
	1	1	1	2						3
	16	19	28	32	3	2		1	58	
	6	7	13	16	1	1				23
	10	12	15	16	3	1		1		34
	77	98	67	63	25	24	1	5	1,565	
										21
	4	5	13	15	4	3				436
	15	16	15	11	6	3	1			351
	16	18	11	7	3	2				304
	23	29	14	22	2	2				230
	14	26	11	8	5	7	1	3		193
	5	6	2	1	5	8		1		31
	94	118	98	99	28	26	2	5		1,627

4.2 Diversity at ASIC

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

4.2.1 Diversity Council

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

1. drive the achievement of gender targets
2. embed diversity of thought in the way we do business and make decisions
3. develop relationships with other agencies, diversity-related groups and the corporate sector to build our expertise and network.

In 2017, the APS Employee Census results showed there was strong support from staff on inclusion and diversity, with around 90% of staff believing that the people in their teams behave in an accepting manner towards people from diverse backgrounds. Additionally, around 87% of staff believe that ASIC is committed to creating a diverse workforce (up 7% from 2016).

4.2.2 Women in ASIC

A significant part of our inclusion and 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. In 2016–17, we again met our 50% target of Executive Level 1 staff. We have maintained progress towards our targets of staff at the Executive Level 2 and SES levels (see below).

We support the development of women in senior roles through a number of mentoring programs, including:

- ◆ Women in Law Enforcement Strategy (four SES mentors and three executive-level mentees)
- ◆ Women in Banking and Finance (four SES mentors and five executive-level mentees)
- ◆ ASIC's broader mentoring program (39 women at ASIC 1 – Executive Level 1). This program has been expanded to provide opportunities for all employees.

We celebrated International Women's Day in March 2017 with our special guest speaker, ABC broadcaster and journalist Juanita Phillips. The event closed with the presentation of the 2016 Women in Leadership award to Kate Metz, for her outstanding leadership.

In 2016–17, we continued to hold our Keeping You Connected events, which provide updates on policies and current issues to employees who are on extended leave.

Women of the future were also celebrated with ASIC's 'Bring Your Daughter to Work Day' event, held in Brisbane in June 2017.

4.2.3 Multicultural access and equity

We recognise the importance of engaging with communities from culturally and linguistically diverse backgrounds to help improve access to and equity in our services.

In 2016–17, we continued to enhance staff training to raise cultural awareness and understanding. Our Developing Cultural Awareness learning module has now been completed by almost 96.4% of our staff.

Targets for women in leadership

	Actual, as at 30 June 2017	Actual, as at 30 June 2016	2018 target	2017 target	2016 target
SES	42.11%	39.53%	50%	50%	50%
Exec 2	48.38%	48.94%	50%	50%	50%
Exec 1	50.11%	51.06%	50%	50%	50%

We continued to prioritise callers to our Customer Contact Centre who use the Telephone Interpreter Service. This has reduced call waiting times for these callers and their interpreters.

In January 2017, we launched a new ASIC MoneySmart video in Cantonese and Mandarin for the Lunar New Year. It was the first time MoneySmart video content has been developed in a language other than English. The video has been viewed more than 12,000 times on social media.

In June 2017, the Department of Social Services published its report to Parliament, *Multicultural access and equity in Australian Government services 2013–15*. The report highlighted the following three examples of ASIC's good practice in this area:

1. the Developing Cultural Awareness learning module
2. ASIC's MoneySmart website, with its foreign language resources
3. the 2015 Diversity Week initiative, with the Governor of South Australia, His Excellency the Hon Hieu Van Le, presenting.

4.2.4 Accessibility

ASIC aims to eliminate barriers to accessibility and promote disability-awareness initiatives. We encourage training and career development opportunities for people with disability.

In 2016–17, our progress against our Accessibility Action Plan included:

- ◆ publishing articles for staff about mental health in the workplace and the Diversity Council of Australia's #WordsAtWork campaign
- ◆ improving the accessibility of our web content, in accordance with the Government's Web Content Accessibility Guidelines. For example, 93% of ASIC's videos had accessibility features, such as captions and transcripts
- ◆ accessing the Government's RecruitAbility program to recruit graduates in our 2017 intake.

We celebrated the International Day of People with Disability in December 2016 with Crosbie Lorimer from beyondblue as our special guest speaker. Delta Society therapy dogs also visited our offices in Brisbane, Melbourne and Sydney.

ASIC continues to support 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. The second progress report can be found at www.dss.gov.au.

4.2.5 Rainbow Network

ASIC recognises the importance of lesbian, gay, bisexual, transgender and intersex (LGBTI) inclusion. We aim to raise awareness about LGBTI issues and to provide support to our staff.

In March 2017, we made a submission to Pride in Diversity's Australian Workplace Equality Index – a benchmark for LGBTI inclusion for Australian workplaces.

During Diversity Week, we held an event with special guest speakers Michael Ebeid, CEO and Managing Director of SBS, and Ian Bennett, a Partner at PwC. We also marched at the 2017 Sydney Gay and Lesbian Mardi Gras with APRA and the RBA.

We commemorated the International Day against Homophobia, Transphobia and Biphobia in May 2017 with special guest speakers Micah Green and Mill O'Sullivan from Minus18.

We also launched our LGBTI mentoring program in February 2017, with two executive-level mentors and two executive-level mentees.

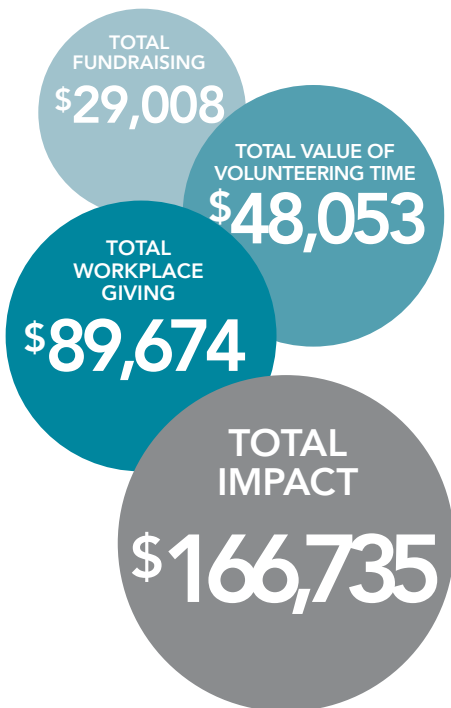


Warren Day, Victorian Regional Commissioner, with Alina Humphreys and Lucinda Jay at the ASIC Keeping You Connected event in Melbourne, May 2017.

4.3 ASIC in the Community

ASIC in the Community is a national community engagement program that creates opportunities for our staff to contribute to charities and causes that are important to them. The program's impact is measured by the total funds donated through workplace giving, the value of hours volunteered by our staff and the funds raised through events.

In 2016–17, our staff contributed \$166,735 to the community, similar to the amount donated in 2015–16 (i.e. \$167,130).



4.3.1 Workplace giving

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

In November 2016, the program's success was recognised with a silver medal in the inaugural Workplace Giving Excellence Awards. The awards are part of the Australian Charities' Fund One Million Donors campaign and recognise employers and their employees who show leadership in supporting charities and community groups.

In 2016–17, 189 staff members (around 10% of staff) contributed to the workplace giving program. The average donation per participating staff member is around \$515 per year.

A total of \$89,674 was donated to 43 charities. The top three charities supported were:

1. The Smith Family
2. Médecins Sans Frontières
3. World Vision.



Justine Butler, ASIC in the Community Manager, and Duncan Poulson, Northern Territory Regional Commissioner, with a banner of ASIC staff pledges made during National Reconciliation Week 2016.



ASIC Commissioner John Price receiving a workplace giving award from Greg Hutchinson, Deputy Chairman of the Australian Charities Fund, and the Hon. Kelly O'Dwyer MP, the Minister for Revenue and Financial Services.

4.3.2 Volunteering

Volunteering is an important way for ASIC staff to give back to the community, with every staff member entitled to one day of paid volunteering leave per calendar year.

In 2016–17, the total value of our volunteering time was \$48,053. ASIC staff volunteered in a range of activities, including:

- ◆ the Smith Family's youth mentoring and Learning for Life programs (14 staff)
- ◆ volunteering with Foodbank Victoria and the Brotherhood of St Laurence (27 staff)
- ◆ serving meals to marginalised and disadvantaged people at the Exodus Loaves and Fishes restaurant in Sydney (15 staff)
- ◆ volunteering at a breakfast club in a local primary school in Perth (12 staff).

Fifty-six ASIC staff undertook pro bono legal work in 2016–17, including with:

- ◆ the Salvos Legal Humanitarian Services Free Legal Clinic in Sydney
- ◆ Justice Connect in Melbourne
- ◆ the National Children's Youth Law Centre.

4.3.3 Fundraising

ASIC in the Community facilitates national fundraising events in all our offices. In 2016–17, we raised \$29,008.



The Indigenous Literacy Foundation presentation to ASIC staff in November 2016.

In November 2016, we introduced a 'pop-up' workplace campaign for the Salvation Army's Christmas Appeal in partnership with Catalyser, an Australian social venture which has developed a workplace giving software platform. The campaign raised nearly \$3,000 in less than a week.

Additionally, the ASIC graduates reached a new milestone by raising over \$16,000 for the Indigenous Literacy Foundation in 2016.

4.3.4 National Speakers Program

ASIC organises a number of National Speakers events throughout the year, featuring well-known Australians who advocate for charities we support.

In 2016–17, highlights of the National Speakers Program included:

- ◆ Annabelle Daniel, CEO of Women's Community Shelters, who spoke at our annual White Ribbon Day event
- ◆ Richard Murray, CEO of JB Hi-Fi, who spoke at our event on the importance of leadership in workplace giving.

NAIDOC Week

We are a proud supporter of NAIDOC Week, as part of our Reconciliation Action Plan commitments.

Each year, ASIC in the Community organises a NAIDOC Week event, which creates a unique opportunity for our people to learn more about Indigenous Australia from Indigenous thought leaders.

This year's event was hosted in Darwin on 7 July 2016. We welcomed Dr Donna Odegaard AM, a Larrakia traditional owner and CEO of Aboriginal Broadcasting Australia, and Professor Ruth Wallace from Charles Darwin University as our special guest speakers. Key Indigenous and non-Indigenous stakeholders also attended the event.

4.4 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.

4.4.1 Reconciliation Action Plan

We recognise that we can help close the gap on Indigenous disadvantage and build on our diverse workforce. We do this by creating relationships with Aboriginal and Torres Strait Islander consumers and communities.

A key objective of our Reconciliation Action Plan is to increase employment opportunities for Aboriginal and Torres Strait Islander peoples. At 30 June 2017, 16 employees (nearly 1% of ASIC staff) identified as Indigenous. This is a 23% increase from 2015–16.

We aim to reach the APS target of 3% Indigenous employment by 2018. We use Indigenous-specific employment initiatives to recruit and retain Indigenous staff members. For example, in 2016–17, we:

- ♦ updated our employee value proposition to reinforce our commitment to diversity and emphasise the importance of employing Indigenous Australians
- ♦ promoted our commitment to Indigenous employment by encouraging Indigenous Australians to apply for all advertised roles on our careers website
- ♦ advertised appropriate job opportunities using Indigenous media
- ♦ participated in various Indigenous graduate, cadetship and apprenticeship programs (e.g. the Indigenous Australian Government Development Program and the APS Indigenous Graduate Program) to recruit Indigenous employees
- ♦ developed an Indigenous mentoring program with executive-level staff mentoring our Indigenous staff in many aspects of their work.

We have facilitated six cultural information sessions in Perth, Adelaide and Brisbane to foster awareness and build a more open culture at ASIC. These sessions included information about:

- ♦ Indigenous culture and history
- ♦ communicating with Indigenous peoples through all areas of ASIC's work
- ♦ ASIC's Indigenous Outreach Program.

4.4.2 Engagement with Indigenous consumers

ASIC is seen as a leader in Indigenous consumer protection. We regularly take action against those in the credit and financial products and services area who exploit Indigenous consumers.

Our Indigenous Outreach Program works to address these issues through:

1. **outreach** – working with Indigenous communities and financial counsellors on targeted issues relevant to them
2. **compliance** – gathering intelligence about financial services providers who engage in misconduct that impacts on Indigenous consumers and taking regulatory action, where appropriate
3. **industry liaison** – working with key industry bodies to encourage the provision of appropriate products and services to the Indigenous community
4. **financial capability** – developing and distributing financial literacy materials for Indigenous consumers.



ASIC's Indigenous Outreach Program meeting with members from CentaCare in Katharine, Northern Territory in July 2016.

ASIC's MoneySmart videos for Indigenous consumers

In July 2016, ASIC officially launched a series of videos designed to help Indigenous consumers with key financial decisions. The videos encourage Indigenous consumers to take their time when making purchasing decisions and to walk away from high-pressure sales situations.

Using the theme of 'Take a minute with your money', the videos deliver financial tips on three key areas that affect many Indigenous consumers:

1. motor vehicle finance – how to get the best deal on a car and your loan
2. consumer leases and renting items for your home
3. book up – how to manage your store account or tab.

ASIC's teaching resources for Indigenous students

In March 2017, ASIC launched Knowing, Growing, Showing, a new financial literacy teaching resource to support learning opportunities and improve the financial health of Indigenous Australians.

The resource is aligned to the Australian Curriculum and addresses cultural and community values around money, finances and consumer issues. It is presented in three learning stages:

1. **Knowing** – introduces the basics of money
2. **Growing** – develops the skills needed to make smart choices with money
3. **Showing** – uses applied learning to demonstrate an understanding of money and enterprise.

4.4.3 Other initiatives

We have demonstrated our ongoing commitment to Indigenous people and reconciliation more broadly. For example, in 2016–17, we:

- ♦ addressed issues affecting Indigenous consumers at the 2017 ASIC Annual Forum
- ♦ developed an online stakeholder newsletter, with the first edition focusing on consumer leases, a key issue for Indigenous consumers
- ♦ set up appropriate governance structures for ASIC's Reconciliation Action Plan, including a strategic committee and working group
- ♦ held events to celebrate Reconciliation Week and NAIDOC Week
- ♦ supported two staff members to undertake professional placements in remote and regional Indigenous communities.

We also continued working with credit and financial services businesses to ensure appropriate outcomes for Indigenous consumers. This included obtaining a voluntary undertaking from a consumer lease provider that delivered more than \$108,000 in compensation to a group of predominately Indigenous customers in regional New South Wales.



ASIC's 'Take a minute with your money' videos officially launched on ASIC's MoneySmart website in July 2016.

4.5 Ecologically sustainable development and environmental performance

In 2016–17, we continued to improve our environmental performance. We used our intranet, signage, posters and induction content to engage our staff on environmental initiatives and performance.

ASIC's Environmental Management Improvement Plan 2015–17 includes new and ongoing opportunities, which are approved and monitored by the ASIC Property and Environmental Management Board.

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

- ♦ Energy Efficiency in Government Operations Policy
- ♦ Australian Government ICT Sustainability Plan 2010–15.

ASIC energy consumption¹

Descriptor	2016–17	% change from 2015–16	2015–16	2014–15
Light and power – ASIC tenancies (kWh)	2,851,041	–4.7%	2,991,850	3,051,459
MJ per person	5,096	–15.6% ²	6,037	5,941
Light and power – ASIC computer centres (kWh)	906,496	–6.1%	965,215	994,354
MJ per m ²	7,006	–11% ³	7,874	7,687
Greenhouse gas emissions (tonnes CO ₂ -e) – attributed to all light and power	3,756	–10% ⁴	4,123	4,264
Gas (MJ) – Traralgon office only	3,059,165	2.5%	2,569,234 ⁵	2,949,558

Note: Data rounded.

1. Energy consumption includes sub-tenanted areas that are not separately metered.
2. We reduced our mega joules per person in 2016–17 because there was a 5% decrease in energy consumption in office space, together with a 13% increase in ASIC staff.
3. We reduced our mega joules per square metre in 2016–17 because our Darwin office is now co-located with another agency.
4. In 2016–17, there was a 5% decrease in total energy consumption for 2016–17 for all ASIC offices. Additionally, there was a decrease in the indirect emission factors for consumption of purchased electricity from the grid for all states.
5. Previously reported data has changed due to amendments to data supplied.

4.5.1 Environmental performance in detail

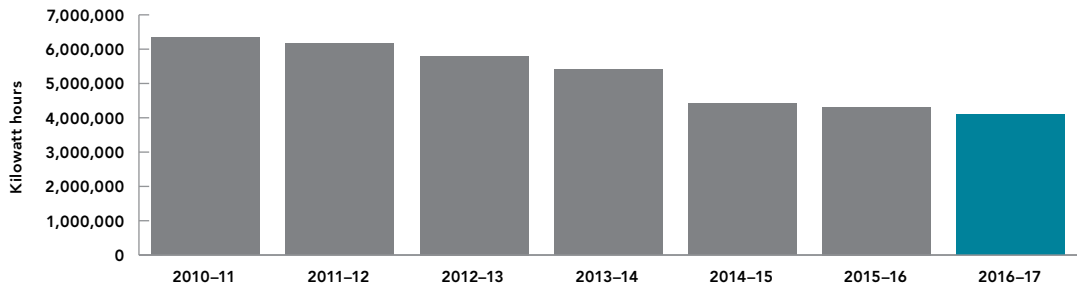
Energy efficiency

We reduced our electricity consumption by over 5% in 2016–17. Total energy consumption has fallen by 35% over the period 2010–11 to 2016–17.

Energy efficiency initiatives in 2016–17 included:

- ♦ retaining some servers offsite
- ♦ 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



Water

ASIC's offices are not metered separately for water consumption. Our landlords have implemented water-saving initiatives, such as the use of grey water and rainwater capture. We also use water-efficient appliances in our offices.

Information and communications technology

Current and ongoing ICT initiatives to minimise our environmental impacts include:

- ♦ centralising servers from regional offices to offsite data centres, with an energy saving of almost 20%
- ♦ using power-saving modes for ICT equipment when not in use.

Waste

In 2016-17, ASIC's initiatives to minimise the volume of waste sent to landfill and to support waste avoidance and recovery included:

- ♦ a mandated default setting of double-sided printing for all staff
- ♦ continuing programs to assist staff to work more digitally
- ♦ sending redundant office furniture for re-use or recycling.

ASIC waste reductions

Descriptor	% change			
	2016-17	from 2015-16	2015-16	2014-15
Office paper purchased by FTE (A4 reams/FTE)	9	-18%	11	12
Percentage of office paper purchased with recycled content	99.88	0.07%	99.81%	98.81%
Secure paper waste recycled (tonnes)	55.6	63.5%	34	41.7
Toner cartridges recycled (kgs)	572	-45.4% ¹	1,048	961
IT equipment recycled or re-used (tonnes)	1.5	-76.9% ²	6.5	12.3

Note: Data rounded.

1. The decrease in toner cartridges recycled in 2016-17 is attributed to fewer printers. Printing across ASIC also decreased by 15% in 2016-17 and continues to decline.
2. Network infrastructure has been streamlined across ASIC, which means that the amount of IT equipment recycled or re-used has declined significantly since 2013-14.

4.5 Ecologically sustainable development and environmental performance continued

Property

We are committed to improving space efficiency and reducing our environmental footprint, in accordance with the Commonwealth Property Management Framework. For example, in 2016–17, we:

- ♦ provided seats for other government agencies in our offices (e.g. we have reduced seating for ASIC staff by 40% in our Canberra office)
- ♦ implemented an Activity Based Working prototype in our Sydney office. Benefits to date include reduced space requirements and over 50% reduction in printing
- ♦ introduced more flexible ways of working in our Melbourne and Sydney offices to accommodate more staff in our existing office space.

Travel

We are committed to reducing the environmental impact of our work-related travel.

In 2016–17, we promoted the use of public transport for work-related travel and encouraged staff to use the GoGet car share service, where available.

We also continued to promote teleconferencing and video conferencing as preferred alternatives to air travel. This provides an environmentally beneficial solution for meetings and training.

ASIC travel statistics¹

Descriptor	% change from			
	2016–17	2015–16	2015–16	2014–15
Total number of fleet vehicles	8	-11%	9	9
Average Green Vehicle Rating of fleet	15	0%	15	15
Total distance travelled by fleet vehicles (kms)	100,033	-4.6%	104,814	109,489
Total fuel purchased by fleet vehicles (litres)	7,684	-8%	8,352	8,485
Transport energy (GJ)	265 ²	18%	225	250
Average fuel consumption of fleet vehicles (litres/100 kilometres)	7.68	-3.6%	7.97	7.75
Total direct greenhouse emissions of fleet (tonnes CO ₂ -e)	19.32	-6.9%	20.76	22.03
Total distance travelled using GoGet car share (kms)	2,735	15.6%	2,367	3,613
Total distance of air flights (kms)	11,608,206 ³	5.1%	11,045,043 ²	10,222,171
Total number of video conferencing calls	7,549	2.3%	7,377	6,661
Average hours per video conference call	1.3	0%	1.3	1.3

1. The fleet travel data is for the period 1 April to 31 March in each year.
2. In 2016–17, the Transport Energy GJ results increased due to reduced use of E10 fuel by staff filling the fleet vehicles. ASIC will be working to encourage staff to use the E10 fuel option first.
3. In 2016–17, the total distance of air flights comprised a 10% increase in international travel and a 3% increase in domestic travel compared with 2015–16. Domestic travel increased in 2015–16 and 2016–17, which reflects the increase in ASIC activity, particularly in surveillance and enforcement.