



Australian Government



Commonwealth
Superannuation
Corporation

Employer Statement

Gender Equality

Acknowledgement of country

CSC acknowledges the traditional owners and custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respect to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Foreword

A note from Damian Hill, *Chief Executive Officer*

Delivering simple and trusted super for another 100 years starts with having a diverse and talented team. Attracting and retaining high-quality people ensures CSC continues providing the best outcomes for our members. At CSC, we believe cognitive diversity is key to achieving our goals and confronting challenges that arise when delivering to our customers. To help achieve this, prioritising gender equality and representation across all levels of our organisation is essential. Achieving gender equality extends beyond ensuring pay equity in like-for-like roles, which CSC continuously monitors. It involves creating a diverse and inclusive environment where all voices are heard, skills are valued, and achievements are recognised and rewarded.



Superannuation outcomes are not equal, and women often retire with less than men due to lower lifetime earnings and career interruptions. At CSC, we are committed to addressing this gap—both for our own employees and through initiatives that help improve financial security for women in retirement. Addressing CSC's own gender pay gap is therefore a critical step in demonstrating our commitment to change. By doing so, we aim to not only help reduce financial inequality and improve retirement outcomes for our own female employees, but also reinforce our role as a socially responsible, forward-thinking employer in the financial services sector.

A note from Catharine Armitage, *Chief People Officer*

I am proud to reaffirm CSC's commitment to gender equality as a fundamental pillar of our organisational culture and values. CSC's workforce is the driving force behind our success, and its strength lies in the diversity of perspectives, experiences, and skills that every individual brings to CSC. Ensuring that we continue to work toward achieving equal representation within the senior ranks of our organisation, is key to reducing CSC's gender pay gap.



CSC's Gender Equality Strategy outlines our priority areas of focus designed to address CSC's identified gender pay gap drivers. Specifically, it focuses on breaking down barriers, closing the pay gap, and creating equitable opportunities for all. By cultivating a more inclusive workplace, we hold ourselves accountable for fostering an environment where everyone can thrive, while also strengthening our Employee Value Proposition for women in the financial services sector.

About CSC

Commonwealth Superannuation Corporation (CSC) is a corporate Commonwealth entity established on 1 July 2011 in accordance with the Governance of Australian Government Superannuation Schemes Act 2011. We manage 11 government superannuation schemes and provide superannuation services to current and former eligible Australian Government employees and members of the Australian Defence Force (ADF). CSC's primary function is to administer the schemes and to manage and invest the funds in the best financial interests of all our customers in accordance with the provisions of the various legislation and Trust Deeds that govern the schemes. For over 100 years, CSC has helped Australian Government employees and Defence Force members build financial security for retirement. Our deep expertise means members can trust that their super is managed with integrity, transparency, and a focus on delivering strong retirement outcomes.

Our diverse and talented team unite to guide our members toward their retirement dreams. With a vision to deliver simple and trusted super solutions for another 100 years, we strive to take the complexity out of super, support our members in securing a comfortable retirement, and always act in their best financial interest.

About our workforce

CSC is proud to have a diverse and dynamic workforce of approximately 690 team members, encompassing a mix of permanent full-time and part-time employees and contractors. Our team is spread across Australia, working in major cities and regional towns in a range of hybrid and remote working arrangements.

Our roles span a wide range of functions, including frontline customer service, technical specialists, operational support, and leadership, organised into three primary functions: Investments, Customer and Corporate.

CSC's **People First Approach** ensures that every decision about our workforce strengthens our ability to deliver excellent service and outcomes for our members. This strategy helps us build a highly skilled, engaged, and diverse team that is equipped to meet the evolving needs of those we serve.

Our workforce strategy is built around three key areas:

1. **Leading with Impact:** Develop leadership capability with a focus on commercial supplier management, cross organisational alignment and the ability to lead teams effectively through change.
2. **Modern ways of working:** Rethink how and where work gets done, equip teams to adapt in times of change, and enable the workforce to leverage AI and automation to drive efficiency and value.
3. **Wellbeing and Equality:** Advance the gender equality action plan and protect employee wellbeing by addressing psychosocial risks, fostering a healthy and inclusive workforce.

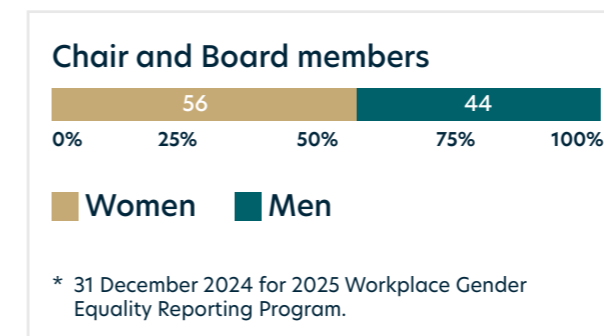
Governing body and oversight

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 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.

Read more on CSC's Commitment to Diversity and Inclusion [here](#).



What is workplace gender equality?

Workplace gender equality aims to create broadly equal opportunities and outcomes for women and men. It does not necessarily mean outcomes are the same for all, but that individuals are given equal access to rewards, resources and opportunities regardless of gender.

What is the Gender Pay Gap?

The Gender Pay Gap, as defined by the Workplace Gender Equality Agency (WGEA), is the difference between the average total pay of women and men across an organisation's workforce. The gender pay gap differs from equal pay, which means men and women are paid the same for the same job or work of equal value.

WGEA measures gender pay gap in two ways: as a percentage, comparing the **median** and **mean** pay figures for men and women.

Mean (Average)

The **mean** gender pay gap is calculated by taking the average of all men's earnings and the average of all women's, then comparing the two figures.

Median

The **median** gender pay gap, is calculated by identifying the middle value of male and female salaries separately, and then comparing the two medians.

CSC's Gender Pay Gap

As a Corporate Commonwealth Entity, CSC participates in the public sector WGEA reporting program. Our results highlight a need to continue our focus and work on achieving gender pay equality across our organisation.

While we publish our results alongside those of the public sector due to our status as a Corporate Commonwealth entity, it is also important to review our performance alongside the Financial Services Industry. This comparison is relevant as it reflects the sector we operate in, as well as aligning with our remuneration arrangements and industry competition.

Gender Pay Gap Calculation	CSC 31 Dec 2024 ¹	CSC 31 Dec 2023	Industry Benchmark Financial Sector 2024-2025
Average (mean) total remuneration	25.8%	23.5 %	21.4%
Median total remuneration	23.2%	22.1%	20.9%

¹ Includes CEO data for the first time and has partially contributed to the increase in CSC's gender pay gap for this period.

What's driving CSC's Gender Pay Gap

Our analysis highlights key drivers of our pay gap, including longer tenure and higher male representation in senior roles and in higher-paying leadership roles, in specialties such as technology, investments, and wealth management. This trend mirrors patterns within the broader financial services sector.

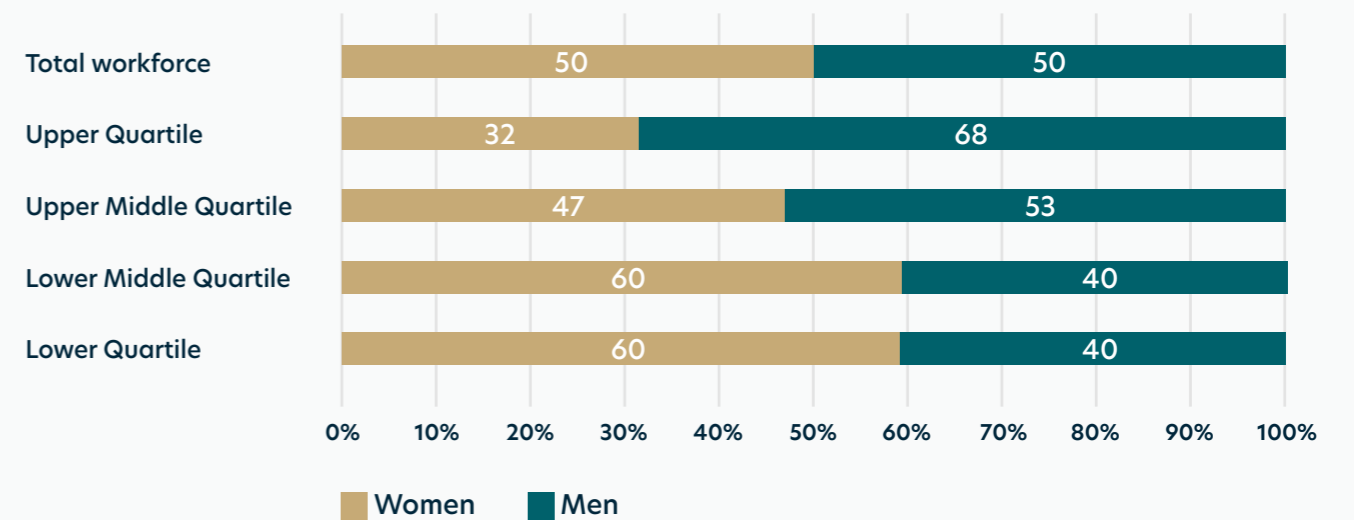
Our 2025 Actions and Achievements

We recognise that achieving meaningful and lasting change will require sustained effort and time. In 2025 CSC progressed the following aligned to our Gender Equality Strategy:

- Achieved the targeted 40:40:20 gender representation at our Executive Leadership level.
- Increased females' represented in succession plans, progressing towards the 40:40:20 succession representation target.
- Achieved an increase in female promotions and internal movements.
- Increased secondary carers leave entitlements in July 2025 to support caring arrangements. CSC will achieve gender-equalised parental leave provisions from July 2026.
- Initiated ongoing review of our recruitment efforts with a focus on strengthening gender-balanced talent pools.
- Undertook an extensive external pay gap audit which confirmed there were no systemic pay inequities, reaffirming that CSC's gender pay gap continues to be driven by higher male representation in senior level roles.
- Facilitated gendered focus groups to understand the enablers and barriers influencing career progression at CSC.

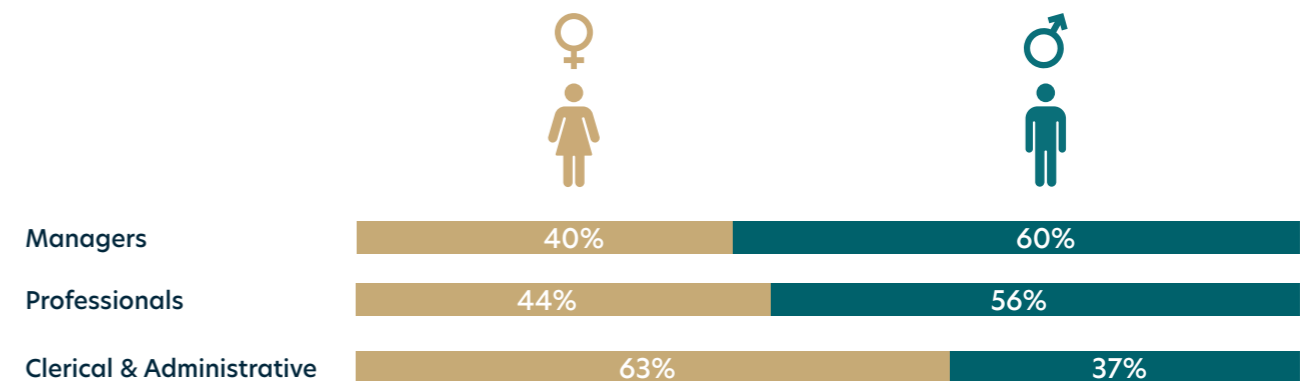
Gender composition by pay quartile

The chart below divides the total remuneration (full-time equivalent) of all employees at CSC into four equal quartiles, illustrating the percentage of women and men in each. The data reveals that at CSC men are overrepresented in the upper earning quartiles, while women are disproportionately represented in the lower quartiles. This highlights the importance of fostering opportunities and creating pathways for women to access higher-paying roles within the upper quartiles at CSC.



Workforce composition by role and occupation

Similarly, our data by role and occupational group highlights that CSC's pay gap is influenced by the uneven distribution of women and men across roles and occupational levels. Women are more concentrated in clerical and administrative roles, with fewer in professional and managerial positions. Conversely, men are more likely to occupy managerial and professional roles, with fewer in clerical positions.



Our priority focus areas and initiatives that will drive change

CSC's Gender Equality Strategy emphasises our commitment to enhancing diverse representation across all levels of our workforce.

By gaining a deep understanding of the factors driving our pay gap and recognising the industry and economic conditions influencing talent supply, we have identified priority focus areas and initiatives designed to position CSC as an Employer of Choice in the financial services sector.

Our initiatives aim to foster the advancement of women into leadership positions and promote gender diversity across roles where underrepresentation exists. Our progressive flexible work policy is designed to reduce potential barriers, and be role modelled at all levels of the organisation, irrespective of gender.

Focus areas

Boosting female leadership and career progression in all job families.

Ensure equitable access to career opportunities to drive gender diversity, working towards a 40:40:20 gender target.



Targets

Introduction of 40:40:20 gender targets across all levels at CSC to ensure our aspirations are aligned to equity.



Succession Planning

Introduction of a 40:40:20 target to our succession planning practices.



Talent Acquisition

Gender diverse talent pool and identification of key talent pipelines to support our efforts in increasing female talent at CSC at all career stages.



Women in leadership

Actively supporting women to take on leadership opportunities through targeted learning & development opportunities and increasing visibility of female leaders across industry networks and forums to inspire and influence future leaders and females.

Employee Consultation and Engagement

Foster a culture of open dialogue and collaboration on gender equality initiatives



Focus Groups

Facilitate focus groups to better understand challenges and barriers to gender equality at CSC.



Employee Engagement

When reviewed through a gender lens, there is very little observable difference in the experiences of women compared to men at CSC.

Ensure an inclusive Employee Value Proposition (EVP)

Ensure an attractive and inclusive EVP that promotes a supportive and equitable environment for both women and men to uptake caring responsibilities, part-time work and flexible working arrangements.



Equalisation of Parental Leave Policy Provisions

Increase Primary Carer's leave and paid superannuation on 12 months unpaid parental leave. Increasing secondary carer's leave through stages, working towards gender neutral parental leave provisions which will be achieved by July 2026.



Ongoing Evaluation of Policies & Practices

Ongoing evaluation of policies and practices to ensure they are assisting our gender equality efforts, including allowing employees to take negative paid leave balances to minimise the financial impact on their take home pay.



Employee Value Proposition

A revised EVP that reflects our gender quality efforts and increases the visibility of our female leaders.

Address the Gender Pay Gap

Work towards pay equity by systematically identifying and eliminating gender-based disparities utilising our existing remuneration framework and associated policies.



Board Reporting

Bi-annual updates to our board and executive committees on our gender equality efforts and development of metrics to measure our success.



Analytics & Pay Gap Audits

Our newly enhanced analytics platform will assist us in proactive identification of gender disparity through pay and engagement. Regular pay audits will help to identify areas of opportunity and maintain a reduced like-for-like pay gap.



Paid Conditions

Review of paid leave conditions to minimise the financial impact on employees take home pay such as the introduction of paid negative annual and personal leave.



Bias Education

Regular and purposeful education of our leaders on unconscious biases in the application of performance ratings.



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For more information, visit [csc.gov.au/About-CSC/Careers](https://www.csc.gov.au/About-CSC/Careers)