Australian Government

Commonwealth Superannuation Corporation

CSC's Commitment to Diversity and Inclusion

Effective Date: November 2025

Commonwealth Superannuation Corporation

1. What is diversity and why is it important?

Diversity can include differences based on gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation, and gender identity.

Diversity is important as it enhances the capacity to attract, motivate and retain talent from the widest possible pool of talent available, reduces the potential for entrenchment and groupthink, and allows for equal opportunity.

2. What is CSC commitment to diversity, inclusivity and gender equality?

CSC is committed to being open to new ideas and independent thinking, whilst ensuring appropriate expertise is maintained. CSC believes diversity promotes different perspectives and supports the organisation in delivering:

- the best outcomes for our customers, ensuring their best financial interests are always prioritised;
- our vision and mission;
- a higher standard of corporate governance; and
- improved financial performance and commercial success.

CSC is committed to a workplace culture where diversity is valued. We aim to remove barriers so that all employees can contribute to their full potential and have equal access to opportunities.

By fostering an inclusive environment, we strive to enhance customer satisfaction and loyalty, delivering stronger customer outcomes through measurable metrics and continuous improvement. This is measured through:

Customer satisfaction scores, reflecting our commitment to meeting and exceeding customer expectations.

Higher customer retention rates, demonstrating our ability to build long-term, trust-based relationships.

Enhanced financial well-being of our customers, as evidenced by investment performance and financial advice tailored to individual needs.

3. What is CSC's approach to diversity and inclusion?

CSC supports and encourages a diverse and inclusive workforce by fostering a culture and environment of equity, respect, courtesy, honesty, and integrity. We strive to work in a supportive and collaborative way by:

- treating others how we wish to be treated;
- having an appreciation of difference and other perspectives; and
- having an openness to the unique qualities and experiences that every individual brings.

Our goal is to be a great place to work and that means ensuring all people feel valued, respected, and supported.

4. What are CSC's gender equality objectives?

To achieve this commitment, CSC's objective for achieving gender equality in the composition of its Board and senior leadership roles is to have not less than 40% of its directors and senior leaders (CEO, Executive, Heads of and Senior Managers) of each gender at any given time.

A 40:40:20 gender target (40% men, 40% women, 20% of any gender) has been set to encourage greater gender diversity in the CSC Board and senior management. This commitment is further supported and reflected in CSC's Gender Equality Strategy 2025-27.

5. The CSC Board

Our commitment to diversity begins with the Board who encourage an environment that fosters diversity throughout CSC. A strong example of the Board's commitment to diversity and gender equality is embracing the 40:40:20 gender target.

CSC and the Minister for Finance discuss Board composition, including nominating and appointing individuals of high calibre with the ability to make a valuable contribution to Board deliberations. A key aspect of this communication is having diversity in relation to gender, age, experience, skills, and qualifications through merit-based appointments.

6. What diversity and inclusion practices do CSC expect of its material investee companies?

CSC considers the diversity and inclusion practices of its material investee companies through engagement with companies, investment partners, operational partners, and industry peers. We encourage organisations to focus on:

- preventing bias in formal and informal recruitment, reward and promotion;
- actively shaping behavioural expectations, leadership behaviour, accountability for people management outcomes, and mechanisms for early conflict resolution; and
- ensuring feedback opportunities for all people to voice ideas, issues and insights into their experiences at work, with evidence that learnings are being converted into organisational improvements.

Examples of how these practices can be assessed include: capture and conversion rates; skills-based and wide-framed recruitment; proportion of recruits retained and naturally progressing through to

management and executive roles; exit interview insights into organisation design and cultural integrity; and psychosocial injury claims.

7. What practices support diversity and inclusivity at CSC?

Supportive diversity and inclusion programs and initiatives

CSC has various programs and initiatives that support a diverse and inclusive workplace, culture, providing equal opportunity for all.

- **Employee Assistance Program (EAP) specialist helplines** – to support diversity and inclusivity, our EAP provider offers the following helplines available to our staff and to their extended immediate family by calling 1300 687 327:
  - First Nations Helpline;
  - LGBTIQ Helpline;
  - Domestic and Family Violence Helpline;
  - Eldercare Helpline;
  - Disability and Carers Helpline;
  - Youth and Student Helpline; and
  - Spiritual and Pastoral Care Helpline.
  - Multilingual flyers are also available. EAP services are also available to assist in a range of other personal or work-related concerns. For example, assistance with career development and planning.

- **Engagement surveys** – staff engagement surveys monitor key diversity and inclusion data points and results, providing an opportunity to take affirmative action on any identified areas where scores are low based on gender, disability, cultural background, age etc.

- **Support for staff with a disability, illness or injury** – staff who are impacted by a disability, illness or injury are provided with assistance, external case management support, appropriate leave and equipment modifications to assist them in successfully performing their role.

- **Peer Support Officers (PSO)** – the PSO's provide objective and unbiased information, support and assistance to staff who believe they have been experiencing workplace bullying, harassment or discrimination. This helps to ensure all employees are provided with an environment that helps them to thrive.

- **AIA Vitality** – the AIA Vitality program is provided to employees to support healthy decisions to improves long-term health and wellbeing.

- **Super Friend** – the Super Friend partnership provides many services for CSC including mental health strategy review, workplace mental health consulting support, all-staff access to MySuperFriend (SuperFriend's new online learning platform).

- **Office design** – café floors and multi-purpose rooms for breastfeeding, prayer, meditation and first aid, and an office design accessible to people with a disability ensure the needs of our diverse workforce are catered for.

- **Review of processes for LGBTQI+ customers and family** – has resulted in a Statement regarding LGBTQI+ customers that is available on our website outlining how CSC supports LGBTQI+ customers when they join, claim or retire.

- **Acknowledgement of Country guide** – provides examples of how to acknowledge and recognise Aboriginal and Torres Strait Islander peoples within our work practices. An Acknowledgement of Country is also on the footer of the CSC website.

- **Support for multilingual customers** – a list of multilingual staff members is available on our intranet and staff opt-in to provide support for customers needing assistance in their known language.

Flexible workplace arrangements in support of a diverse and inclusive workplace

CSC offers workplace flexibility to all staff, providing them the opportunity to structure their work location and schedule in ways that work for them, whilst also ensuring delivery of the best possible outcomes for our customers and meeting our business needs.

We recognise that staff, at all levels, have domestic and personal responsibilities and we support practices that assist them in balancing these alongside their work responsibilities. CSC's Working Flexibly Policy outlines how to approach requests for workplace flexibility and encourages open and transparent conversations between staff and their manager.

Flexible work arrangements promote diversity and gender equality by enabling staff to balance personal and family commitments. Making these more accessible aims to reduce gender related pressures.

Family and Domestic Violence Policy

The **CSC Family and Domestic Violence Policy** (previously called Domestic and Family Abuse Policy) was introduced in June 2020 to allow employees impacted by family and domestic violence access to 10 days paid leave per year. This further supports CSC's position on inclusivity by assisting staff to continue to be able to participate in the workforce without being further disadvantaged by their individual circumstances.

Parental Leave Policy

The **CSC Parental Leave Policy** includes provisions in support of adoption and foster care families, as well as same sex couples. A regular review of the Parental Leave Policy helps to ensure CSC's policy position is progressive and actively supports gender equality. By 1 July 2026 CSC's parental leave policy will become gender neutral with the same benefits being available irrespective of gender.

Recruitment practices

CSC does not tolerate discrimination, harassment, vilification, or victimisation in the workplace, including when selecting or promoting staff or candidates as outlined in our **Recruitment and Selection Policy and Guidelines**. Our recruitment practices, include gender-neutral language and practices which encourage diversity. This includes providing our leaders with real time access to dashboards which identify their workforce gender composition and actively track gender metrics (number of gender diverse applicants, gender diverse shortlists, gender diverse interview panels etc.) throughout the recruitment process.

Equitable Remuneration

CSC's remuneration practices are outlined in the **CSC Remuneration Policy** and aim to remunerate all staff fairly whilst encouraging behaviour that aligns with CSC's Values and Behavioural expectations. Our remuneration practices are gender-neutral with remuneration benchmarked against the market survey data which considers an individual's skills and experience relevant to the role they are undertaking, as well as current market conditions. These benchmarks apply to the type of work that is performed and levels of competency and ensure that there is no discrimination based on any protected attributes.

Reporting and disclosure

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

CSC monitors gender equality at all levels. Regular reports are provided to the People and Governance Committee as well as annually through the Workplace Gender Equality Agency (WGEA) reporting program.

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

8. Related policies and documents

- Fair Work Act 2009
- Work Health and Safety Act 2011
- Privacy Act 1988
- CSC Work Health & Safety Policy
- CSC Appropriate Workplace Behaviour Policy
- CSC Code of Conduct
- CSC Values
- CSC Employee Assistance Program Policy
- CSC Working Flexibly Policy and Guidelines
- CSC Gender Equality Strategy 2025-27

- CSC Parental Leave Policy
- CSC Remuneration Policy