Growing the future

Annual Integrated Report 2022

Contents

Cbus Annual Integrated Report 2022

Important information

This Cbus Annual Integrated Report is issued by United Super Pty Ltd ABN 46 006 261 623 AFSL 233792 as trustee for the Construction and Building Unions Superannuation Fund (Cbus Super) ABN 75 493 363 262 offering Cbus and Media Super products.This information is about Cbus and doesn't take into account your specific needs, so you should look at your own financial position, objectives and requirements before making any financial decisions. Read the relevant Product Disclosure Statement (PDS) and the relevant Target Market Determination to decide whether Cbus is right for you. These documents are available on our website or by calling us, please refer page 79 for details. Please phone 1300 361 784 or visit cbussuper.com.au for a copy. We work hard to ensure that all information contained in this report was correct as at 25 October 2022. The Trustee, Cbus or our advisers don't accept responsibility for any error or misprint, or for any person who acts on the information in this report. Past performance isn't a reliable indicator of future performance. Any case studies we've provided are for illustration only. All quotes included from members or employers express the views of those individuals. The use of 'us', 'we', 'our' or 'the Trustee' is a reference to United Super Pty Ltd. Use of 'Fund' refers to Cbus Super fund, which offers Cbus and Media Super products. Cbus Property Pty Ltd (referred to as Cbus Property) is a wholly-owned subsidiary of United Super Pty Ltd, and is responsible for the development and management of Cbus' direct property investments. Insurance is issued under a group policy with our insurer, TAL Life Limited ABN 70 050 109 450 AFSL 237848.

Our reporting suite

Our Annual Integrated Report is produced in accordance with the International <IR> Framework. It is a concise communication about how our strategy, governance, performance and prospects create value for our members and other stakeholders.

It focuses on the issues that matter for our stakeholders and looks at how we manage risk and make investment decisions. It reviews developments and achievements at Cbus over the last 12 months, while explaining how we view, and are strategically responding to, our operating environment to create value over the short, medium and long term.

Sustainable Development Goals

We believe that we make a contribution to the following SDGs:

Gender equality
Achieve gender equality and empower all women and girls.

Affordable & clean energy
Ensure access to affordable, reliable, sustainable and modern energy for all.

Decent work & economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

Industry, innovation & infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation.

Sustainable cities and communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

Climate action
Take urgent action to combat climate change and its impact.

Partnerships for the goals
Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Strategic Pillars

Throughout the Report we use these icons to represent the Strategic Pillars of our strategy.

- Deliver great products and services
- Achieve strong performance
- Drive transformational growth

Our six Capitals

Throughout the report we use the following icons to highlight where we use, transform or produce the six <IR> Capitals.

Financial Capital
Funds available to Cbus.

Human Capital
Our people.

Manufactured Capital
Our buildings and infrastructure.

Intellectual Capital
Our systems and processes.

Social and Relationship Capital
Our partnerships and networks.

Natural Capital
The earth's resources.


NIFTY-
250
SW
NORTHERN POWER CO.
NORTHERN POWER CO.

Online supplements

We have provided more detailed information about Cbus and our investments in our online supplements. This report and the supplements meet the core requirements of the Global Reporting Initiative's Sustainability Reporting Standards (GRI Standards). Our Responsible Investment Supplement reports in accordance with the Task Force on Climate-Related Financial Dislosure (TCFD) recommendations.

Responsible Investment

Provides information about our approach to responsible investment, including our active involvement in **Environmental, Social and Governance (ESG)** issues, contributing to sustainable development and transitioning to a climate resilient economy. Prepared using the **GRI Standards and TCFD recommendations.**

cbussuper.com.au/cs/responsible-investment-2022

Cbus Property Sustainability Report

Provides information on Cbus Property's approach to sustainability performance.

cbusproperty.com.au/sustainability-strategy

Annual Financial Statements

Sets out the financial statements for our regulators and other stakeholders. Prepared in line with the **Australian Accounting Standards; Superannuation Industry (Supervision) Act 1993 and Superannuation Industry (Supervision) Regulations 1994, the Corporations Act 2011 and Corporations Regulations 2011.**

cbussuper.com.au/cs/annual-financial-statements-2022

Stakeholder Engagement and Materiality

Provides detail on our approach to engagement and how we determine what matters most to Cbus stakeholders. The result of this engagement informs our value creation and assists in identifying Cbus' material issues. Prepared using the **GRI Standards** and in line with the **International Integrated Reporting <IR> Framework**.

cbussuper.com.au/cs/engagement-materiality-2022

Governance

Provides additional information about the governance framework at Cbus and Cbus Property. Prepared using the **GRI Standards**.

cbussuper.com.au/cs/governance-framework-2022

GRI Standards Content Index

Provides the location of information linked to the **GRI Standards** within the Annual Integrated Report, Cbus Property Sustainability Report, supplements and the Cbus website.

cbussuper.com.au/cs/gri-standards-2022

Online Supplements

Our reports address the needs of our diverse stakeholders. The information we have provided reflects our commitment to operating with integrity and transparency. You can access the reports on our website.

cbussuper.com.au/aboutus/annualreport

KPMG

KPMG were engaged to provide limited assurance over the Cbus Annual Integrated Report pages 5 to 61 in accordance with the **International Integrated Reporting <IR> Framework**. The assurance report is presented on pages 76 to 77.

Who we are

Average member age

40

2020 – 39 | **2021** – 39

Number of employers

214,764

2020 – 157,668 | **2021** – 171,305

UP BY ↑ 25.4%

Total members with balance

845,414

2020 – 758,204 | **2021** – 760,956

UP BY ↑ 11.1%

Total funds under management

$70.9b

2020 – $54.2b | **2021** – $65.6b

UP BY ↑ 8.1%

Retirement outcome measure

49.5%

2021 – 55.7%[1]

DOWN BY ↓ 6.2%

% of active members with projected retirement balances on or above the target of $280,000 (as at June 2022)

Cbus has a proud history as one of Australia's first industry funds. We were formed in 1984 when construction and building workers won the right to superannuation and established BUSS and AUST, which later merged to form Cbus.

As one of Australia's largest super funds, we provide superannuation and retirement income stream accounts to 845,414 members and manage over $70 billion of our members' money. Cbus is a significant investor in the Australian economy and we continue to grow our investment in both infrastructure and property assets in Australia and overseas. Our property investment and development company, Cbus Property, provides a unique opportunity to build commercial and residential property across the country, and creates work for employers and jobs for our members.

Cbus is the leading specialist fund for blue-collar workers. We are leveraging this strength to expand Cbus offering across blue-collar sectors, including Electricity and Utilities, Transport, Manufacturing and Mining. We also welcomed Media Super members, who joined us in April 2022.

Our members are the foundation and future of our fund. They trust us to look after their retirement savings, making sure it's there when they need it by investing it wisely and responsibly. We provide them with affordable personal insurance for financial protection for our members and their families during their working lives.

We help our members make informed decisions to create financial security for their retirement by offering advice and education. We're driven to maximise member retirement outcomes, with all profits going to members, not to shareholders.

[1] In our Annual Integrated Report 2021 we incorrectly reported our Retirement Outcome Measure (ROM) at 52%. This was the figure for 30 June 2020. The correct figure for 2021 should have been 55.7%. The ROM measures for 2020, 2021 and 2022 do not include Media Super members, but will do so in the future.

The unions and associations representing our members and employers under the United Super Pty Ltd constitution are known as sponsoring organisations or sponsors. They are:

- ACTU – Australian Council of Trade Unions
- AMWU – Australian Manufacturing Workers' Union
- AWU – Australian Workers Union
- CEPU – Communication Electrical Plumbing Union
- CFMMEU – Construction, Forestry, Maritime, Mining and Energy Union
- MBA – Master Builders Australia

This year, as part of our merger with Media Super, we welcome new industry partners including:

- Australian Manufacturing Workers Union – Print Division
- Print and Visual Communications Association
- Media Entertainment and Arts Alliance
- Screen Producers Australia

What makes us different

Our values

We

- know who we are and where we came from
- maintain a specialist focus on our members' needs
- understand and are active in our members' industries
- are passionate about our members

"Our members are at the heart of everything we do and the decisions we make are designed to maximise their future outcomes."

"Our focus, as always, is on the retirement outcomes of working people in the building and construction industry. The superannuation landscape is changing as competition and regulation drives consolidation."

111 Castlereagh Street,
Sydney, New South Wales

Message from the Chair

This year marks the 30th anniversary of the passing of the Superannuation Guarantee law establishing Australia's universal and compulsory superannuation system. Three decades on, it still stands out as one of the most successful examples of structural reform undertaken in our country's 120-odd years of federation. And it is still celebrated as one the world's leading retirement pension systems.

At the forefront has been Cbus, a fund that's been delivering for working men and women in the construction and building industry for more than those 30 years and one that continues to make their hard work pay off with top quartile returns across 3, 5, 7, 10 and 15 year periods[2].

The underlying strength and stability of the Fund, even during bumpy periods in the markets, is its unswerving focus on making decisions in the best, long-term interest of its over 845,000 members to boost their retirement outcomes.

So I was delighted to join Cbus at the beginning of this auspicious year because I'm passionate about super and I'm passionate about the collaborative industry fund model of employers and unions working together, delivering all-profits-to-members, to build and grow the retirement savings of working people.

The quality of our Fund and its people are exceptional. The people, some of the best and brightest, are publicly-minded with a laser-like focus on members' best financial interests. Their collective professionalism and energy inspire great confidence for the future.

In particular, I've enjoyed meeting our hard-working frontline staff that provide face-to-face service, assistance and education to members on the worksite, over the counter, in their homes, on the phone and in seminars. The services they provide demonstrate the Cbus commitment to members and employers and marks a major point of difference to other funds.

Our focus, as always, is on the retirement outcomes of working people in the building and construction industry. The superannuation landscape is changing as competition and regulation drives consolidation.

Following the merger with Media Super, we continue to explore how we can bring the benefit of our scale to new members and employers.

Our growth strategy has been subject to extensive deliberation by the Board, which recognises the importance of scale in being able to deliver members strong returns, quality products and services, while reducing overall costs.

We do not seek growth for growth's sake. It must measure up in terms of member and employer outcomes.

It must also build on Cbus' traditional strengths of understanding our members' needs, their industries and vocations and tailoring products and services to assist them both during their working lives and in retirement. We will continue to look for future partner funds from blue collar industries and seek to provide better retirement outcomes to people whose hands build, drive, mine and power Australia.

We will continue to be strong advocates for our members when it comes to superannuation policy. The past few years have been marked by an active debate about the future structure of compulsory superannuation. The previous Federal Government made a raft of regulatory changes, some of which will now be more thoroughly scrutinised by the incoming Government.

Cbus and the wider industry fund sector will engage constructively with the Government to ensure that regulations are fit-for-purpose and in our members' best financial interest. We will also advocate for Government to facilitate a policy environment that provides investment certainty and opportunity to invest sustainably for the long term.

We stand ready to continue to play our part in contributing to building a modern economy, investing in our members' industries, creating jobs, supporting businesses, building infrastructure and helping transition to a low-carbon world.

I'd like to thank Cbus' Directors for their dedication to members. It is a pleasure to Chair a Board that is active, engaged and constantly questioning to ensure we are tracking in the right direction. This year we welcome Michelle Beveridge and Jason O'Mara to the Board.

I would also like to acknowledge the fantastic contribution of my predecessor, the Hon. Steve Bracks AC who retired in December after more than 12 years as Chair of Cbus. I also acknowledge the profound contributions made by retiring directors Dave Noonan, Anthony McDonald, Kara Keys and Scott Beynon who, combined, provided over 40 years of service to the Fund.

We hold ourselves to the highest standards of transparency. That is why we continue to use the international Integrated Framework for our annual reporting to stakeholders. The Board acknowledges its responsibility for the content and integrity of the Annual Integrated Report which is presented in accordance with the International Integrated Reporting Framework. The Board considered an outline of the report at its August meeting and approved the report in full in October.

Wayne Swan
Chair

[2] SuperRatings FCRS SR50 Balanced (60-76) Index Survey 30 June 2022. The default Growth (MySuper) option obtained a top quartile performance ranking over 3, 5, 7, 10 and 15 years for the period ending 30 June 2022. SuperRatings is a rating agency that collects information from super funds to enable performance comparisons - visit www.superratings.com.au. Past performance is not a reliable indicator of future performance.

Message from the CEO

This last year was an extremely challenging one for superannuation funds. For only the fourth time in Cbus' 38 year history, our default investment option, Growth (MySuper), ended the year in negative territory with a return of -3.77%.

This result was due to the volatile investment markets. To get a sense of just how volatile they have been as a result of COVID,the war in Europe, interest rates rises and inflation, you only have to look at the Growth (MySuper) returns for this year and last. In 2021, members received a return of 19.34%, the largest return in the Fund's history. 12 months on and returns are negative. But combine the two years and members are still 14.84% ahead[3].

Members should not panic. This is not a daily, weekly, monthly or even yearly race. Take a long-term view of your superannuation and always get quality advice before reacting to short-term market movements. That includes members approaching retirement who should explore their options to continue to be invested throughout their retirement.

Over 38 years, our default option has averaged annual returns of 8.88%. This means if you had invested $10,000 in 1984 in the Growth option it would now be worth over $250,000[4]. That's genuine long-term performance and stability.

Our Fund remains strong and continues to grow. We have seen off recessions, trade wars and the global financial crisis, and we will see off the current volatility. In fact, our size and strategy positions us to take advantage of the opportunities presented by lower priced markets.

Our people remain totally focused on delivering the best possible retirement outcomes for members. It is a testament to the dedication of Cbus people that they have continued to provide their unique service and care to members throughout another year of the pandemic. Their demonstrated flexibility in rising to new challenges is echoed back through our support for flexible working arrangements that allow them to be their best.

Our strategy recognises that to achieve our objective we must grow to ensure that members receive the benefits that scale brings.

We are delighted that 71,045 Media Super members joined us with the successful execution of a Successor Fund Transfer in April this year to continue that growth.

We have also signed a memorandum of understanding with Energy Industries Superannuation Scheme (EISS Super) to explore a merger with them in the 2023 financial year.

The benefits of scale that Cbus offers are flowing to all members with a reduction in Administration fees from 2 July 2022, down from $2 a week to $1.50 a week per member and accumulated investment fee savings since we embarked on our transformation strategy in 2017 of some $512 million.

This year we were again recognised by Chant West as the Specialist Super Fund of the Year for our tailored services and our continuing investment back into our members' industries, creating jobs while delivering strong returns. Cbus currently has $4 billion invested through Cbus Property. Cbus Property has created more than 100,000 jobs and returned an average of 14.92% per annum since inception in 2006.

We have refreshed investments back into the Australian film and television industry through our partnership with Fulcrum Media Finance which has supported more than 300 high quality films and TV shows since its inception in 2010.

More broadly, we continue to invest back into the economy. Throughout the pandemic we have participated in over $1 billion of recapitalisations, initial public offerings and placements in Australian business shares, with a further $194 million directed to smaller Australian companies in need of capital support.

Climate change and energy transition are key focuses of our responsible investment strategy alongside workplace safety, cultural heritage management and modern slavery.

We have over $300 million invested in climate related investments and $270 million invested in renewables and continue to explore new opportunities.

We are tailoring retirement strategies for our members to maximise their retirement outcomes based on their needs and likely balances. This will include continuing to encourage retiring members to stay invested with the Fund through our income stream options as well as developing tailored solutions to address the risk of outliving superannuation savings.

We are doing all this and more to ensure members benefit from both the growth and specialisation of their Fund. As the superannuation landscape changes in response to regulatory and competitive pressures, it's clear some funds that do not have our scale are facing mounting existential pressures as they struggle to meet performance benchmarks.

We openly invite all Australians whose work builds our nation, manufactures our products, mines our minerals, transports our goods and powers our homes and businesses to join Cbus and take advantage of our long-term stability, performance and uniquely tailored services. We stand ready to help them and their current funds to make their hard work pay off.

Justin Arter
CEO

[3] Based on the sum of the previous two years of annual returns. The compounded return over the two-year period to 30 June 2022 is 14.84%.

[4] Since inception in 1984 to 30 June 2022. This example is for illustration purposes only. Balances have been calculated using financial year returns compounding annually. Returns are based on the crediting rate, which is the return minus investment fees, taxes and until 31 January 2020, the percentage-based administration fee. Past performance is not a reliable indicator of future performance.

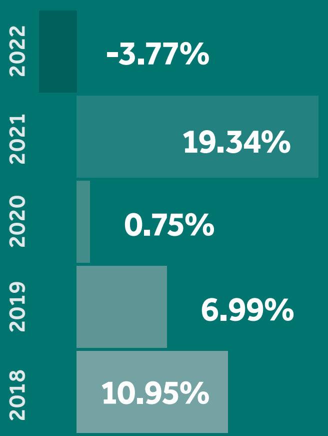
"Our strategy recognises that to achieve our objective we must grow to ensure our members receive the benefits and services that scale brings."

Our performance

This year, due to geopolitical disruption, inflation and interest rates increasing volatility across global investment markets, we delivered only the fourth negative return in the Fund's 38 year history. However, superannuation is a long-term investment and the Fund is resilient and strongly positioned for long-term growth.

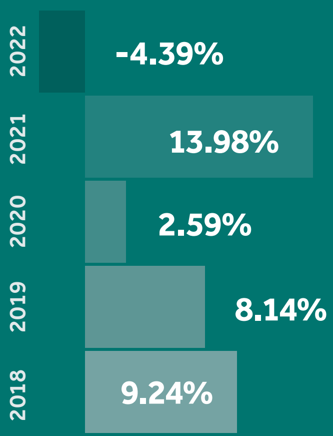
SUPERANNUATION RETURNS

Growth (MySuper) Default Option



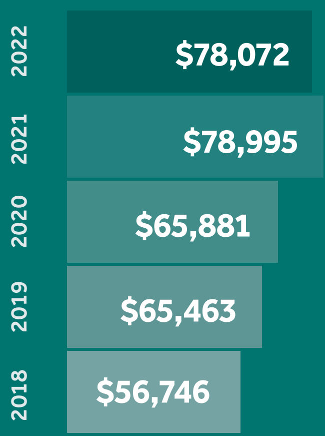
SUPER INCOME STREAM (FULLY RETIRED) RETURNS

Conservative Growth Default Option



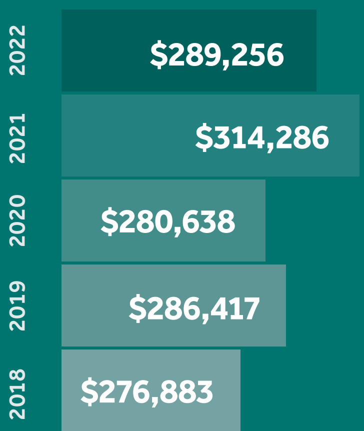
AVERAGE MEMBER SUPER ACCOUNT

Balance as at 30 June



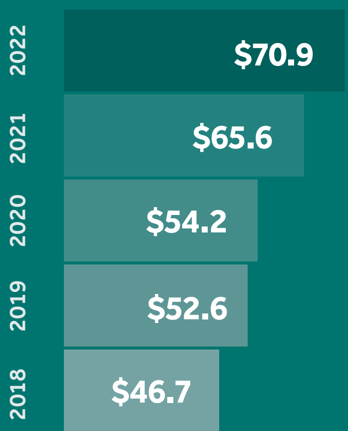
AVERAGE SUPER INCOME STREAM ACCOUNT

Balance as at 30 June



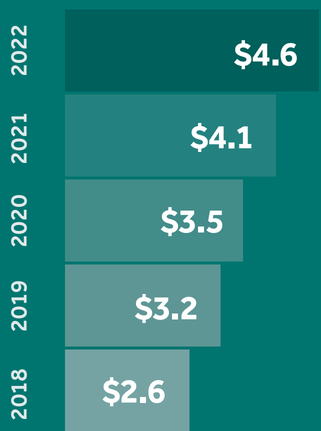
TOTAL FUNDS UNDER MANAGEMENT

$Billion



SUPER INCOME STREAM FUNDS UNDER MANAGEMENT

$Billion Transition to Retirement included



Crediting Rates

Investment performance is based on the crediting rate, which is the return minus investment fees, taxes and until 31 January 2020, the percentage-based administration fee. It excludes fees and costs that are deducted directly from members' accounts. Past performance isn't a reliable indicator of future performance. All figures contained in our reports are at 30 June 2022 or based on the financial year 1 July 2021 to 30 June 2022 unless stated otherwise.

Satisfaction

Member satisfaction

7.6

(8.5 in 2021)

Based on the average of all service scores from members who interacted with the Fund during the period 1 July 2021 to 30 June 2022. Scores are rated out of 10.

Employer satisfaction

7.0

(7.1 in 2021)

Based on the average of all service scores from employers who interacted with the Fund during the period 1 July 2021 to 30 June 2022. Scores are rated out of 10.

Performance

Growth (MySuper) Default Option

8.88%

Since inception

1 year	- 3.77%	5 yrs p.a.	6.55%
7 yrs p.a.	7.14%	10 yrs p.a.	8.96%

Cbus Property returns

14.92%

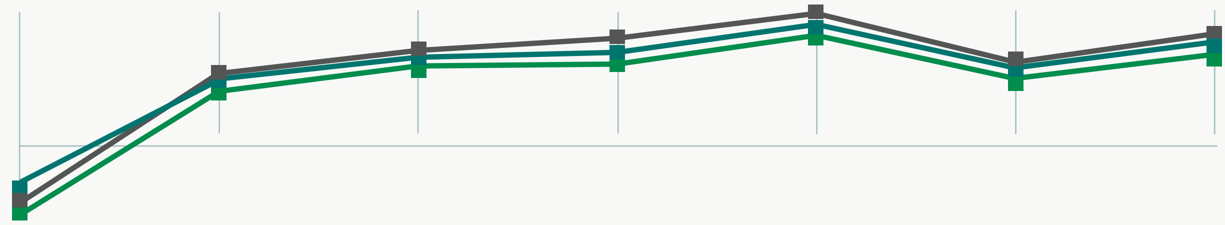
Since inception

1 year	13.43%	5 yrs p.a.	12.50%
7 yrs p.a.	15.66%	10 yrs p.a.	15.62%

Cbus Growth (MySuper) investment option vs SR50 Balanced Industry Fund Median and SR50 Balanced Retail Median

Cbus Growth (MySuper) investment option
SR50 Balanced Industry Fund Median[5]
SR50 Balanced Retail Median

	1 year	3 years p.a.	5 years p.a.	7 years p.a.	10 years p.a.	15 years p.a.	20 years p.a.
Cbus Growth (MySuper) investment option	-3.77%	4.98%	6.55%	7.14%	8.96%	5.94%	7.54%
SR50 Balanced Industry Fund Median	-2.90%	4.55%	6.02%	6.30%	8.15%	5.49%	7.07%
SR50 Balanced Retail Median	-4.43%	3.81%	5.25%	5.46%	7.59%	4.69%	6.06%



[5] SuperRatings Fund Crediting Rate Survey - SR50 Balanced (60-76) Index June 2022. SuperRatings is a ratings agency that collects information from super funds to enable performance comparisons – visit superratings.com.au.

How we create value

Creating value for members for 38 years.

INPUTS

Member contributions & investment earnings
Funds under management growth $11.4bn (FY21)

Our people
687 full time employees

Intellectual capital
Superannuation expertise

Industry relationships
82 key stakeholders, members, unions and employers

Technology and systems
Developed to support Fund strategy

Natural resources
2019 baseline = 57.34[6] tCO_2e/$m invested (AUD)

1 Capitals we use

2 How we use them

How we'll make the fund stronger

- Advocate for members
- Maximise impact of our brands
- Attract and retain talented people
- Develop and empower our people
- Build data analytics and automation capability
- Strengthen foundation technology platforms
- Maintain a robust risk culture and practices
- Maintain operational strength through strong legal, governance and compliance practices
- Continue to drive efficiencies
- Never lose sight of what makes us different

[6] Baseline has been restated due to change in data provider.

Cbus Super is a profit-to-member industry super fund whose aim is to deliver the best possible retirement outcomes for members.

OUTPUTS

Investment returns
-3.77%
Growth (MySuper)

Investment cost reduction
21%
Since 2017

Member engagement
42.2
+2.3 above target

Total member payments
$1.6b

DOWN BY
1.2%
Average member super account balance

SIS member growth
UP BY
23.9%

Product Roadmap
3/4

Insurance payments
$297.4m

OUTCOMES

Retirement Outcome Measure
49.5%
Active members on target

Employee engagement score
69%
Compared to the Australian finance industry average of 71%

Member investment fee savings
$512m
Since 2017

Reduction from baseline
37% carbon intensity reduction compared to our 2019 baseline however when adjusted for changes in asset valuations this equates to a 10.8% reduction[7]

3 How it helps members

4 Making a positive impact

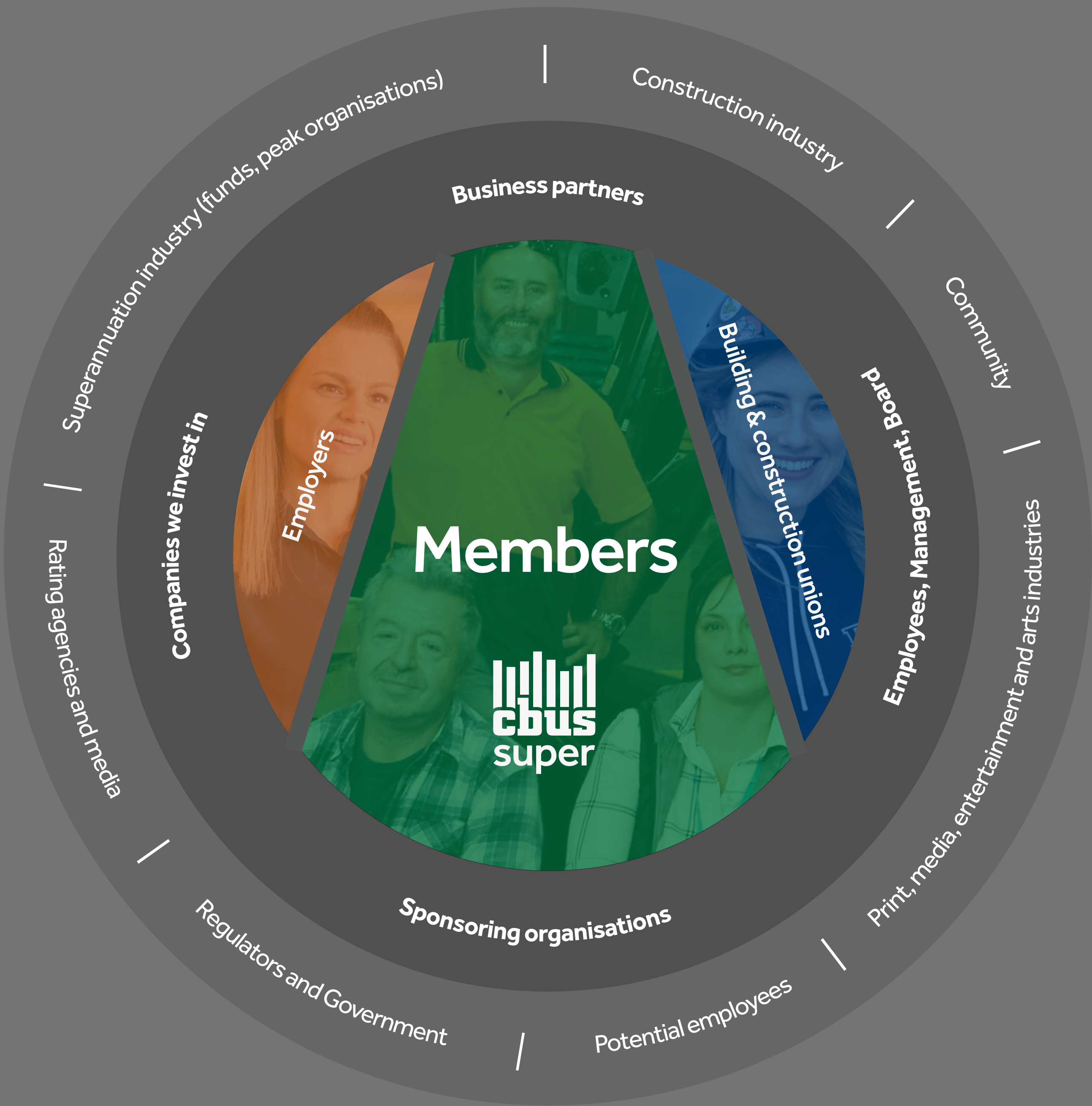
What we are focused on

- Maintaining top quartile investment performance
- Improving cost competitiveness through productivity
- Uplifting core capabilities
- Executing on mergers
- Increasing growth

[7] Given our focus on real-world impact, we believe the more conservative, adjusted figure better represents our contribution to emissions reduction in the real world. More detail on our rationale, as well as our methodology and its limitations, can be found in our Responsible Investment Supplement. Modelling a linear 45% reduction in carbon intensity between 2019 and 2030 suggests we would need at least a 10.3% reduction in FY21 to be on track.

Our stakeholders

Focusing on things that have the greatest impact on the value we create for our members.



Material themes	Our stakeholders are pleased by…	Our stakeholders are concerned by…
Getting the right help at the right time to make sound decisions	> Members are very happy with the onsite co-ordinators and they receive ongoing and positive feedback > Members who attend seminars value the information and education provided to help them make a decision	> Members have been unsatisfied with some elements of service due to slow response times and not getting the right help when they need it > Constant changes in the superannuation system are confusing for members
Having enough income in retirement	> Many employers have a number of casual employees who are now entitled to super through the removal of the $450 threshold benefiting these members > There has been an increase in demand for Retirement products from existing members	> Checking daily balances and whether they are making the right decisions regarding their super > Unpaid super continues to be a problem
Strong, reliable and trusted fund contributing to an effective superannuation system	> The role of Cbus Property in creating jobs and supporting the industry > The level of advocacy for members and the support to employer associations events and apprenticeship & training programs	> Unnecessary or unbalanced regulatory red tape > Acknowledging mergers are important, members don't want the fund to lose its uniqueness and become ' all things to all people'
Long-term, responsible investment strategy contributing to a sustainable global financial system	> Cbus' desire to invest in more Building & Construction projects > Increased focus on ESG reporting and climate change disclosure from Cbus	> Focus on costs may result in lower service/performance outcomes > Members want to know that their superannuation is being invested responsibly and that sustainable ESG practices are a part of investment decisions
Meeting member and employer products and service needs	> Face-to-face interactions with coordinators and front counter staff > Cbus' successful dealings with insurance claims	> Complicated, inefficient, and unscalable onboarding process > The suboptimal employer portal affects the quality of service > Focus on costs may result in lower service/performance outcomes

External environment

External environment - Monitoring and responding to the environment in which we operate.

Political landscape

Many did not expect superannuation to feature heavily during the federal election campaign. However, this changed substantially when the Coalition announced a Super Home Buyer Scheme – a policy to enable the early release of super for the purposes of buying a home - a week before election day. Ultimately, the result of the election brought about a new Government, one which has committed to the fundamental pillars of the existing superannuation system - universality, compulsion and preservation. The new Government has indicated that it will seek to end the 'politicisation' of superannuation, and will not pursue significant reform of the system. It will however review some recent legislative reforms, including the implementation of Your Future, Your Super (YFYS) to consider and address any unintended consequences.

Your Future, Your Super (YFYS)

The YFYS reforms came into effect on 1 July 2021 and have had profound implications for the superannuation industry, members and employers. Two of the components of YFYS are 'stapling' whereby members are now stapled to their first fund for life (unless they decide to switch) and the introduction of a performance test.

Cbus has advocated strongly for young workers new to the building and construction industry throughout this debate, as we believe the 'stapling' measure puts them at risk of no longer receiving automatic, affordable insurance cover through the Dangerous Occupation Exception. During the review into YFYS this year, Cbus will continue to seek an exception for workers in hazardous industries to the stapling regime, which will ensure that they are covered by high quality, industry-specific insurance from their first day on site.

The performance test has also drastically changed the competitive environment within superannuation. As a high performing fund, Cbus outperformed the benchmark, however, 13 superannuation funds failed the inaugural performance test – which initially applied to MySuper products. Concerns have been raised that the performance benchmark may distort active investment decisions, and the Government has indicated it will review the test and how it will be expanded to other superannuation products. Cbus will continue to advocate that the performance test should apply to every superannuation product, not just MySuper products.

Mergers

The last year has seen an acceleration in merger activity, with a greater number of smaller funds closing and deciding to merge with larger funds – for many members this has resulted in lower fees and stronger returns. Merger activity has been driven by a number of factors, including the performance test with a large proportion of the funds that failed the performance test, having either merged or announced their intention to merge. The Regulator, APRA, has also increased their pressure on small funds to merge, stating that funds with less than $30 billion in assets will become increasingly uncompetitive against larger funds[7]. It is expected that merger activity will continue in the year ahead as funds seek to achieve optimal scale.

Advocating for our members in super policy debate

Cbus has continued to pursue changes to the system to improve retirement outcomes for Cbus members. To do so, Cbus, contributes regularly to public policy debate and development around superannuation, including making our own submissions to relevant bodies and routinely providing input into industry association submissions. Over the past year, this has included advocacy on a number of topics, including retirement income estimates, financial advice and the retirement income covenant, in addition to a broad range of other draft legislation and regulation.

Cbus is an industry leader in providing retirement income estimates to help guide members, and members consistently tell us their value but also what can be improved. As a result, Cbus has advocated for a number of enhancements to the way in which we can provide these estimates to members, including making a formal submission to ASIC. As a result, we will continue to be able to provide this important estimate to guide members and will now be able to do so in a much-improved way in the future.

The Quality of Advice review is considering how the regulatory framework could better enable the provision of advice. Cbus made a written submission to the review, where we highlighted the role that super funds have in providing advice and guidance to members and advocated for regulatory changes so that we can provide more advice to more members, at an affordable cost. Cbus also made a number of submissions on the introduction of the Retirement Income Covenant, recognising the unique situation our members face at retirement.

After years of advocacy by Cbus and many others, from 1 July 2022, workers earning less than $450 per month will be paid superannuation. This means that you will no longer be penalised if you work multiple jobs or are working part-time, this which will help many members achieve better retirement outcomes.

Cbus will continue to advocate for regulatory change to ensure that the system works for Cbus members. Some of the priorities over the next 12 months include policy changes to fix the adverse consequences of YFYS and policies to better support our members who involuntarily retire early – before Age Pension age. We also know that unpaid super is a problem which continues to leave many of our members with much less to live on in retirement whilst also penalising the many businesses which do the right thing. We will advocate for policy changes to address this issue, such as the inclusion of superannuation guarantee contributions in the National Employment Standards and extending the Fair Entitlements Guarantee to include unpaid superannuation.

[7] Source - https://www.apra.gov.au/news-and-publications/apra-deputy-chair-helen-rowell-speech-to-aist-conference-of-major


HAINES BROS

Our strategy

Our mission and vision guide our member-centric strategy. Our specialist focus reflects our aspiration to serve the unique needs of members employed within our target sectors and in retirement. This includes our traditional heartland sector – the Building and Construction industry, and adjacent sectors. Through the Media Super brand, we are also positioned to target the Print, Media, Entertainment & Arts industries.

Collins Arch – 447 Collins Street, Melbourne, Victoria

Mission	As a profit-for-member industry super fund, we aim to deliver the best possible retirement outcomes for our members		
Vision	We build on our heritage to become the number one specialist super fund focused on the unique needs of members in our target sectors		
Specialist Focus	Cbus brand: Building & Construction Industry, and adjacent sectors that 'build Australia' Media Super brand: Print, Media, Entertainment and Arts sectors		
Strategic Pillars	**Great products and services**	**Strong performance**	**Transformational growth**
Strategic Imperatives	Evolve our suite of value-for-money products	Evolve and execute our investment strategy	Execute on organic growth and retention opportunities
	Deliver differentiated services for members and employers	Improve productivity to drive down operating costs and fees	Execute multiple mergers
	Actively engage with and guide members to achieve better outcomes	Operate in a responsible and sustainable manner	Strengthen and broaden our distribution capabilities
Strategic Enablers	Brand and Advocacy that differentiates us in the market		
	People, Culture and Values that deliver to our strategy		
	Digital, Data and Technology capabilities focused on driving optimal member outcomes		
	Robust Risk and Governance practices, including financial governance, that hold us accountable to our members		

Progress scorecard

Strategic Measures

Strategic Pillar	Strategic Objective	FY26 Target	FY22 Performance
Great Products and Services	Improved Levels of Retirement Readiness	56% of our members on track to be above a target balance of $280k	Supported 49.5% of members to be on track to be above target balance of $280k
Strong Performance	Strong Long-Term Returns	Top Quartile 5-Year Investment Return vs Competitors	Maintained Top Quartile 5 year investment Returns of 6.55% p.a.
	Strong Long-Term Returns	7-Year Investment Return of CPI + 3.25%	Delivered 7 year Investment Return exceeding CPI by 4.83% p.a.
	Competitive Fees	2nd Quartile Admin Fee on $50k Balance vs Competitors	Maintained 3rd Quartile Admin Fee on $50k balance of 0.40%
Transformational Growth	Top Tier Scale	Net assets of $150bn by FY26	Achieved growth in Net Assets of $5.3bn to $70.9bn

Our progress scorecard reflects the key measures we have in place to monitor our progress against our strategy.

Supporting measures

Strategic Pillar	Supporting Measure	FY22 Performance	Comments (Increase/decrease in FY22)
Great Products and Services	Improved Levels of Retirement Readiness	56% of our members on track to be above a target balance of $280k	Supported 49.5% of members to be on track to be above target balance of $280k
	Employer Satisfaction	7.0	Decrease of 0.1
	Member Engagement	42.2	Increase of 2.3
	Product Roadmap	Delivered 3	Optional Income Protection insurance; more competitive insurance premiums; six new investment options
Strong Performance	Operating Expense Ratio	0.35%	Decrease of 0.05%
	Emissions intensity in investment portfolio[6]	37% carbon intensity reduction compared to our 2019 baseline however when adjusted for changes in asset valuations this equates to a 10.8% reduction[7]	Please see page 38 and our Responsible Investment Supplement for more information
Transformational Growth	Total members with balance as at 30.6.22	845,414	Increase of 11.1%
	SIS Members with balance	17,085	Increase of 3,994
Strategic Enablers			
Brand and Advocacy	Brand Reputation	81%[8]	Increase of 7%
People, Culture and Values	Employee Engagement Score	69	No change
Digital, Data and Technology	In development	N/A	Please see page 56 for more information
Risk and Governance	In development	N/A	Please see page 58 for more information

[6] Our net zero target currently covers only ~70% of our portfolio including equities, property and infrastructure.

[7] Given our focus on real-world impact, we believe the more conservative, adjusted figure better represents our contribution to emissions reduction in the real world. More detail on our rationale, as well as our methodology and its limitations, can be found in our Responsible Investment Supplement. Modelling a linear 45% reduction in carbon intensity between 2019 and 2030 suggests we would need at least a 10.3% reduction in FY21 to be on track.

[8] Cbus members rate the Fund's reputation with an 81% approval rating. Source: Kantar Research: Brand Tracking Survey 2021.

Great Products and Services

Great Products and Services demonstrates our ambition to have the best product suite, including our insurance offering for our members. We are dedicated to delivering differentiated and meaningful servicing capabilities that are tailored to member needs. Our member engagement programs are personalised to drive improved and measurable outcomes for members.

Retirement Outcome Measure

Our Retirement Outcome Measure is the measure our Board uses to assess our progress on achieving our ambition. The measure shows the proportion of active members that are on track to achieve the targeted account balance upon their retirement, that will, when combined with the age pension, provide the desired average retirement income level.

We consider factors such as the average retirement age of our members and the Australian Superannuation Funds Association (ASFA) modest and comfortable retirement standards* in establishing the target account balance. The target increased to a balance of $280,000 at age 62 this year because of steep rises in the cost of living.

The increased cost of living and subsequent increase in target balance, combined with negative returns this year, saw the proportion of members on track fall by 6.2% to 49.5% at 30 June 2022 compared to 55.7% in 2021.

We remain committed to achieving our longer-term target of 56% of members on track to achieve the target account balance at age 62 by 30 June 2026.

Product Roadmap

Cbus sought to deliver key product initiatives in FY22 which included successful implementation of three of the four targeted initiatives:

- Providing optional income protection insurance to our Manual and Electech members.
- Providing more competitive insurance premiums for our predominantly office-based or "white-collar" members.
- Introducing a further six investment options offering additional choice to members and facilitating merger activity.

Accommodating Growth

We are facilitating and supporting the growth aspirations of the Fund by enhancing and expanding our product offerings. This saw the introduction of six new investment options during 2022 to expand the choice offerings to all our members and to cater for the Media Super merger.

We are continuing the process of meeting the needs of members and employers across our targeted growth industries through the development of our capability to support defined benefit fund members and employers.

We will continue to enhance our insurance offerings as we renegotiate our insurance arrangements with our business partner TAL in 2023. This includes tailoring insurance for our members and their industries as demonstrated by maintaining our default insurance offering for younger construction industry members through the dangerous occupation exemption and by maintaining insurance cover for journalists working in war zones.

Retirement Strategy

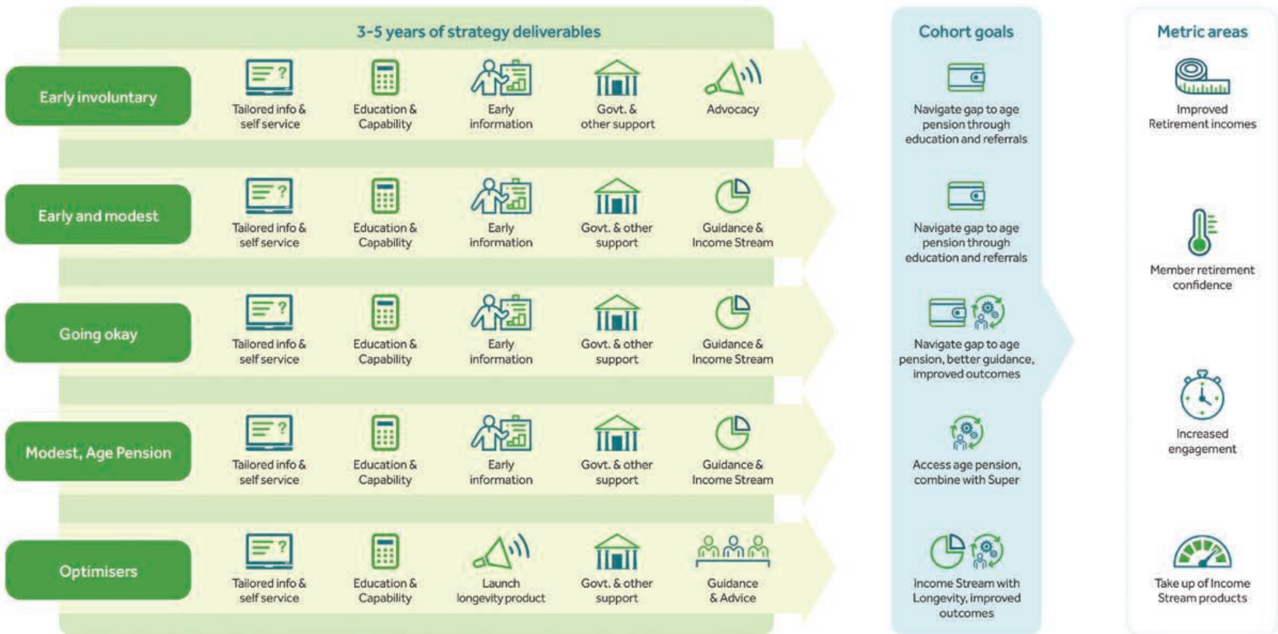
Cbus' Retirement Strategy sets out a plan to improve financial outcomes for our retired members and meet the broader needs of members and their partners, while also fulfilling the core requirements of the Retirement Income Covenant which came into effect from 1 July 2022.

Our members have a diverse range of retirement needs and the strategy caters to this diversity. We have categorised retiree members into cohorts of like circumstances which will allow for varied retirement approaches depending on their needs. To meet these needs, our strategy is not just about product, but also covers improved member guidance, education and referrals.

As retirement is often based on a household's circumstances, we will as much as possible seek to engage members and their partners on the lead into and through retirement.

A business case for creating new retirement products is still ongoing to facilitate delivery of part of the Cbus Retirement Strategy and will form a central plank of our future product development.

For more information about Cbus Retirement Strategy visit: cbussuper.com.au/content/dam/cbus/files/forms-publications/general-information/cbus-retirement-strategy-summary.pdf



* ASFA Retirement Standard as per https://www.superannuation.asn.au/resources/retirement-standard

Putting members first

Challenges from the pandemic continued again for the first half of this year; Cbus responded by adapting its services so that members' queries could be dealt with efficiently and timely. As restrictions eased, our face-to-face member services resumed, with members being able to visit our front counters and utilise the services of the coordinators on-site.

Cbus is continuing work to develop its service strategy and service model, with a focus on improving member and employer experiences.

Member Experience

Face to face servicing

Workplace coordinators

Workplace Co-ordinators conducted 3,160 workplace visits during the 2021/2022 year. At these worksites, Coordinators give toolbox sessions to talk about Cbus products and services to on-site workers. The worksites range from 50 employees up to 2,000 employees. After the toolbox meetings, members can speak to Coordinators one-on-one. Last year there were 11,890 one-on-one interactions to assist members with all aspects of superannuation, including visiting members in hospital and their homes to help with TPD and Death claims. Materials for members with English as a second language and interpreter services are also utilised when required.

Front counter services

4,178 members visited our front counters in five major cities despite some disruption to service, particularly in the eastern states. The main reason that members seek our assistance through this channel is for assistance accessing benefit payments, particularly those experiencing severe financial hardship. It is a vital service for these members who require in-person assistance with the application requirements.

Members seeking general advice and help with a Super Income stream continue to grow, supported by ongoing campaigns from Marketing. From April, we started to see Media Super members for assistance with the transition.

The front counter team also supported a compliance campaign in Queensland; also the Advice team with outbound calls in peak periods, making outbound calls to members in support of the retirement campaign, and retention calls to members with low balances. The positive impact of face-to-face servicing from the front counters is reflected in a member satisfaction score of 9.3 out of 10. Members tell us that they like to come in and talk to a person rather than navigate the phone menu or online services. They appreciate the service consultants' knowledge, which is communicated in a way that is always easy to understand.

Education

Our Seminars and Support Team engaged with 8,892 members through education sessions over the year. We held 89 retirement planning webinars inviting members approaching retirement to our series of sessions. We additionally had a further 181 superannuation education sessions on topics such as superannuation for women, investments, insurance, boosting your super, and budget updates. We supported our growth campaigns with webinars and on-site, in-person education sessions. Members welcome the education sessions and often include their spouses. Members value being able to ask questions and respond well to the direct interaction. The content, quality of presenters and interactive sessions contributed to the positive satisfaction score of 9.1 out of 10.

Advice

We provide financial advice services to members through our in-house over-the-phone service and a referral program with the Financial Planning Association of Australia (FPA). Our over-the-phone service provides general information and guidance to members on superannuation and retirement planning matters. Some of our team can also provide limited personal financial advice with recommendations on the Fund's products only. This service is provided at no additional cost as part of the Cbus membership. For members who require more comprehensive financial advice, we can refer them to a CERTIFIED FINANCIAL PLANNER (CFP®), accredited to participate in the Cbus & FPA Member Referral Program.

> "Cbus is continuing work to develop its service strategy and service model, with a focus on improving member and employer experiences."

As of 30 June 2022, advice over the phone has Advice Services Consultants and Superannuation Advisers across the country who are qualified, experienced and trained to assist members with their advice needs. With the flexibility to work in the office or from home, our team could maintain all our services during the year. Stock market volatility from January to June generated many enquiries from members worried about the potential impact on their Superannuation balances. Our team were able to provide up-to-date information as well as reassurance to members during this uncertain time.

Our Advice Team held 28,001 conversations over the phone with members throughout the year. These conversations included making contributions to their account, selecting an investment option, insurance, retirement options and commencing a Super Income Stream. Members who completed surveys scored 8.8 out of 10 for their overall experience interacting with our Advice Team. Our team organised 631 referrals to financial planners through the Cbus and FPA Member Referral Program during the same period. These referrals were mostly for pre-retirement and retirement planning or comprehensive financial advice. Following the merger with Media Super, our team has extended its advice services to all Media Super members. From the merger to 30 June 2022, our team has already assisted over 800 members with their advice needs.

Insurance

Since April 2020, when Cbus successfully advocated for the Dangerous Occupation Exception (DOE) under Putting Members' Interest First (PMIF) legislation and established that exemption for its members, a total of 176,800 Cbus members have either retained insurance cover or been provided automatic cover under this exemption. The DOE was implemented for Industry Manual category members to retain automatic insurance. The main reason of the Putting Members' Interests First legislation was to remove automatic default death and disability insurance for young members under 25 and those with low balances.

93,000 existing members retained cover on 1 April 2020, and a further 83,800 new members who joined between 1 April 2020 and 30 June 2022 have been provided automatic insurance cover under the DOE provisions

Between 1 April 2020 and 30 June 2022, 263 DOE claims have been lodged, assessed, approved, and paid to these members or their families, totalling $32.8 million in benefits. These benefits have been paid to members or their families across Australia. Without the DOE, this amount would have been $0. By all measures, the DOE is both successful and necessary.

Insurance claims

Cbus helped our members affected by another challenging year, marked by an increase in the number of claims submitted and paid by the Fund (see details in the table below).

	FY2022		FY2021*	
Type	Number	$ paid (million)	Number	$ paid (million)
Death	667	91.3	661	86.9
Terminal Illness Benefit (TIB)	197	23.6	227	29.6
Total and Permanent Disablement (TPD)	1876	180.8	1604	147.4
Income Protection (IP)	114	1.7	78	1.5
Total	**2830**	**297.4**	**2570**	**265.4**

*These figures are the most accurate as advised by IFS Insurance Solutions (IFSIS), slight alterations have been made to the 2021 figures as advised by IFSIS.

Acceptance rates of insurance claims paid

Our acceptance rate for all insurance claims (i.e. Death, Terminal Illness, Total & Permanent Disablement and Income Protection) paid for the three years to 30 June 2022 was close to 98%, positioning Cbus as a market leader in claims acceptance. The rate for Total and Permanent Disablement claims paid for the three years to 30 June 2022 was 97%. Compared to the industry average of 89% (APRA average TPD claim acceptance rates in the 3 years to 31 December 2021), this is an outstanding achievement for Cbus and its members.

Industry Code of Practice

Cbus has previously stated our intention to adopt the Insurance in Superannuation Voluntary Code of Practice, which was scheduled to come into effect on 1 January 2022.

Since the Code was first developed, most of its requirements have been overtaken by legislative and regulatory reforms. On the 1 July 2021, it was announced that the Code would be replaced with guidance notes for those parts not covered by legislation or regulation – including improving outcomes for vulnerable members and claims handling for members with life insurance held through super.

Cbus is pleased to have already implemented well over 90% of the Code requirements. Cbus continues to support the aims of the Code and we will continue to review the codes' guidance papers as part of our commitment to improve our services and interactions with members.

Other member services

Contact Centre services

The Contact centre answered just short of 393,000 calls across member and employer channels for the financial year. There was a considerable increase in enquiries about the economic environment received in the latter half of the year as members reacted to market volatility. This has impacted member satisfaction, which decreased to 6.9 out of 10, from 8.0 in the previous year. The centre has been progressing initiatives focusing on productivity, people and culture indicators whilst driving upskilling and training. This is particularly important in the ever-changing landscape, ensuring that during market volatility and continued covid disruptions, we could provide the best support for our members.

Member Services' Livechat continues to be a viable alternative for members to contact Cbus since its inception in March 2020. Member satisfaction for this is 9.1 out of 10, with member feedback highlighting the excellent service they receive. We continue to have a member chatbot that operates 24/7 and provides members with another channel to reach us.

Arrears

We recovered $106.6 million in unpaid super for our members during the year, compared to $75.1 million the previous year. This 42% increase in Superannuation Guarantee collections reflected improved economic activity following the relaxation of COVID restrictions in key states during the year. Further, we believe other factors contributing to this increase include a positive change in employer behaviour achieved through greater employer utilisation of Employer Online and Cbus' communication and education approach. Member Online and the mobile app make it easy for members to track their super as they can see the amounts and dates of contributions received. We maintain a strong commitment to raising awareness and education around unpaid super and engage with the government and industry on this issue. The Cbus Super Payment Checker App continues to help members check their payments. Authorised personnel utilise the app to help members search for unpaid superannuation, with 15,217 searches conducted in the 12 months to June 2022, an increase of 3,000 on FY21.

Complaints

As a result of new complaint legislation introduced, simple complaints resolved within 5 days are now recorded and reported by all Financial Institutions. This is the reason for the large increase in complaints reported compared to last year.

The high level of complaints is also due to the impacts of the global market downturn, the continued effects of COVID-19, and the increase to our membership base after our merger with Media Super in April 2022.

The main themes in complaints were service delays, drop in account balances due to market volatility, requirements to access benefits, and requirements to update member account information.

From 5 October 2021, the new complaints legislation reduced the time to resolve complaints from 90 to 45 days. The average time we took to resolve a complaint during the 2022 financial year was 20 days, compared to 41 days last year. Two percent of complaints dealt with by the Fund proceeded through to the Australian Financial Complaints Authority (AFCA). We have consistently had fewer complaints proceed to AFCA. Of the 10 matters determined at AFCA this year, 9 decisions were maintained, and one decision was substituted.

Complaints Received	FY2022	FY2021	Variance from previous year
Administration	3.339	730	357%
Insurance	264	141	87%
Disability Claims	100	85	18%
Death Benefit Distributions	115	90	28%
Total*	**3,818**	**1046**	**265%**

Complaints Resolved	FY2022	FY2021	Variance from previous year
Complaints resolved <5 days	1251	124	909%
Complaints resolved <6 days	2342	842	178%
Total*	**3,593**	**930**	**286%**

* Complaints received show the number of complaints recorded during the financial year. Complaints resolved will not match complaints received as some complaints remain open as at the end of the finance year.

Employers' experience

Employer services

Employers can be assured that we will look after their employees through retirement. We work as a trusted partner to help our employers with the level of support and service they need.

Employer Services satisfaction for all channels has increased:

- Employer Livechat results increased to 9.2 out of 10 (previously 9 in 2021)
- Employer Voice and Email services increased to 8.6 out of 10 (previously 8.1 in 2021)
- Cbus Contact Centre increased to 7.8 out of 10 (previously 6.1 in 2021)

Our employers have told us they find the teams easy to work with, helpful, informative, educational, friendly, and supportive.

To achieve these results, a focus has been placed on providing consistent, educational and friendly service and support to our employers. At the same time, there is considerable focus on our people through regular training and upskilling. There has been consistent and ongoing analysis of how we can best meet our employers' needs, with our purpose to connect with them genuinely. Our satisfaction results reflect this.

All employers receive the following services:

- an Administration Support Team to assist employers in meeting their super obligations
- ongoing support with the Cbus clearing house[9] and other digital tools
- regular superannuation updates and support through timely communication on legislative and regulatory changes
- a broad range of options to support members, including fact sheets and information, tools and calculators, seminars and phone or face-to-face advice.

Senior employer engagement managers

The Senior Employer Engagement Managers oversee a portfolio of Cbus' large employer accounts. In addition to providing these employers with administrative assistance, they collaborate to execute both employer and member engagement activity with a focus on growth and retention.

The team's ability to engage was hampered throughout lockdown periods with employers working from home, engaging less, and restricting visitors to their offices. There has been a sharp increase in activity post reopening. The team promotes the services offered by the workplace services department and facilitates access to members and potential members for the Cbus education and workplace coordinator teams. This team undertakes some face-to-face servicing of Cbus' white-collar membership and the non-print segments of Media Super membership with onsite visits, education campaigns and undertaking member onboarding activity.

This face-to-face activity is supported by data driven multimedia communications campaigns addressing key superannuation topics using both employer communications channels and direct Cbus contact. The team work with employers to ensure members and potential members receive information relevant to them via channels they are most likely to access.

The team manages the relationships with Cbus' Employer Association partners. This includes undertaking activity such as board presentations and updates, regulatory updates, policy and advocacy discussions and working to embed Cbus' position amongst key employers in their respective industries. This activity was severely impacted by lockdowns, though has now returned to full operational capacity.

Employer satisfaction with CBUS Live Chat Team

9.2

(9.0 in 2021)

Based on service scores from employers who interacted with our employer relationship management team during the period 1 July 2021 to 30 June 2022.

Employer satisfaction with CBUS Employer Services Team

8.6

(8.1 in 2021)

Based on service scores from employers who interacted with our employer relationship management team during the period 1 July 2021 to 30 June 2022.

Employer satisfaction with CBUS Contact Centre

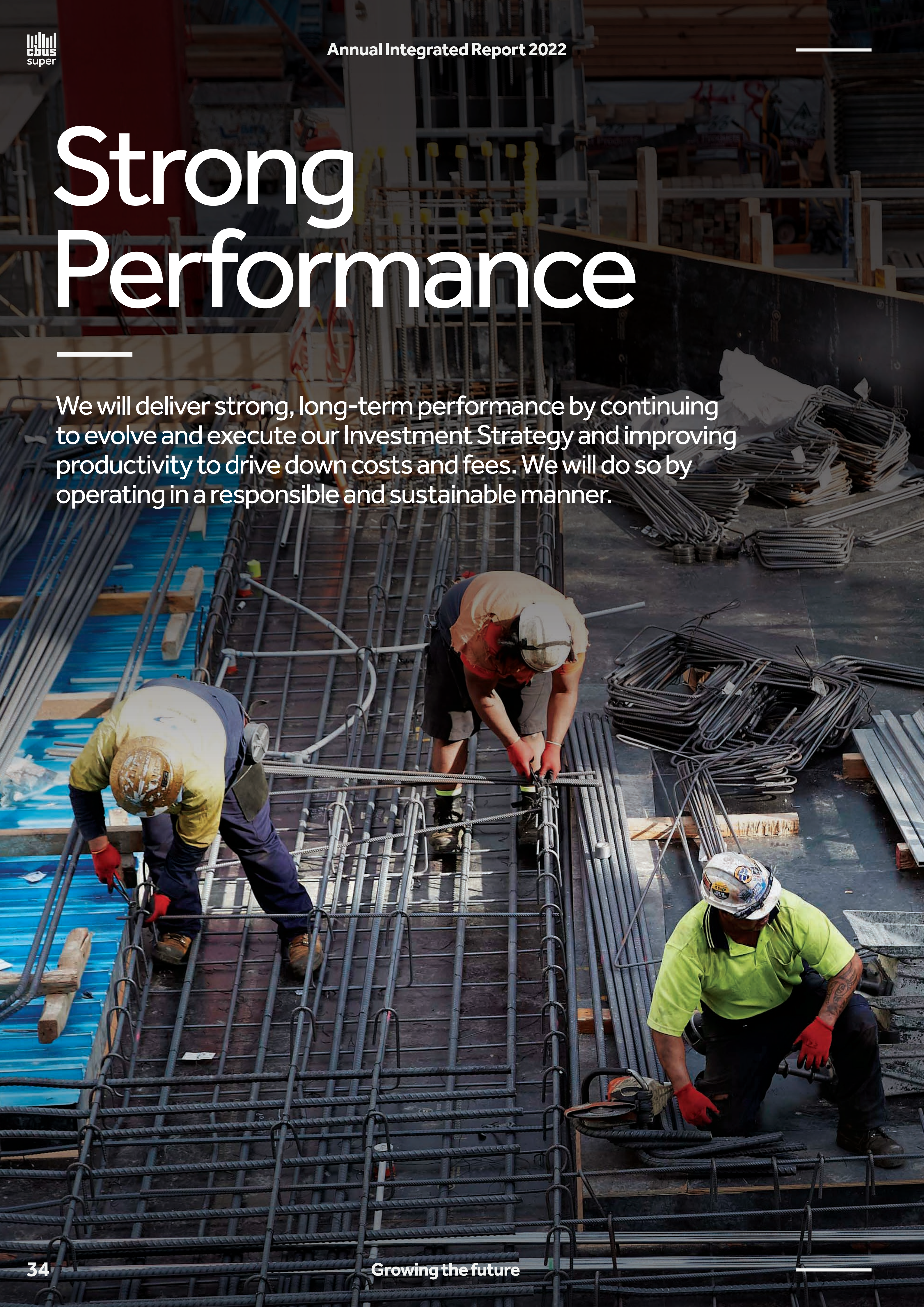
7.8

(6.1 in 2021)

Based on service scores from employers who interacted with our employer relationship management team during the period 1 July 2021 to 30 June 2022.

[9] QuickSuper, Cbus' Clearing House service is provided by Westpac Banking Corporation ACN 007 457 141 AFSL 233714 for Cbus employers. This information is about Cbus. It doesn't take into account your specific needs, so you should look at your own business needs, objectives and requirements before making any financial decisions. You should read the Employer Handbook, relevant Product Disclosure Statement (PDS) and other documentation to decide whether Cbus is right for you. Call 1300 361 784 or email cbusenq@cbusuper.com.au or visit www.cbussuper.com.au for a copy.

[9] Cbus Trustee: United Super Pty Ltd ABN 46 006 261 623 AFSL 233792 Cbus ABN 75 493 363 262.



Strong Performance

We will deliver strong, long-term performance by continuing to evolve and execute our Investment Strategy and improving productivity to drive down costs and fees. We will do so by operating in a responsible and sustainable manner.

Update from the Chief Investment Officer

The financial year 2022 saw investment returns across the superannuation industry impacted by a range of global factors. Rising inflation has seen the Reserve Bank of Australia and central banks overseas raise interest rates, the Russia/Ukraine war has impacted energy, gas and commodity markets, and the ongoing Covid pandemic has put further pressure on global supply chains.

Negative returns are clearly disappointing, but such periods are not unexpected for long-term investments such as super and follows very strong double digit returns in the 2021 financial year.

We expect 3 to 4 negative returns in every 20 years in our Growth (My Super) option while still achieving growth of 3.25% above inflation for rolling 10 year periods. The Growth option obtained top quartile performance ranking over 3, 5, 7, 10, 15 and 20 years to 30 June 2022[10]. Over the 7, 10, 15 and 20 year periods the Growth option is in the top 5 performing in the peer-relative survey.

We naturally don't like markets going down, but in some cases, market falls create opportunities to buy investments more cheaply, potentially leading to even greater returns in the long run.

Our strong cash flows and growth in funds under management provide us with the scale to continue to build our investment capability and expertise. This means we can adapt the portfolio to take opportunities when they arise, navigate the more difficult investment environment and drive down investment costs to members.

Since embarking on the internalisation strategy in 2017 we have saved members over $512 million in investment fees[11].

We continue to invest back into members' industries to achieve attractive risk-adjusted returns, while providing the secondary benefit of economic activity and employment. Cbus Property continues its investment into the building industry, delivering strong returns while creating employment for members.

We now also support industries that are important to Media Super members via a debt facility with Fulcrum Media Finance. Fulcrum Media Finance provides financing to the local industry, supporting the production of high-quality films and TV shows.Our Australian direct debt investments portfolio is now providing over $950 million in investments to both large and small Australian businesses and projects including smaller scale building and construction projects and support for social and affordable housing.

Separate from Cbus Property, we expanded our direct property investment with a 33% stake in the Jandakot joint venture in Perth alongside investment partner Dexus. This further diversifies our property portfolio, providing strong long term returns and creating jobs as the industrial precinct is further developed. The transition to a low carbon economy and mitigating climate change is a key area of focus and opportunity. We are committed to making our contribution to a 45% reduction in real world emissions by 2030 and to net zero emissions by 2050. This means we must be part of the transition solution – encouraging companies we invest in to transition and investing directly in solutions.

We are invested in renewables and we expanded that investment during the year with a 10% stake in Copenhagen Infrastructure Partners' Star of the South offshore windfarm in Victoria. *Star of the South* is Australia's most progressed offshore wind project, with the potential to power around 1.2 million homes and supply up to 20% of Victoria's electricity needs while creating jobs and investment in the Gippsland region.

Cbus Property has set a new benchmark for sustainable office development and design, with 435 Bourke Street, Melbourne being one of the first office towers in the world to feature a "solar skin" facade.

We are supporting innovation in manufacturing such as Carbon Revolution, which is a Geelong based technology company manufacturing advanced carbon fibre wheels.

The Australian Sustainable Finance Institute, which I chair, brings Australia's finance industry together to collaborate on realigning our financial services system, so that more money flows to activities that will help create a sustainable, resilient and inclusive Australia. In part, it is enabling conversations with policy makers about attracting capital, particularly to unlisted investments in transformative infrastructure and energy projects.

Overall, we continue to focus on delivering strong and sustainable long-term returns by investing in an innovative and responsible manner that ultimately contributes to better retirement outcomes over the long term for our members. Like the lens through which we encourage members to view their super, including those approaching retirement, the success of our investment strategy is set up to deliver and we remain focused on delivering over the long term.

Kristian Fok

Kristian Fok
Chief Investment Officer

[10] Taken from the SuperRatings FCRS SR50 Balanced (60-76) Index Survey. The default Growth (MySuper) option obtained a top quartile performance ranking over 7, 10, 15 and 20 years for the period ending 30 June 2022. SuperRatings is a rating agency that collects information from super funds to enable performance comparisons - visit www.superratings.com.au. Past performance is not a reliable indicator of future performance.

[11] The cumulative savings are estimated for each financial year from FY18 to FY22 and summed. The approach employed is to multiply the annual average size of the Growth option by the reduction in investment fees for each year relative to FY17.

Investments

The past financial year was a challenging one for markets, as central banks began to aggressively raise interest rates to combat surging inflation.

While the second half of 2021 produced strong market returns, a rapid pivot by central banks towards tighter monetary policy resulted in a sharp reversal of these gains in the first half of 2022. A strong economic rebound from the pandemic, tight labour markets, and surging inflation all necessitated an earlier and faster tightening in monetary policy than markets had been expecting.

This marked change in the interest rate environment sent bond yields surging higher (meaning falls in bond prices) and equity markets sharply lower. Consequently, returns have been negative for both equity and bond holders.

Higher interest rates are beginning to have an impact, with momentum in the global economy having clearly slowed in recent months. However, labour markets remain very tight, with the unemployment rate in both the US and Australia around record lows. To bring underlying inflation down meaningfully, further adjustment will be necessary.

Given the very high level of inflation and the almost unprecedented pace at which monetary policy is being tightened, the risks to the economy are significant. This will likely mean markets remain volatile and overall returns challenged over the coming year.

Our investment strategy

Our long-term strategic aspiration is to continue to be an innovative long-term global investor, with a total portfolio perspective, and expertise in investing in the real economy – particularly the built environment.

Our investment strategy of building in-house investment management expertise, alongside working with strategic partners and external fund managers, continues to deliver significant benefits of strong investment performance and fee savings for members.

To facilitate and support the growth aspirations of the Fund, we introduced six new investment options during 2022 to expand the choice offerings to all our members and to cater for the Media Super merger. We are applying our expertise to provide a greater range of options for retirees as we progress our retirement income strategy.

Strategic initiatives in FY23 will include a focus on the use of data and technology to enable better investment decisions and improve efficiency which will support the Fund's growth strategy and our longer-term aspirations, continuing to build the impact of our responsible investment activity and ensuring we continue to adjust to a rapidly changing superannuation landscape.

With an established platform in place, the investment model and structure is focused on continuing to deliver strong returns, extracting the benefits of scale for all Fund members and responding to the changing regulatory environment.

For more information regarding market volatility please visit: cbussuper.com.au/about-us/news/investment-news/explaining-share-market-volatility

How we invest

We invest members' funds across a wide range of asset classes including shares, property, infrastructure, private equity, alternative growth, credit, fixed interest and cash. The table on pages 62 and 66 shows the actual allocations as at 30 June 2022. By having allocations to different types of assets we can build diversified portfolios and better manage investment risks.

We choose investment managers that meet our selection criteria and fit our strategy. Including Cbus Property and hybrid strategies with strategic partners, Cbus internally manages 37.6% of the Fund. The remainder is managed by external investment managers. We continuously monitor all portfolios. At 30 June, we had 64 external fund managers:

For the full list of investment managers, visit cbussuper.com.au/super/my-investment-options/cbus-investment-managers

During the year, there were no breaches of our investment guidelines that resulted in a regulatory breach by our managers*.

Each investment option has set objectives. We review these objectives annually to ensure they meet members' needs from both a risk and an expected return perspective. The objectives take into consideration our membership profile, the expected medium to long-term investment environment and mix of asset classes we invest in.

As a result of the 2022 review, we made changes to the composition of our equity exposure. Specifically, we reduced the strategic exposure to Emerging Market equities in favour of Global and Australian Equities, as well as a modest increase in Private Equity.

To find out more about our investment option asset allocation visit: cbussuper.com.au/super/my-investment-options/asset-allocation-framework

While investment management fees have had another small reduction for Financial Year 2022, we have seen an uplift in transaction costs over the last year causing an increase in the combined investment fees and transaction costs for our Growth (MySuper) option.

Higher transaction costs were driven by significant new direct investments made during the year in including two large established retail shopping centres through Cbus Property and our internal Property Team's investment in the Jandakot airport and industrial precinct. We expect these investments to deliver good long term returns for members.

Management of derivatives

Cbus allows some of its investment managers to use derivatives to obtain market exposure, reduce risk and/or enhance efficiency. Where managers use derivatives, controls or policies must be in place to ensure the Fund is not exposed to undue risk. Cbus will also directly use derivatives for implementation of the investment strategy, most typically to gain or reduce exposure to an asset class in an efficient manner. Derivative exposure is subject to risk limits and must not gear the Fund. The derivatives charge ratio (the percentage of the Fund being used as security for derivative investments) was less than 0.5% during the financial year.

435 Bourke Street
Melbourne, Victoria

Responsible Investment

Responsible investing

The Fund has a proud history as a responsible investor. Cbus (now including Media Super products), invests responsibly by considering material environmental, social and governance (ESG) risks and opportunities as one input into our investment decisions, along with other traditional investment factors such as cashflows and revenues[12].

This year several areas of note include climate change, our work with the Australian Council of Superannuation Investors (ACSI) and its Rights and Cultural Heritage Risk Management Working Group and our participation on the Board of the Australian Sustainable Finance Institute (ASFI).

How does Cbus invest responsibly?

The Fund applies a 'total portfolio' approach to managing ESG investment risks and opportunities, rather than only considering ESG factors in a stand-alone ethical or socially responsible investment option. We believe this approach protects and grows our members' retirement savings and is in their best financial interests.

We do this by:

- **Assessing** how material ESG risks and opportunities are considered when choosing a company, asset or external investment manager and integrating these risks and opportunities as one input into investment processes.
- **Researching** to understand emerging issues and provide evidence to measure and support our approach.
- **Being Active Stewards** by voting at annual meetings and through discussions with the company or manager to improve practices so that companies we invest in are better run, less risky and provide better, more sustainable long-term returns.

  Our approach to company engagement and voting is more active in Australia where we have larger investments, and we have better access to companies.
- **Monitoring and Measuring** ESG performance over time through regular portfolio, company and manager reviews, reports and disclosures.
- **Participating** in the development of improved ESG management and disclosure standards. Either directly or alongside others in the finance industry, we support the development of policies and research and make submissions to government and regulatory consultations. This includes taking leadership positions in key bodies such as ACSI, ASFI and the Investor Group on Climate Change (IGCC).
- **Being Transparent** about our approach.

Climate change

Our commitment to managing climate change risks and opportunities has never been more important. We understand many of our members will be retiring in 20-30 years' time, when the impacts of climate change will have intensified if action is not taken.

We have a range of climate goals, including:

- Net zero emissions by 2050[13]
- Contribute to a 45% reduction in real world emissions by 2030[15]
- Invest 1% of our total funds under management (FUM) in climate related investments
- Engage with our highest equity holding emitters to improve their responses to climate change

This year, we continued to build on the significant program of work we have undertaken through the development of our third Climate Change Roadmap which sets out our key climate change activities over the next two years. The course we have charted will see Cbus continue to expand our investments in climate related investments, increase our focus on financing the transition, improve how we measure our exposures to climate change risks and opportunities and drive increased alignment across both the assets we invest in and the external investment managers who invest on our behalf.

The world is undergoing a significant energy transition. Committed focus, combined with significant investment, is required for countries, investors and companies to meet their objectives and temper the worst consequences of climate change. As custodian of our members' retirement savings, Cbus is committed to supporting this transition whilst also delivering strong investment returns.

[12] This means considering how long-term ESG issues regarded as material, or highly likely to affect business or investment performance, are managed when making investment decisions and when choosing and monitoring external investment managers, companies and assets.

[13] These targets currently cover 70% of the Cbus portfolio and work will continue to expand the boundary of these targets to include additional asset classes.

"Our comprehensive scenario analysis work will ensure that climate change is an integrated part of the investment decision-making process."

Kristian Fok,
Chief Investment Officer

As of today, Cbus has invested in several wind and solar energy opportunities, powering hundreds of thousands of households with clean energy. We invest in renewables and low emissions technology in Australia and abroad, and through Cbus Property, own one of the most energy efficient commercial property portfolios in the country[14].

This year Cbus Property's achievements[15] include:

- Net Zero carbon (carbon neutral) certified – eight years ahead of schedule
- 6 Star Green Star Performance portfolio rating
- NABERS Portfolio results – 1st in Waste, 2nd in Energy and Indoor Environment, 7th in Water = overall 1st across all NABERS
- WELL Portfolio Health Safety ratings, Platinum WELL pre-certified at 83 Pirie Street and Platinum WELL certified at 720 Bourke Street

Cultural heritage risk management

Following the Juukan Gorge tragedy, Cbus worked with ACSI to establish and subsequently co-chair a Working Group on Rights and Cultural Heritage Risk Management.

A key output from the working group during the year included two documents: a Research Paper 'Engagement with First Nations People' and policy on company engagement. The papers were developed following consultation with investors, First Nation peoples, companies, academics and non-government organisations, and multiple rounds of feedback from ACSI members. Initially, these papers will assist in engaging in a more considered way with extractive companies.

Leading by example

As part of our work towards a sustainable long-term financial system our Chief Investment Officer, Kristian Fok, was appointed as Chair of the Board of ASFI[16] in 2021. One of the key projects within the ASFI roadmap is the development and implementation of an Australian sustainable finance taxonomy.

The taxonomy[17] guides capital from investors like super funds to support the achievement of Australia's climate, environmental and social objectives. Cbus is also proud to sit on the steering committee of the ASFI taxonomy project, providing strategic direction and oversight as the taxonomy is developed.

Landmark investment for Cbus: Australia's first offshore wind project

Responsible investment is not just about managing risks, it is also about benefiting from new opportunities and innovations. One such innovation is our recent partnership with Copenhagen Infrastructure Partners (CIP). The Fund has partnered with CIP by acquiring a 10% stake in CIP's Australian offshore wind project, *Star of the South*.

Star of the South is Australia's most progressed offshore wind project, to be located off the south coast of Gippsland in Victoria, with a capacity of up to 2.2 GW. The partnership demonstrates confidence in Victoria's offshore wind sector, with *Star of the South* forging the way for a new local industry to deliver a clean energy boost, create thousands of jobs and reduce carbon emissions.

Our recognition

Cbus is proud to be recognised as one of Australia's leading responsible investment super funds by the Responsible Investment Association of Australasia (according to RIAA's Responsible Investment Super Study, 2021) as well as being recognised in the top 20 of Australia's most responsible super funds in Rainmakers inaugural 2021 ESG Superannuation Taxonomy study.

Cbus was awarded the Investor Group on Climate Change *Outstanding Initiative by an Asset Owner* for our innovative in-house modelling to support the Fund's climate commitments. This work has enabled Cbus to take ownership of the climate transformation required across our portfolio, and will help in tracking progress against our targets, identifying key assets, sectors or investments at risk of not transitioning, and identifying investment opportunities that could benefit from a new energy economy.

Our Responsible Investment Supplement provides more detail on our progress and the key activities Cbus has undertaken throughout the year. The supplement is subject to Independent Limited Assurance provided by KPMG.

[14] Source: https://nabers.gov.au/portfolio, NABERS is a national initiative managed by the Australian government and provides comparable sustainable measurements and ratings across the building sector. https://wellcertified.com,WELL are international building standards designed to enhance human health and well-being.

[15] Cbus Property Pty Ltd (referred to as Cbus Property) is a wholly-owned subsidiary of United Super Pty Ltd, and is responsible for the development and management of Cbus' direct property investments.

[16] ASFI brings together a range of participants across the finance sector including banks, insurers and investors with observers from regulators and Treasury to implement an Australian Sustainable Finance Roadmap.

[17] Sustainable finance taxonomies are common definitions to make it easier for consumers to understand what sustainable investments and products are true to label.

Cbus Property

Cbus Property continues to build a strong position in the property investment and development sector, having grown our portfolio of $0.5 billion in 2006 to $6.0 billion in 2022 with a further $5.0 billion of work underway.

83 Pirie Street,
Adelaide, South Australia

This past financial year, we introduced retail into our portfolio, purchasing interests in two of the top 10 shopping centres in Australia - Pacific Fair Shopping Centre in Broadbeach on the Gold Coast, Queensland and the Macquarie Shopping Centre in North Ryde, New South Wales.

Sustainable and healthy spaces at the forefront

Cbus Property aspires to deliver the most sustainable commercial office portfolio in Australia and the world, with a number of industry achievements underpinning this ambitious goal. Significantly, we fast-tracked our sustainability target to become net zero carbon in operation by eight years, from 2030 to 2022.

Our commercial office portfolio has Australia's highest overall NABERS score, making it the most environmentally sustainable portfolio in Australia, as well as 6 Stars for Green Star Performance from the Green Building Council of Australia, representing world leadership in sustainable operations. We also have WELL Health Safety ratings across our managed investments, delivering healthy and safe spaces for our occupants; and we are engaging with our investments' cleaning teams to ensure safe and fair workplaces, free from exploitation and poor labour conditions.

Our developments

The Cbus Property portfolio includes a number of landmark office and residential apartment towers across Australia's capital cities.

Our commercial office developments include 205 North Quay, currently under construction in Brisbane, and the recently completed 83 Pirie Street, a next-generation office tower in Adelaide.

Our residential pipeline includes The Langston Epping in Sydney's north-west, where the majority of residences were settled in April and May 2022; Newmarket Randwick in Sydney's eastern suburbs, where construction recently commenced on the second stage; and 111 Castlereagh in Sydney's CBD, the iconic Sydney location of David Jones. In Victoria, all residences are now sold at 17 Spring Street, with construction anticipated for completion by the end of the year.

Artist Impression | 121 Castlereagh Street, Sydney, New South Wales

We also celebrated the sod turning for our boutique South Yarra development, Como Terraces, being developed in partnership with Sterling Global; and lodged a Development Application to deliver a world-class residential project in North Sydney.

The new workplace

Most recently, in early August 2022, planning approval for 435 Bourke Street was received from the Victorian State Government's Department of Environment, Land, Water and Planning (DELWP).

435 Bourke Street is a significant evolution for the office market. After in-depth market research and surveying of a number of prospective tenants, we proposed a redesign with a solar skin, which will result in 20 percent self-generating power in comparison to existing buildings which generate less than 5 percent.

The remaining 80 percent will be powered by renewable energy. This is a first for Australia. Put simply, 435 Bourke Street will be a building that delivers on all facets of major tenants' requirements for a broad diversity of workspaces, sustainable design and on-site and surrounding amenity.

Performance*

Year to 30 June 2022

13.4%

Financial performance of Cbus Property

Since inception (p.a.)

14.9%

Financial performance of Cbus Property since 2006

Jobs created

100K

Across Australia since Cbus Property's inception in 2006[20]

Steady foundation of returns

Cbus Property's portfolio of investments and developments deliver consistent, strong returns or Cbus members. This year, despite the continued challenges of the pandemic, we delivered a 13.4 percent return to our members, compared to the MSCI/IPD benchmark of 11.6 percent.

This strength has been consistent throughout our history, delivering an average of 15.6 percent throughout the past 10 years, 12.5 percent throughout the past five years, and 14.9 percent since inception.

Furthermore, Cbus Property developments have created more than 100,000 direct jobs since 2006[18]. Reflecting this continuing strength of property investment and development, we also saw a 30 percent increase in our employee headcount, up to 66 nationally.

A key contributor to the revenue model continues to be the strong level of government office tenancies in Cbus Property buildings, totalling approximately 55 percent of the office portfolio, with leases ranging from 10 to 30 years, providing consistent and stable income streams and returns for Cbus members.

Managing challenges

It was not a year without its challenges, though, with the building industry facing some difficult times. Examples included a lack of workers, construction cost escalation and supply chain issues.

Additionally, the return to work, particularly in CBD offices, ongoing interest rate rises and cost of living increases, continue to affect all of us.

Future success

As with every year, the challenge is to find a pipeline of new and industry-leading projects and Cbus Property continues to work tirelessly to respond to the ever-changing needs of the market.

Our industry is ever evolving and we must continue to be agile in our response to that evolution. With this in mind, understanding the needs of our commercial or retail customers is the main focus for future success. For example, research among existing and prospective tenants for office space has highlighted that wellbeing and the retention and attraction of new employees are bigger concerns than rental cost - in addition to demonstrating a clear and genuine commitment to environmentally sustainable design, durability and managing environmental issues.

We continue to believe that premium and A-grade commercial office buildings will deliver higher tenant retention and demand, than older buildings that do not cater for wellbeing or have strong enough sustainability credentials - such as high NABERS, Green Star and WELL ratings.

Cbus Property also sees the housing and residential markets as a pivotal area to continue to focus our attention and integral to our ongoing success. Research highlights that there will continue to be a significant undersupply of housing in the coming years and we believe we are in the best position to capitalise on any new opportunities that may come to market.

We will remain vigilant in looking for opportunities that will continue to deliver strong returns for Cbus members and we look forward to updating you again next year.

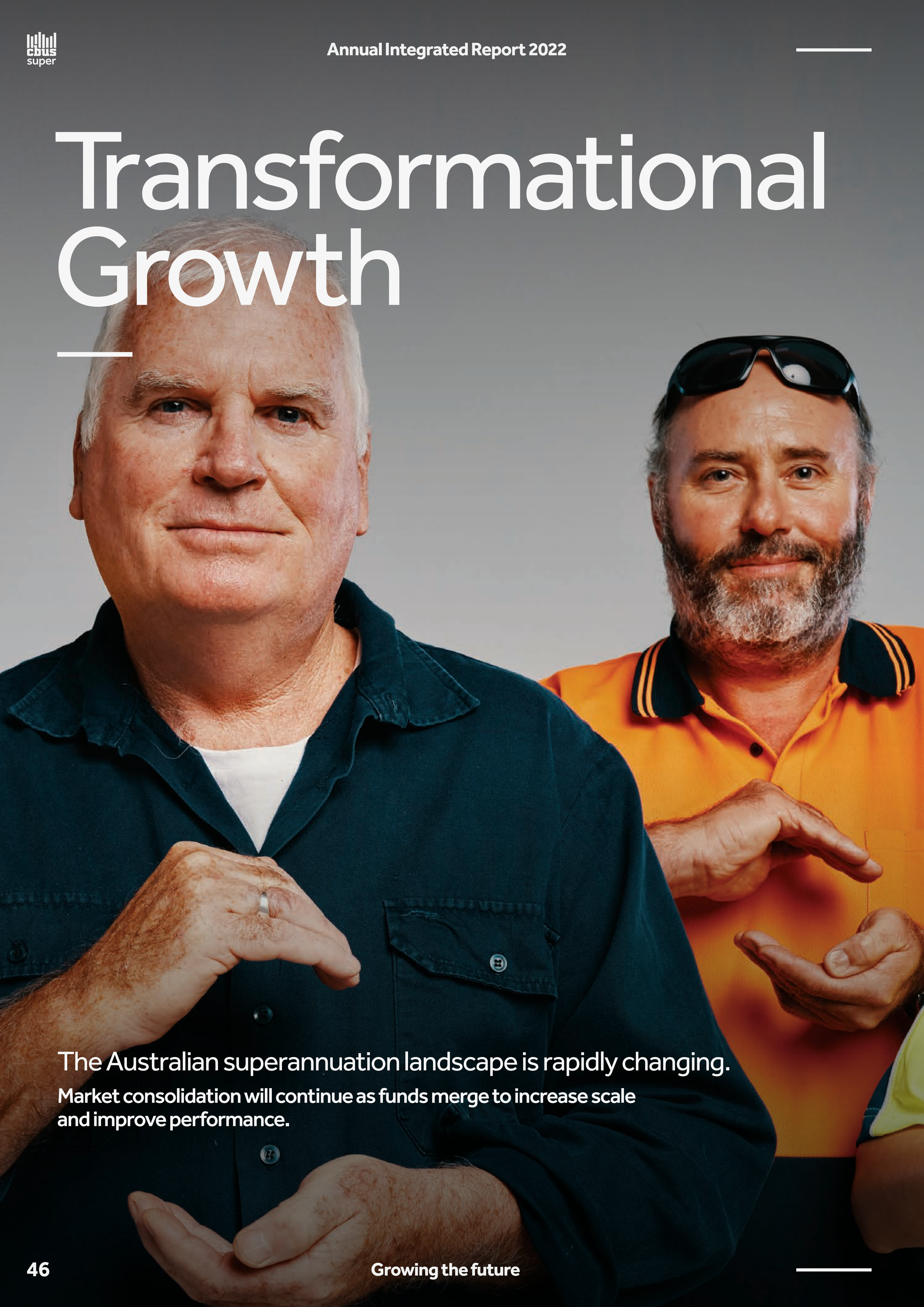
Adrian Pozzo
Chief Executive Officer

* Cbus Property investments are part of the property asset class in the High Growth, Growth Plus, Growth, Conservative Growth, Conservative and Property investment options, and these returns form part of the crediting rates allocated to accounts invested in these options. Past performance is not a reliable indicator of future performance

[18] Estimated jobs since 2006 to June 2021 based on inductions for completed and committed developments.

205 North Quay
Brisbane City, Queensland

Transformational Growth



The Australian superannuation landscape is rapidly changing.

Market consolidation will continue as funds merge to increase scale and improve performance.

Cbus has a proven track record of specialising in meeting the unique needs of members employed in the Building and Construction industry and adjacent sectors, and in retirement. We understand that we must also grow to continue delivering our specialist, tailored products and services, sustaining strong long-term performance, and remaining competitive in this changing environment.

Achieving transformational growth delivers economies of scale benefits to our members and employers in terms of costs, products and services and performance. To maintain a competitive level of scale we have set ourselves the target of growing the Fund's net assets to approximately $150bn by FY26 through a combination of mergers and growing our membership base by attracting and retaining members.

At this size, Cbus would have sufficient scale to remain competitive against the emerging mega-funds and be well positioned strategically to respond to any major changes in the market caused by further regulation, consolidation, competition, and changes in consumer behaviour.

We are targeting new member acquisition via brand and marketing activities, extending digital channel reach, and leveraging our workplace presence. This has seen us continue to grow with an 11.1% increase in members belonging to the Fund.

Importantly, we grew the number of members choosing to take advantage of our recognised Super Income Stream retirement product well beyond our target to 17,085 members, including more than 2,500 Media Super Pension accounts transferring across as we executed our merger.

We will continue to encourage member engagement and retention through our campaign activity designed to drive improved member outcomes.

At the same time, we are focused on executing mergers to establish the size required to remain competitive and cost efficient.

Our aspiration is to serve the unique needs of members employed within blue-collar industries and in retirement. This includes our traditional heartland sector – the Building and Construction industry – as well as adjacent blue-collar sectors such as electricity and utilities, transport, mining and manufacturing.

Our recent merger with Media Super has delivered scale benefits and positions us to leverage Media Super's brand and relationships to serve the print, media, entertainment and art sectors.

Welcome Media Super

This year we welcome Media Super members from across Print, Media, Entertainment, arts and broader creative industries, with a merger completed following a Successor Fund Transfer (SFT) on 9 April 2022.

The merger brings together the two funds' investment, administration and operations, with both Cbus and Media Super retaining their brands, meaning the Media Super brand will continue to operate as the leading brand for members in the print, media, entertainment and arts industries.

Both funds share authenticity and origins through the industry fund model, with a combined 68 years of superannuation experience. The merger brings together two funds who share a commitment to maximising members' savings and to helping all members achieve better retirement outcomes.

The merger brings many compelling benefits to Media Super members. The scale of the merged funds will drive greater scope to manage fees effectively, drive substantial investments that contribute to stronger long-term returns, and provide access to innovative products and services including for those approaching or in retirement. Such benefits were recognised early with a reduction in administration fees for all Fund members.

Media Super members will have access to representation through Cbus' established national footprint of provision of service and support to members around Australia. The Cbus investment team remains committed to investing back into Media Super members' industries.

Media Super Member statements

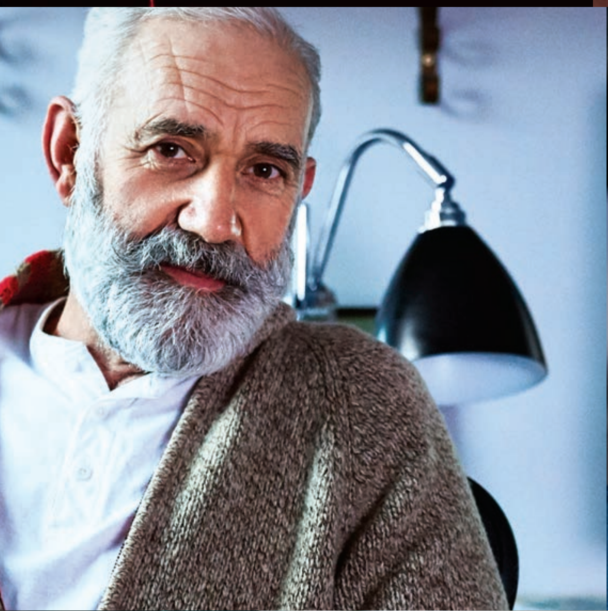
We acknowledge that not everything was foreseen in the complexity involved in transitioning Media Super members and employers over to the Cbus administration platform. We have worked with our administrator, Link, to ensure we remedy any administrative errors that have caused frustrations for a small cohort of members and employers post the merger. We have drawn valuable lessons and understandings from the process that will be enable it to be smoother in the future.

Given the effective date of the SFT, Media Super members will receive Member Statements for the 2022 financial year that will only cover the period 9 April 2022 to 30 June 2022.

In order to get a more holistic view of full financial year returns, Media Super members should read their statements alongside the exit statement provided to them by Media Super on the 8 April 2022 which outlined their final account holdings and performance with Media Super prior to the merger.

The returns published in this report for Cbus Super investment options, apart from those options established during the reporting period, are for the full 12 months of the 2022 financial year and therefore do not apply to Media Super members (as Media Super members in full were only members from 9 April 2022 to 30 June 2022).









Brand

The Cbus brand has enjoyed strong recognition in the marketplace over many years, particularly amongst Building and Construction workers.

This year, we refreshed the brand to support our growth strategy and extend our attraction to workers in our target sectors where we believe we can provide better retirement outcomes with our specialist focus. Brand recognition rose to 81%[19] for the year as we went to market with the unifying message of "Making Hard Work Pay Off".

[19] Cbus members rate the Fund's reputation with an 81% approval rating. Source: Kantar Research: Brand Tracking Survey 2021.


Lily


ZETS CLEANING


Making hard
work pay off.
United Super Pty Ltd ABN 46 006 261 623 AFSL 233792 as Trustee for Cbus ABN 75 493 363 262. This information is about Cbus. You should read the relevant Cbus Product Disclosure Statement and Target Market Determination to decide if Cbus is right for you. Call 1300 361 784 or visit cbussuper.com.au for a copy.
An Industry SuperFund
cbus super

Our people

Justin Arter (CEO), Mirella Robinson (Chief Information Technology Officer), Antony Thow (Group Executive Brand, Growth and Product), Kristin Miller (Group Executive, People and Culture), Keith Wells-Janz (Chief Financial Officer), Marianne Walker (Chief Member Officer), Kristian Fok (Chief Investment Officer), Wade Martin (Chief Risk Officer).

Leadership

We have a bold growth strategy to position us well into the future in an ever-evolving environment. Our people, how we work and how we lead have never been more important in delivering on our strategic objectives.

To deliver high performance and sustainable growth into the future, it is critical that our people are aligned, engaged, and empowered. For this to happen, we are continuing to focus on how we lead and grow our people.

Our Executive Management Team, led by the CEO, is responsible for leading the implementation of our key strategic objectives. They assist the Board to help design the Fund's strategy and are accountable to the Board to ensure its delivery within the established budget and risk parameters.

They are also responsible for demonstrating, propagating and building the culture of the organisation to ensure our people understand and are aligned with the Fund's values.

This year offered the opportunity to better align some of the responsibilities and key focus areas of some Executive roles with the strategic focus of the Fund. This included the expansion of the role of our Group Executive Member Experience to Chief Member Officer and change to the Group Executive Brand, Engagement, Advocacy and Product to Group Executive Brand, Growth and Product.

Following the departure of Robbie Campo at the end of June 2022, Antony Thow joined Cbus as Group Executive Brand, Growth and Product in July 2022.

For information regarding our Executive Management Team members and their remuneration please visit

cbussuper.com.au/about-us/how-were-run/executive-team.

Gender diversity targets and progress as at 30 June 2022

Gender Equity	Target % Females	2022	2021	2020
Board	40%	36%	31%	31%
Executive	50%	44%	44%	38%
Heads of	50%	52%	40%	40%
Managers*	45%	43%	-	-
Non Managers*	50%	49%	-	-
All staff (including above)	50%	48%	50%	49%
Investments Team	40%	36%	38%	39%

*New 2022 target

Diversity & Inclusion

Cbus serves over 845,000 diverse members and we recognise the value of having diverse employees who represent their unique perspectives as it ensures the best outcomes for our members.

We believe that our people and culture are critical in helping us to deliver on Cbus' strategy, so we are focused on creating an environment that is inclusive and supportive; a place where everyone can truly be themselves.

As a result, our Diversity & Inclusion strategy is centred around:

1. **Diverse Talent** – building a workforce whose composition reflects a diversity of backgrounds, knowledge, experience, and perspectives. Attract, retain and accelerate diverse talent.
2. **Inclusive Teams** - Creating and maintaining an inclusive workplace culture where all people are heard, and their diverse thinking and skillsets are valued.
3. **Flexibility and Fairness** - Ensure that all employees have equal access to opportunities and are equitably rewarded and recognised for their contributions.

Gender Diversity

At Cbus we believe it is important to create a workplace in which men and women are equally represented and valued. We track our results on gender diversity as a key metric to assess our performance in delivering the Diversity & Inclusion Strategy. We have made progress on our gender diversity goals over time, with trends moving closer to achieving the target in most areas.

Gender Equity

At Cbus we are committed to our focus to achieve gender equality and have a broad range of policies, programs and initiatives to achieve this, including:

- **Our gender-equal parental leave policy** offers **20 weeks paid leave** and option to take unpaid leave (with super contribution) for eligible parents. This year **57%** of parents taking leave were male, demonstrating that the gender-equal benefits of the revised policy are enabling parents to share caring responsibilities and improving women's options to return to pursue their careers.
- Our **grandparents leave** offers access to 48 weeks unpaid leave to improve women's options to pursue their career and provide working grandparents the opportunity to enjoy special moments with their grandchildren.
- **Flexible working:** Responding to COVID-19, we took the opportunity to increase workplace flexibility, maturing from pandemic remote work to a **flexible working** policy. Our employee engagement result showed that **93%** (up from 84% last year) of our employees believe they have the flexibility needed to manage their work and other commitments.
- Cbus contributes **superannuation on unpaid parental leave** as a step toward closing the superannuation gender gap.
- We continue in our commitment to support employees who are experiencing **domestic and family violence (DFV)**. There are many components to this support including **unlimited special leave**, emergency accommodation and advanced pay loan.
- We recognise that not everyone exclusively identifies with the gender they were assigned at birth and welcome people of all gender identities. We offer **four weeks of paid** and up to **48 weeks of unpaid gender affirmation leave** for our employees and support them on their journey to be their true selves.
- We continue to work on ways to increase opportunities for the development and promotion for women at Cbus. Of those who were promoted internally, **55%** were female (WGEA data 2022).

WGEA:

We are required by the Workplace Gender Equality Act 2012 (Cth) to report our workforce gender profile as at 31 March each year.

Our 2022 report has been lodged with the Workplace Gender Equality Agency and is available on our website at cbussuper.com.au/about-us/careers/working-at-cbus, where a number of areas are reported on including gender representation, parental leave policy and the Cbus gender pay gap:

- as at June 2022, our gender pay gap for Fixed Remuneration (salary + superannuation): was 12.4%, down from 14.6% in July 2021 and 15.6% in October 2020.
- as at 31 March 2022, our gender pay gap for Total Remuneration (salary + super + allowances (WGEA definition)): was 15.9%, down from 16.5% previous year. The Financial Services Industry benchmark was 26.9%.

Employee representative groups

We are focused on establishing employee representative groups (ERGs) to ensure that the perspectives and experiences of under-represented groups are understood and supported. Our LGBTQ+ group launched recently as part of Pride Month in June 2022 and the Inclusion in Investments group in 2019. We are working to launch our gender ERG in the coming months.

Engagement and Career and Development

This year 84 percent of our people completed the employee engagement survey. Our overall engagement score was 69. This is in line with our 2021 score and 2 points below the Australian Financial Services norm. Eighty five percent of our people indicated that they are proud to work for Cbus and 81 percent would recommend Cbus as a great place to work.

In the area of Career and Development and Management (day-to-day leadership), over 75 percent of our people indicated that they have regular conversations with their manager about their career and development aspirations, that they receive the support and guidance that they need to manage their career and development and that they have access to learning and development tools needed to do their job well.

Individuals also suggested that they are well supported by their manager, with over 85 percent of people indicating that their managers cared about their wellbeing, supported them to do their jobs well, and behaved in a way that was consistent with our values.

These results supported the strong focus on career and development we have had in the last 12 months with at least 75 percent of our people participating in Career and Development Immersion sessions.

Participants were able to hear from our Executives on their career journeys, and introduced to tools and further knowledge on how to create strong career and development plans. They were also given the opportunity to learn more about how to have high quality conversations to support the achievement of their plan.

This is further reinforced in our Leadership Essentials program. This program was established to provide our people with leadership skills to maximise their team's potential and performance.

Fifty-two of our people attended Leadership Essentials this year, in total 53% of our eligible people leaders have been through the program, and we will continue to run this program on an on-going basis.

Some areas for improvement were noted in the annual survey and will result in:

- an Enterprise Leadership program to ensure senior leaders are equipped to achieve the growth objectives and strategic vision of the Fund.
- continuing to work on our system and process maturity so that it is easier for our people to get things done and achieve strong outcomes for our members. Improvements include the introduction of a new General Ledger system, and planning is underway to introduce a Human Resource Information System.
- working to improve how we plan, prioritise, allocate resources and work together.

Cbus Enterprise Bargaining Agreement

All Cbus employees (other than the Executive Management Committee) are covered by an Enterprise Agreement (EBA) which is re-negotiated every three to four years and then approved by the Fair Work Commission.

The bargaining process for the new EBA that covers the majority of Cbus employees began in September 2021. Following negotiations between staff, management and the Finance Sector Union, an agreement was reached in May 2022. The United Super Pty Ltd Collective Bargaining Agreement 2021 (USPL EBA) was then approved by the Fair Work Commission in June 2022 and will operate until June 2024. Of eligible employees, 85% voted and the majority (97%) of employees who voted did so in favour of the new USPL EBA.

Cbus has always provided a range of industry-leading terms and conditions of employment. The new EBA will help Cbus remain an employer of choice.


cbus
Construction & Building Industry Super
cbus
Construction & Building Industry Super

Digital, Data and Technology

Continued support of the Fund and progressing outcomes in critical areas such as technology, cyber risk management, data integration, reporting and analytics have been the focus in FY22 for our Digital, Data and Technology (DDT) work.

A key achievement to progress this work is that Cbus' Technology Strategy has been developed and approved by the Board. It outlines our core capability requirements and our approach to rationalise and optimise the technology requirements for future delivery.

One element of the strategy has been to confirm that efficient and effective capability is essential for the operation of Cbus and is achieved through five key business areas - Enterprise Architecture & Strategy, Engineering Support & Services, Data & Information Services, IT Security, Governance & Risk and Engagement & Delivery Practices.

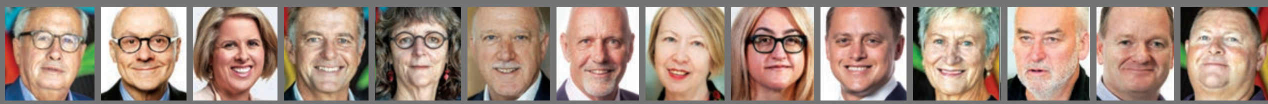
This model of delivery was developed over the past two years, following the appointment of our first Chief Information Technology Officer. Initial assessment was then done on key areas to address and this year our teams have delivered the technical solutions to enable the delivery of programs such as our Media Super merger, Blue Collar Insurance Protection, support our Cyber security and meet regulatory obligations. The team has also maintained agreed service level standards for our members, employers and employees which enables easier use and reliability of our technology capabilities.

DDT highlights

- **Employer Portal** – following its launch in 2021, there were technical and customer experience issues. Data issues that contributed to the problems have now been addressed.
- **Technology Strategy** – we continue to work through a significant program to restore our core technology capabilities. A technology strategy has been developed to identify capability limitations and provide a roadmap for improvement. A tight labour market in technology roles will continue to challenge our (and our peers) execution capacity.
- **Data Strategy** – The Data Strategy was endorsed by the Board and sets out our roadmap to uplift the data functionality and increase Cbus access to quality data to support decision making and become a more data centric fund. Horizon 1 of this program delivered the foundational work that supports the next stage which will focus more on the adoption of self-serve data capability.
- **Increased Digital Focus** – More visibility and presence in the digital, member-choice landscape such as an easy online join for members and personalised email communications.
- **Media Super** – Digital, Data and Technology led the engagement and technical delivery of the Media Super merger. This was a whole-of-fund change, covering people, process and technology and included enhancing systems to expand our investment options and integrate the Media Super brand. The team managed data migration of member and employer records, enabling the successful migration of some 70,000 members.
- **Technology Risk & Cyber Security** – Cyber security requires increasing focus with each year and Cbus has responded to this challenge by joining the Australian Cyber Security Centre (ACSC). The ACSC leads the Australian Government's efforts to improve cyber security as well as to prevent and combat threats and minimise harm to Australians.
- **Working in Partnership** – supporting other business areas at Cbus is a key focus for DDT. This has included addressing technical challenges for a range of programs of work such as the Media Super merger and Super X program, which is building consistent, repeatable solutions for Member and Employer Service.
- **Key contracts** – DDT re-negotiated key supplier contracts during FY2022 as we focussed on reducing complexity in technology, while also increasing capability.

17 Spring St
Melbourne, Victoria

Our Governance



Hon Wayne Swan (Chair of Board and Independent Director), John Edwards (Independent Director and Chair of Risk Committee), Denita Wawn (Deputy Chair and Employer Director), Stephen Dunne (Chair of Investment Committee and Employer Director), Michelle Beveridge (Chair of Audit and Finance Committee and Employer Director), Ray Sputore (Employer Director), Hedley Davis (Employer Director), Anne Milner (Employer Director), Rita Mallia (Chair of Member and Employer Services Committee and Member Director), Michael (Misha) Zelinsky (Chair of People, Culture and Remuneration Committee and Member Director), Anne Donnellan (Member Director), Frank O'Grady (Member Director), Earl Setches (Member Director), Jason O'Mara (Member Director).

Making decisions in our members' best interests.

The Board of the Trustee is ultimately responsible for the sound and prudent management of the Trustee's business operations. The Directors of United Super Pty Ltd are appointed from member and employer associations, with two independent Directors.

The role of the Board is to oversee the management of the Fund, including its overall governance, financial and risk management capability, investments, and strategic direction.

This encompasses:

- making reasonable and informed decisions in a timely manner in the best interests of beneficiaries
- approving and regularly reviewing the strategic and financial objectives and direction of the Fund, to maximise the retirement benefits of its members
- approving, reviewing and monitoring the rolling 3-year Business Plan and annual operating budget
- reviewing and approving the significant frameworks and policies of the Fund
- ensuring that appropriate systems are in place to ensure compliance with all statutory and regulatory requirements and
- appointing the CEO and reviewing the performance of the CEO and Executive, setting an appropriate remuneration package and ensuring adequate succession planning.

In the last financial year, the Board underwent substantive changes, reducing in size from 16 Directors to 14 Directors (facilitated by the departure of Scott Beynon and Kara Keys). Further, the Board farewelled three long standing Directors, including its Chair Steve Bracks, Deputy Chair and Risk Committee Chair, Dave Noonan, and Audit and Finance Committee Chair, Anthony McDonald. The Board approved the appointment of Wayne Swan as the new Chair of the Board and welcomed Michelle Beveridge and Jason O'Mara to the Board.

Other key items the Board oversaw and approved included:

- The reduction of Administration fees for its members
- The successor fund transfer of Media Super into Cbus
- The establishment of the Fund's Retirement Strategy
- The Super Enterprise Bargaining Agreement
- The United Super Bargaining Agreement 2021 and
- Progressing to the next stage of merger discussions with EISS Super.

The Board is assisted in its role by six permanent standing committees: the Investment Committee; People, Culture and Remuneration Committee; Member and Employer Services Committee; Audit and Finance Committee and Risk Committee.

The Nomination Committee is not a standing committee but meets as required to assist the Board with Director, Committee and CEO appointments.

The Board and each of the Board Committees has a charter that sets out its roles and areas of responsibilities.

You can view these charters at cbussuper.com.au/board

For more detail on the activities completed by the Board and the committees, demonstrating the active governance of the Fund, please view our Governance supplement at **cbussuper.com.au/cs/governance-framework-2020**

Cbus Property Governance

Cbus Property has its own Board comprised of three independent directors and four nominated Cbus Directors. The Cbus Property constitution requires that Board decisions must have the support of the majority of independent directors.

The Cbus Property Board is responsible for the governance, risk management, financial and strategic performance of Cbus Property. In discharging these responsibilities, the Board may delegate appropriate matters to board committees and management within defined and documented parameters.

The fees payable to Cbus Property directors are disclosed on the Cbus website.

You can find out more here: cbusproperty.com.au/our-business

Trustee insurance

The Trustee holds indemnity insurance that provides cover to protect the Fund, its Directors and Officers from the costs and liabilities that may arise from legal action.

Identifying and managing risk

Growing the future - How we manage risk

Cbus is willing to accept risk in the pursuit of value as long as it is understood, can be appropriately managed within the parameters of the Cbus Risk Management Framework, and is consistent with Cbus' overarching strategic objectives of generating the best possible retirement outcomes in the long-term best financial interests of our members.

The Cbus Risk Management Framework underpins the successful execution of strategy and conduct of our operations. Cbus recognises the importance of a strong adaptive risk framework as a critical enabler in achieving our strategic goals.

Accordingly, the Risk Management Framework has continually evolved to ensure it responds to the changing external environment, is aligned with our strategy and supports the operating model. The key developments to our risk framework during the year included:

- the second year of operation of the Board Risk Committee providing oversight and challenge of risk management and activities.
- completion of a risk culture survey of our people with the results being used to evolve the risk culture action plan.
- evolving our resilience and embedded a 'Best Financial Interest Duties' framework in response to regulatory requirements.
- establishment of a 'Third Party Risk Management' framework to drive consistency in the management of external vendors.
- continued to evolve our resilience planning and Business Continuity Plans to ensure they respond to the changing external environment and our operations.
- development of an operational risk management strategy providing direction for how operational risk will continue to be effectively designed, implemented and embedded for our evolving operating model.

The external environment during the year continued to be a complex one, presenting challenges and opportunities for Cbus. Globally, this included the ongoing pandemic environment, challenging investment markets and geopolitical tensions; locally, a change in federal government, ongoing consolidation of the superannuation industry and the introduction of further regulatory changes. Our risk management processes continue to assess external impacts coupled with internal impacts to our risk profile by identifying, assessing, mitigating, managing, monitoring and reporting to ensure risks remain within the Board approved risk appetite.

Risks that continue to be closely monitored

- Mergers and growth – the consolidation in the superannuation industry presents a current opportunity to achieve scale and deliver associated benefits to members. The successful execution of the Media Super merger in accordance with our risk framework and appetite delivered additional scale to both funds. This has also demonstrated that Cbus is well positioned for further merger opportunities with established processes and controls in place.
- People – the impacts of the pandemic continued, with our people working remotely for over half of the year and transitioning to hybrid working in the second half of the year. There are ongoing risks associated with the disruption to our people due to illness and health concerns, operational effects of an extended remote working environment and the introduction of hybrid working models. This continues to be closely monitored by the Board and Executive team.
- Environmental, Social and Governance – ESG remains a focus and during the year the Climate Change Roadmap was updated to continue to focus on meeting our net-zero emissions across the portfolio by 2050 and a 45% reduction in real world emissions by 2030. With the release of APRA's Prudential Guidance related to Climate Change Financial Risks during the year, Cbus assessed these guidance principles from APRA into the ongoing uplift of current practices. Cbus has continued to evolve the approach to identification and manage modern slavery risk in our supply chain management of modern slavery risk completing its third Modern Slavery Statement.
- Cbus Property – independently assesses and manages risks and opportunities across its portfolio and the lifecycle of investments and developments. Key risks specifically impacting Cbus Property during the year include the dynamic economic

environment, counterparty construction risks, labour shortages, supply chain issues and the ongoing pandemic environment changing consumer behaviours.

Risks that were heightened during the year

- Information Security (including Cyber) – Cbus takes a conservative approach to technology risks, and during the year heightened this risk due to threats of sophisticated external cyber attacks, compounded by ongoing geopolitical uncertainty and conflict. There are a number of ongoing activities to continue to enhance the required controls.
- Data & Analytics – recognising the uplift required to support current and anticipated data and analytics requirements, a dedicated Data Uplift Program has been established and the development and approval of an enterprise data strategy to assist in managing this risk.

Risks that stabilised during the year

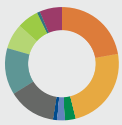
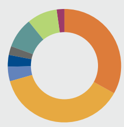
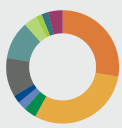
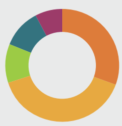
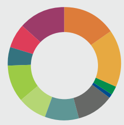
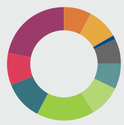
- Regulatory change – this risk has stabilised due to an uplift in the regulatory change process, governance oversight and recruitment of specialised resourcing that has successfully delivered numerous regulatory change programs. In addition, the volume and pace of regulatory change has significantly reduced.
- Project delivery – the uplift across project management capability, capacity, and practices have been evidenced in the recent successful delivery of key programs including the Media Super SFT. There is an ongoing focus to ensure that change programs are appropriately and consistently delivered within risk appetite.

Cbus is supported by robust risk frameworks, processes and a culture of sound risk management. In the year ahead we will continue to closely monitor the changing environment to ensure that we adequately consider emerging risks and opportunities. We also aim to ensure that change programs are appropriately and consistently delivered within risk appetite.

Superannuation Options

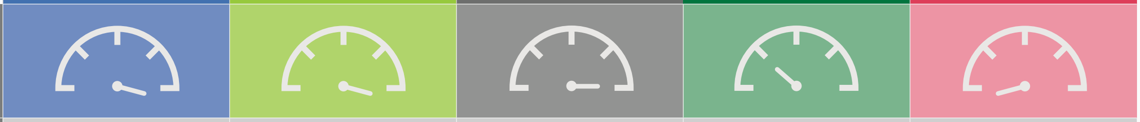
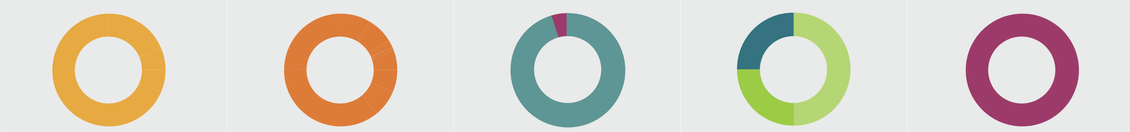
	Pre-mixed investment options - Accumulation					
	Growth (MySuper)	High Growth	Growth Plus	Indexed Diversified	Conservative Growth	Conservative
Risk/return						
Risk level/ (band)	Medium to high	High	High	High	Medium	Low to medium
Investment objectives	Inflation plus 3.25% a year over rolling 10-year periods	Inflation plus 3.75% a year over rolling 10-year periods	Inflation plus 3.50% a year over rolling 10-year periods	Inflation plus 2.25% a year over rolling 10-year periods	Inflation plus 2.25% a year over rolling 10-year periods	Inflation plus 1.00% a year over rolling 10-year periods
Likelihood of negative annual returns	3 to 4 in every 20 years	5 to 6 in every 20 years	4 to 5 in every 20 years	5 to 6 in every 20 years	2 to 3 in every 20 years	1 to 2 in every 20 years
Actual negative annual return since inception	4 in 38 years	6 in 24 years	N/A	N/A	1 in 5 years	2 in 22 years
Annual returns at 30 June 2022	1 year: -3.77% 5 years: 6.55% 10 years: 8.96%	1 year: -5.85% 5 years: 7.74% 10 years: 10.47%	1 year: N/A 5 years: N/A 10 years: N/A	1 year: N/A 5 years: N/A 10 years: N/A	1 year: -4.17% 5 years: N/A 10 years: N/A	1 year: -3.82% 5 years: 3.38% 10 years: 5.01%
Annual returns - since inception	8.88%	7.43%	-5.76%	-8.18%	4.82%	5.53%

Actual Asset allocation at 30 June 2022

Actual Asset allocation at 30 June 2022	Growth (MySuper)	High Growth	Growth Plus	Indexed Diversified	Conservative Growth	Conservative
Australian Shares	22.33%	33.13%	28.00%	30.09%	15.43%	8.0%
Global Shares	23.87%	37.60%	30.26%	39.89%	16.47%	8.92%
Emerging Market Shares	3.03%	4.08%	3.58%	0.0%	2.38%	0.0%
Private Equity	2.16%	3.26%	2.53%	0.0%	0.0%	0.0%
Alternative Growth	1.33%	2.67%	2.22%	0.0%	1.11%	0.88%
Infrastructure	13.64%	8.44%	11.05%	0.0%	10.49%	7.33%
Property	13.11%	8.81%	10.99%	0.0%	9.86%	7.11%
Global Credit	7.28%	0.0%	3.65%	0.0%	8.3%	9.34%
Australian Fixed Interest	6.08%	0.0%	1.91%	11.2%	10.4%	16.21%
Global Fixed Interest	0.89%	0.0%	1.92%	11.2%	5.4%	11.25%
Enhanced Income	0.0%	0.0%	0.0%	0.0%	6.8%	9.06%
Cash	6.28%	2.01%	3.91%	7.59%	13.25%	21.89%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Superannuation Options

DIY investment options - Accumulation	Overseas Shares	Australian Shares	Property	Diversified Fixed Interest	Cash
Risk/return					
Risk level/ (band)	Very High	Very High	High	Low to medium	Very Low
Investment objectives	To outperform the MSCI All Country World ex Australia Index (unhedged) over rolling 10-year periods (adjusted for fees & tax)	To outperform the S&P/ASX 300 Accumulation Index over 10-year periods (adjusted for fees & tax)	To deliver an after-tax return of inflation plus 2.50% a year over rolling 10-year periods	To deliver an after-tax return of inflation plus 0.50% a year over rolling 10-year periods	Deliver a return aligned with the RBA cash rate (adjusted for fees & tax)
Likelihood of negative annual returns	6 to 7 in every 20 years	6 to 7 in every 20 years	4 to 5 in every 20 years	1 to 2 in every 20 years	Negligible in 20 years
Actual negative annual return since inception	N/A	N/A	N/A	N/A	0 in 13 years
Annual returns at 30 June 2022	1 year N/A, 5 years N/A, 10 years N/A	1 year N/A, 5 years N/A, 10 years N/A	1 year N/A, 5 years N/A, 10 years N/A	1 year N/A, 5 years N/A, 10 years N/A	1 year 0.21%, 5 years 0.86%, 10 years 1.47%
Annual returns - since inception	-12.52%	-7.85%	-1.38%	-5.25%	2.00%
Actual Asset allocation at 30 June 2022					

Actual Asset allocation at 30 June 2022	Overseas Shares	Australian Shares	Property	Diversified Fixed Interest	Cash
Australian Shares	0.0%	100.0%	0.0%	0.0%	0.0%
Global Shares	100.0%	0.0%	0.0%	0.0%	0.0%
Emerging Market Shares	0.0%	0.0%	0.0%	0.0%	0.0%
Private Equity	0.0%	0.0%	0.0%	0.0%	0.0%
Alternative Growth	0.0%	0.0%	0.0%	0.0%	0.0%
Infrastructure	0.0%	0.0%	0.0%	0.0%	0.0%
Property[1]	0.0%	0.0%	95.04%	0.0%	0.0%
Global Credit	0.0%	0.0%	0.0%	49.74%	0.0%
Australian Fixed Interest	0.0%	0.0%	0.0%	25.07%	0.0%
Global Fixed Interest	0.0%	0.0%	0.0%	25.19%	0.0%
Enhanced Income	0.0%	0.0%	0.0%	0.0%	0.0%
Cash	0.0%	0.0%	4.96%	0.0%	100.0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

[1] The Property option SAA is 50% unlisted assets / 50% listed assets (G-REITs).

Cbus Self-Managed

Accumulation	Cbus Self-managed Property	Cbus Self-managed Infrastructure
Risk profile	Medium to high risk	High risk
To deliver an after-tax and investment fees return, over 10-year rolling periods	Inflation + 2.75% p.a.	Inflation + 3.25% p.a.
To limit the likelihood of negative returns to:	4 in every 20 years	4 in every 20 years
Actual Performance p.a. since inception (29 Jul 15)	**9.93%**	**11.49%**

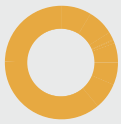
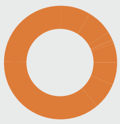
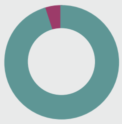
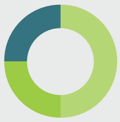
Transition to Retirement Options

	Pre-mixed investment options - Transition to Retirement (TTR)					
	Conservative Growth (Default)	High Growth	Growth Plus	Growth	Indexed Diversified	Conservative
Risk/return						
Risk level/ (band)	Medium	High	High	Medium to high	High	Low to medium
Investment objectives	Inflation plus 2.25% a year over rolling 10-year periods	Inflation plus 3.75% a year over rolling 10-year periods	Inflation plus 3.50% a year over rolling 10-year periods	Inflation plus 3.25% a year over rolling 10-year periods	Inflation plus 2.25% a year over rolling 10-year periods	Inflation plus 1.00% a year over rolling 10-year periods
Likelihood of negative annual returns	2 to 3 in every 20 years	5 to 6 in every 20 years	4 to 5 in every 20 years	3 to 4 in every 20 years	5 to 6 in every 20 years	1 to 2 in every 20 years
Actual negative annual return since inception	1 in 5 years	1 in 5 years	N/A	1 in 5 years	N/A	1 in 5 years
Annual returns at 30 June 2022 – 1 year	-4.18%	-5.90%	N/A	-3.81%	N/A	-3.80%
Annual returns at 30 June 2022 – 5 years	4.95%	7.84%	N/A	6.64%	N/A	3.43%
Annual returns at 30 June 2022 – 10 years	N/A	N/A	N/A	N/A	N/A	N/A
Annual returns - since inception	4.95%	7.84%	-6.60%	6.64%	-8.08%	3.43%

Actual Asset allocation at 30 June 2022

Asset class	Conservative Growth (Default)	High Growth	Growth Plus	Growth	Indexed Diversified	Conservative
Australian Equities	15.43%	33.13%	28.00%	22.33%	30.09%	8.00%
Global Equities	16.47%	37.60%	30.26%	23.87%	39.89%	8.92%
Emerging Market Equities	2.38%	4.08%	3.58%	3.03%	0.0%	0.0%
Private Equity	0.0%	3.26%	2.53%	2.16%	0.0%	0.0%
Alternative Growth	1.11%	2.67%	2.22%	1.33%	0.0%	0.88%
Infrastructure	10.49%	8.44%	11.05%	13.64%	0.0%	7.33%
Property	9.86%	8.81%	10.99%	13.11%	0.0%	7.11%
Global Credit	8.32%	0.0%	3.65%	7.28%	0.0%	9.34%
Australian Fixed Interest	10.44%	0.0%	1.91%	6.08%	11.22%	16.21%
Global Fixed Interest	5.45%	0.0%	1.92%	0.89%	11.21%	11.25%
Enhanced Income	6.81%	0.0%	0.0%	0.0%	0.0%	9.06%
Cash	13.25%	2.01%	3.91%	6.28%	7.59%	21.89%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Transition to Retirement Options

DIY investment options - Transition to Retirement (TTR)	Overseas Shares	Australian Shares	Property	Diversified Fixed Interest	Cash
Risk/return					
Risk level/ (band)	Very High	Very High	High	Low to medium	Very Low
Investment objectives	To outperform the MSCI All Country World ex Australia Index (unhedged) over rolling 10-year periods (adjusted for fees & tax)	To outperform the S&P/ASX 300 Accumulation Index over 10-year periods (adjusted for fees & tax)	To deliver an after-tax return of inflation plus 2.50% a year over rolling 10-year periods	To deliver an after-tax return of inflation plus 0.50% a year over rolling 10-year periods	Deliver a return aligned with the RBA cash rate (adjusted for fees & tax)
Likelihood of negative annual returns	6 to 7 in every 20 years	6 to 7 in every 20 years	4 to 5 in every 20 years	1 to 2 in every 20 years	Negligible in 20 years
Actual negative annual return since inception	N/A	N/A	N/A	N/A	0 in 5 years
Annual returns at 30 June 2022 – 1 year	N/A	N/A	N/A	N/A	0.21%
Annual returns at 30 June 2022 – 5 years	N/A	N/A	N/A	N/A	0.90%
Annual returns at 30 June 2022 – 10 years	N/A	N/A	N/A	N/A	N/A
Annual returns - since inception	-12.68%	-7.75%	-1.48%	-5.25%	0.90%
Actual Asset allocation at 30 June 2022					

Actual Asset allocation at 30 June 2022	Overseas Shares	Australian Shares	Property	Diversified Fixed Interest	Cash
Australian Shares	0.0%	100.0%	0.0%	0.0%	0.0%
Global Shares	100.0%	0.0%	0.0%	0.0%	0.0%
Emerging Market Shares	0.0%	0.0%	0.0%	0.0%	0.0%
Private Equity	0.0%	0.0%	0.0%	0.0%	0.0%
Alternative Growth	0.0%	0.0%	0.0%	0.0%	0.0%
Infrastructure	0.0%	0.0%	0.0%	0.0%	0.0%
Property (Property[1] in Property option)	0.0%	0.0%	95.0%	0.0%	0.0%
Global Credit	0.0%	0.0%	0.0%	49.74%	0.0%
Australian Fixed Interest	0.0%	0.0%	0.0%	25.07%	0.0%
Global Fixed Interest	0.0%	0.0%	0.0%	25.19%	0.0%
Enhanced Income	0.0%	0.0%	0.0%	0.0%	0.0%
Cash	0.0%	0.0%	5.0%	0.0%	100.0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

[1] The Property option SAA is 50% unlisted assets / 50% listed assets (G-REITs).

Super Income Stream Options

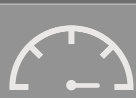
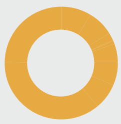
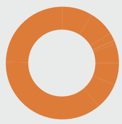
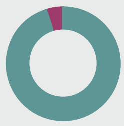
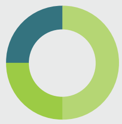
Pre-mixed investment options - Super Income Stream

	Conservative Growth (Default)	High Growth	Growth Plus	Growth	Indexed Diversified	Conservative
Risk level/ (band)	Medium	High	High	Medium to high	High	Low to medium
Investment objectives	Inflation plus 2.75% a year over rolling 10-year periods	Inflation plus 3.75% a year over rolling 10-year periods	Inflation plus 3.65% a year over rolling 10-year periods	Inflation plus 3.50% a year over rolling 10-year periods	Inflation plus 2.50% a year over rolling 10-year periods	Inflation plus 1.50% a year over rolling 10-year periods
Likelihood of negative annual returns	2 to 3 in every 20 years	5 to 6 in every 20 years	4 to 5 in every 20 years	3 to 4 in every 20 years	5 to 6 in every 20 years	1 to 2 in every 20 years
Actual negative annual return since inception	1 in 8 years	2 in 13 years	N/A	1 in 13 years	N/A	1 in 13 years
Annual returns at 30 June 2022 – 1 year	-4.39%	-6.09%	N/A	-4.05%	N/A	-4.38%
Annual returns at 30 June 2022 – 5 years	5.72%	8.66%	N/A	7.36%	N/A	3.81%
Annual returns at 30 June 2022 – 10 years	N/A	11.72%	N/A	10.03%	N/A	5.67%
Annual returns - since inception	6.85%	10.60%	-6.60%	9.34%	-8.76%	6.01%

Actual Asset allocation at 30 June 2022

	Conservative Growth (Default)	High Growth	Growth Plus	Growth	Indexed Diversified	Conservative
Australian Shares	17.41%	36.60%	30.97%	24.78%	30.09%	8.99%
Global Shares	14.99%	34.63%	27.79%	21.89%	39.89%	7.93%
Emerging Market Shares	1.88%	3.58%	3.08%	2.48%	0.0%	0.0%
Private Equity	0.0%	3.26%	2.53%	2.16%	0.0%	0.0%
Alternative Growth	1.11%	2.67%	2.22%	1.33%	0.0%	0.88%
Infrastructure	10.49%	8.44%	11.05%	13.65%	0.0%	7.33%
Property	9.86%	8.81%	10.99%	13.15%	0.0%	7.11%
Global Credit	8.32%	0.0%	3.65%	7.28%	0.0%	9.34%
Australian Fixed Interest	10.44%	0.0%	1.91%	5.90%	11.22%	16.21%
Global Fixed Interest	5.45%	0.0%	1.92%	0.88%	11.21%	11.25%
Enhanced Income	6.81%	0.0%	0.0%	0.0%	0.0%	9.07%
Cash	13.25%	2.01%	3.91%	6.50%	7.59%	21.89%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Super Income Stream Options

	DIY investment options - Super Income Stream				
	Overseas Shares	**Australian Shares**	**Property**	**Diversified Fixed Interest**	**Cash**
Risk/return					
Risk level/ (band)	Very High	Very High	High	Low to medium	Very Low
Investment objectives	To outperform the MSCI All Country World ex Australia Index (unhedged) over rolling 10-year periods (adjusted for fees & tax)	To outperform the S&P/ASX 300 Accumulation Index over 10-year periods (adjusted for fees & tax)	To deliver an after-tax return of inflation plus 2.75% pa over rolling 10-year periods	To deliver an after-tax return of inflation plus 0.50% a year over rolling 10-year periods	Deliver a return aligned with the RBA cash rate (adjusted for fees & tax)
Likelihood of negative annual returns	6 to 7 in every 20 years	6 to 7 in every 20 years	4 to 5 in every 20 years	1 to 2 in every 20 years	Negligible in 20 years
Actual negative annual return since inception	N/A	N/A	N/A	N/A	0 in 13 years
Annual returns at 30 June 2022	1 year: N/A 5 years: N/A 10 years: N/A	1 year: N/A 5 years: N/A 10 years: N/A	1 year: N/A 5 years: N/A 10 years: N/A	1 year: N/A 5 years: N/A 10 years: N/A	1 year: 0.25% 5 years: 1.07% 10 years: 1.81%
Annual returns - since inception	-13.87%	-8.40%	-2.81%	-6.14%	2.41%
Actual Asset allocation at 30 June 2022					
Australian Shares	0.0%	100.0%	0.0%	0.0%	0.0%
Global Shares	100.0%	0.0%	0.0%	0.0%	0.0%
Emerging Market Shares	0.0%	0.0%	0.0%	0.0%	0.0%
Private Equity	0.0%	0.0%	0.0%	0.0%	0.0%
Alternative Growth	0.0%	0.0%	0.0%	0.0%	0.0%
Infrastructure	0.0%	0.0%	0.0%	0.0%	0.0%
Property	0.0%	0.0%	95.04%	0.0%	0.0%
Global Credit	0.0%	0.0%	0.0%	49.74%	0.0%
Australian Fixed Interest	0.0%	0.0%	0.0%	25.07%	0.0%
Global Fixed Interest	0.0%	0.0%	0.0%	25.19%	0.0%
Enhanced Income	0.0%	0.0%	0.0%	0.0%	0.0%
Cash	0.0%	0.0%	4.96%	0.0%	100.0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

[1] The Property option SAA is 50% unlisted assets / 50% listed assets (G-REITs).

Cbus Self-managed

Super Income Stream	Cbus Self-managed Property	Cbus Self-managed Infrastructure
Risk profile	Medium to high risk	High risk
To deliver an after-tax and investment fees return, over 10-year rolling periods	Inflation + 3% p.a.	Inflation + 3.5% p.a.
To limit the likelihood of negative returns to:	4 in every 20 years	4 in every 20 years
Actual Performance p.a. since inception (29 Jul 15)	**9.93%**	**11.49%**

Investment returns are to the period ending 30 June 2022. Investment performance is the gross return minus investment costs. Investment performance is based on the crediting rate, which is the return minus investment fees, taxes and until 31 January 2020, the percentage-based administration fee. Excludes fees and costs that are deducted directly from members' accounts. Past performance isn't a reliable indicator of future performance.

External Investment Managers

Acorn Capital Investment Fund Limited	Impax Asset Management
Airlie Funds Management	Industry Funds Management
Allan Gray Australia	Infrastructure Capital Group
AMP Capital Investors	Invesco
AQR Capital Management	ISPT
Archer Capital	KKR Global Infrastructure Investors
Ausbil Dexia	Lazard
Baillie Gifford Overseas	LGT Capital Partners
Barings (previously Babson)	Maxcap
Blackrock	Mesirow Financial
Brookfield Asset Management	Mondrian Investment Partners
Canyon Capital Advisors	Morrisons
Capital Dynamics	Oaktree Capital Management
Capstone Investment Advisors	Paradice Investment Management
Cerberus Capital Management	Perpetual Investment Management
Challenger	Pomona Australia
CHAMP Ventures Pty Ltd	QIC
Colonial First State Asset Management	Rare Infrastructure
Comgest	Realindex Investments
Continuity Capital (previously Wilshire Private Markets Group)	Resolution
Copenhagen Infrastructure Partners	ROC Private Equity
Dexus	Sculptor Capital Management
EG Funds Management	Siguler Guff & Company
Ellerston Capital	Stafford Capital Partners
EQT	Stepstone
First Sentier Investors	Stonepeak Tiger Investment
GQG Partners	TPG Opportunities Partners II
Greencape Capital AUS Equities	VenCap International
Harris Associates	Wellington Management Company
Hayfin Direct Lending	Westbourne Capital
Heitman	Wilshire Private Markets Group
Hyperion Asset Management	Yarra Capital Management

For further detail on our Investment Managers please visit: cbussuper.com.au/super/my-investment-options/cbus-investment-managers

111 Castlereagh Street,
Sydney, New South Wales

Annual Financial Statements

The Cbus Annual Financial Statements ("Statements"), prepared in accordance with Australian Accounting Standards and Interpretations include a Trustee's Declaration and an Independent Auditor's Report. Each year the Statements are reviewed and endorsed by the Trustee's Board of Directors.

Financial Oversight

Board Committees

The following Board Committees provide additional oversight on Cbus' Financial, Risk and Regulatory Frameworks.

Audit and Finance Committee (AFC)

The role of the AFC is to provide assistance to the Board by providing an objective non-executive review of the effectiveness of the Trustee's:

- financial governance and reporting responsibilities
- enterprise performance and member outcomes delivery
- corporate governance
- audit and tax matters
- other commercial matters

and that these support the achievement of the Trustee's strategic objectives, consistent with its risk appetite and the risk management and financial frameworks.

Risk Committee (RC)

The role of the RC is to provide assistance to the Board by providing an objective non-executive review and oversight of the effectiveness of the Trustee's Risk Management Framework and advise the Board on the Trustee's current and future Risk Appetite, Risk Culture and Risk Management Strategy.

Senior Management

The ultimate responsibility for the sound and prudent management of the Fund's business operations rests with its Board of Directors. Senior Management has implemented a sound governance framework, and conducts its affairs with a high degree of integrity and control, to enable the preparation of financial information that is free from material misstatement, whether due to fraud or error.

Senior Management also monitors the financial internal control systems in place to ensure they are operating effectively and are adequate in regard to the risks they are designed to control.

As part of the financial framework of the Fund, there are several key inputs that support the completeness and accuracy of the Fund's Statements:

- Custodian administration controls and assurance processes
- Administrator's controls and assurance processes
- Taxation reviews
- External audit program
- Internal audit program

Financial Summary

We have provided a condensed financial summary below that includes the main items from Cbus' Annual Financial Statements for the last two years. If you would like more detailed financial information, including the audited Financial Statements and Auditor's Report, you can find them online at **Annual Financial Statements June 2022**. Copies of these can also be requested by calling us on 1300 361 784.

12-22 Langston Place, Epping,
Sydney, New South Wales

Annual Financial Statements

Statement of Financial Position as at 30 June 2022

	2022 $'000	2021 $'000
Financial assets	70,920,610	65,599,313
Cash and cash equivalents	45,705	39,976
Other assets	203,697	118,033
Less: Liabilities	(1,261,180)	(2,204,782)
Net assets available for members' benefits	**69,908,832**	**63,552,540**
Less: Members' liabilities	(69,567,171)	(63,201,143)
Net assets	**341,661**	**351,397**
Equity		
Operational risk reserve	174,772	158,882
Reserves	166,889	192,515
Total equity	**341,661**	**351,397**

Income Statement for the year ended 30 June 2022

	2022 $'000	2021 $'000
Superannuation activities income		
Interest revenue	227,465	203,458
Distribution and dividend revenue	1,876,293	1,131,649
Net changes in fair value of financial instruments	(5,511,657)	9,501,129
Other investment income	28,709	22,843
Total superannuation activities income	**(3,379,190)**	**10,859,079**
Expenses		
Investment expenses	(268,010)	(183,317)
Administration and other operating expenses	(242,807)	(237,782)
Insurance premium expenses	(75,872)	(73,116)
Total expenses	**(586,689)**	**(494,215)**
Result from superannuation activities before income tax (expense)/benefit	**(3,965,879)**	**10,364,864**
Income tax (expense)/benefit	824,602	(872,863)
Result from superannuation activities after income tax (expense)/benefit	**(3,141,277)**	**9,492,001**
Less: Net benefits allocated to members' accounts	3,094,782	(9,572,742)
Operating result after income tax	**(46,495)**	**(80,741)**

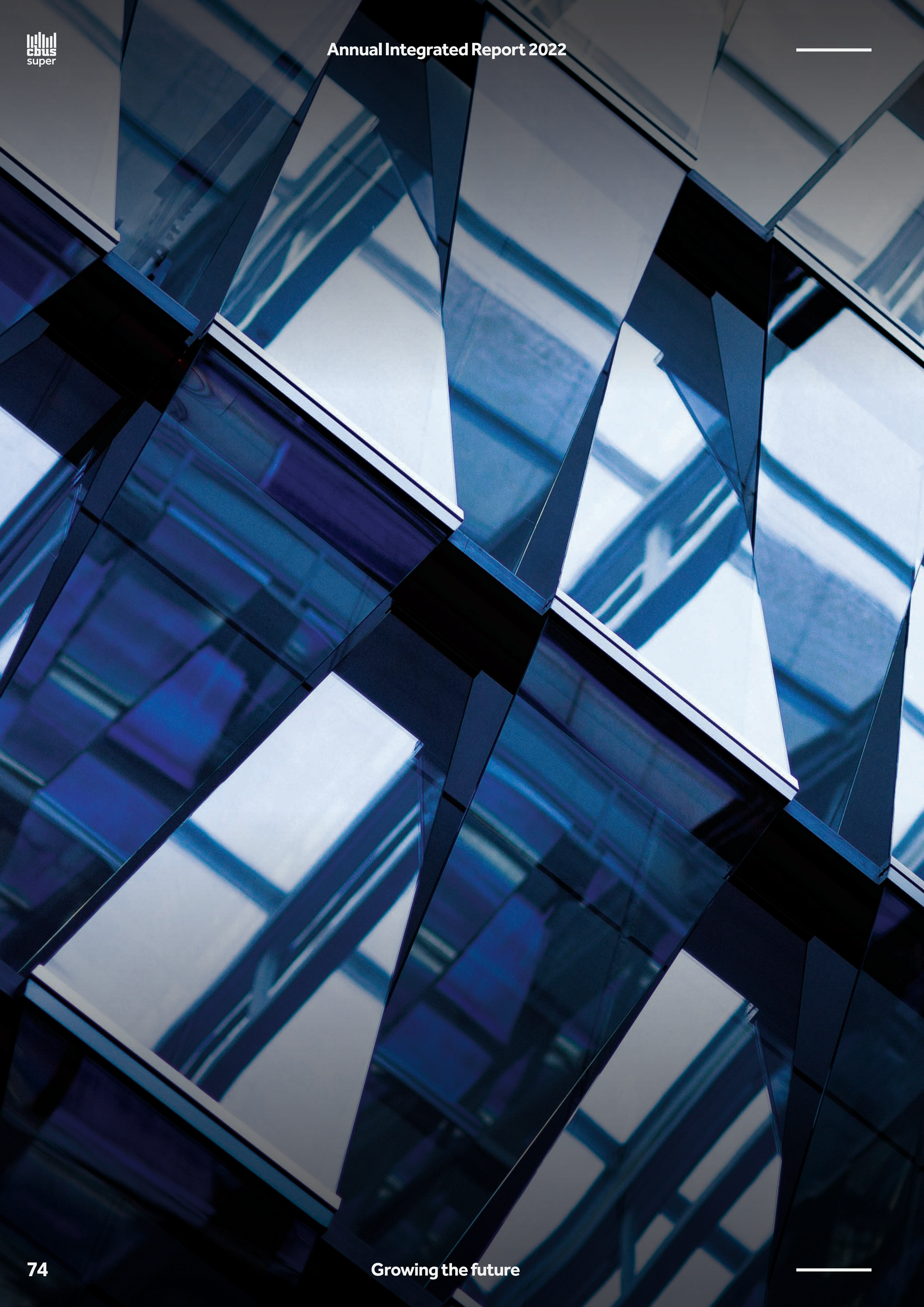
Statement of Changes in Members' Benefits for the year ended 30 June 2022

	2022 $'000	2021 $'000
Opening balance of members' benefits	**63,201,143**	**52,598,985**
Add		
Contributions received	4,773,995	4,043,541
Transfers from other superannuation funds	1,395,257	1,108,598
Transfer from Media Super	6,761,214	–
Net investment income	(2,901,758)	9,746,552
Insurance proceeds	294,572	263,470
Less		
Benefits paid to members/beneficiaries	(2,784,200)	(3,528,975)
Administration and other fees	(193,024)	(173,810)
Insurance premiums charged to members	(358,867)	(320,608)
Income tax on contributions	(621,161)	(536,610)
Closing balance of members' benefits	**69,567,171**	**63,201,143**

Statement of Changes in Equity (Reserves) for the year ended 30 June 2022

Cbus maintains several reserves to cover day-to-day operations and regulatory requirements. The Fund's reserves for the last three years are outlined in the table below:

	General reserve $'000	Administration reserve $'000	Insurance reserve $'000	Operational risk reserve $'000	Total equity $'000
Balance as at 30 June 2020	**96,020**	**20,916**	**169,313**	**145,889**	**432,138**
Balance as at 30 June 2021	**26,071**	**30,958**	**135,486**	**158,882**	**351,397**
Net transfers (to)/from reserves	(37,726)	27,764	(2,491)	12,453	-
Operating result after income tax	(3,355)	(97)	(29,446)	(13,597)	(46,495)
Transfer from Media Super	15,010	4,715	-	17,034	36,759
Closing balance as at 30 June 2022	**–**	**63,340**	**103,549**	**174,772**	**341,661**



Annual Financial Statements

General Reserve

The General Reserve manages the receipt of investment income and the payment of investment related expenses and tax. This reserve is also used for the allocation of investment earnings to members via the process of declaring daily crediting rates.

The Trustee's Board of Directors has determined that the General Reserve is to be maintained within a range of 0.00%–0.25% of the Fund's net assets available for members' benefits. The factors considered in setting this range are governed by the Trustee's reserving policies.

Administration Reserve

This Administration Reserve manages the receipt of member administration fees and the payment of Fund administration and operating expenses. The reserve is also used to cover unexpected and unbudgeted expenses of the Fund, including the delivery of significant projects that are not business-as-usual based, along with the Fund's responses to any emerging risks and opportunities for delivering member benefits.

The Trustee's Board of Directors has determined that the Administration Reserve is to be maintained within a range of 0.01%- 0.25% of the Fund's net assets available for members' benefits and with a target level of 0.10%. The factors considered in setting this range are governed by the Trustee's reserving policies.

Operational Risk Reserve (ORR)

Under APRA Prudential Reporting Standards, the Fund is required to maintain an ORR to meet potential losses arising from its business operations. The Trustee considered it appropriate to maintain the target level of this reserve at 0.25% of the Fund's net assets available for members' benefits for the 2022 financial year. The adequacy of this reserve is reviewed annually, or in response to material changes in its business operations.

Insurance Reserve

This Insurance Reserve is funded from premiums deducted from members' accounts, the tax benefits from the payment of premiums to the insurer and investment earnings on the reserve.

The Reserve is only for insurance-related purposes to:

- collect deductions and pay the insurer the premiums
- pay for the operating and administration costs for insurance and claims
- provide premium price relief to insured members
- set aside money to meet the financial obligations of our insurance providers
- fund strategies to reduce insurance claims over the long term
- develop and improve insurance offerings
- implement legislative changes.

We have an arrangement with the insurer under which:

- we may receive a payment from the insurer in years where the level of claims compared to premiums is low
- we may be required to pay the insurer in years where the level of claims compared to premiums is high. These payments will not exceed 10% of the premiums paid for the relevant year
- any payments we receive from the insurer must be used for insurance-related services.

The table below shows the payments made from or received by Cbus in relation to the above arrangement over the past four years.

Financial year	Amount received by Cbus /paid by Cbus
2021/2022	($32,290,663) paid by Cbus
2020/2021	($43,580,110) paid by Cbus
2019/2020	($32,200,000) paid by Cbus
2018/2019	$39,364,566 received by Cbus

We aim to maintain the Insurance Reserve at 20% of the annual premiums paid to the insurer. We also allow for contingent liabilities to the insurer (payments that may arise in future). There is a minimum amount we must maintain to ensure we can meet our obligations.

At 30 June 2022, the Insurance Reserve was $103,548,523. This is represented by the contingent liability on a tax adjusted basis to insurers as $83,597,355. The Insurance Reserve had an additional $19,951,168.

Each year we review the level of Insurance Reserve (including any premium price relief for members). The current level of premium price relief for members has been in place since September 2017 was applied through to June 2022. Whilst there continues to be a level of premium price relief for members, this was reduced from July 2022.

Independent Limited Assurance Report to the Directors of United Super Pty Ltd as trustee for Construction and Building Unions Super Fund (Cbus)

Conclusion

Based on the evidence we obtained from the procedures performed, we are not aware of any material misstatements in the information subject to assurance comprising pages 5 to 61 of the Cbus Annual Integrated Report 2022 for the year ended 30 June 2022, which has been prepared by Cbus in accordance with the Integrated Reporting <IR> Framework.

Information Subject to Assurance

Information subject to assurance comprises pages 5 to 61 of the Cbus Annual Integrated Report 2022 for the year ended 30 June 2022 (Cbus Integrated Report).

Criteria Used as the Basis of Reporting

The criteria used as the basis of reporting is the the Integrated Reporting <IR> Framework (<IR> Framework) as disclosed in the Cbus Integrated Report.

Basis for Conclusion

We conducted our work in accordance with Australian Standard on Assurance Engagements ASAE 3000 (Standard) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. In accordance with the Standard we have:

- used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the Cbus Integrated Report, whether due to fraud or error;
- considered relevant internal controls when designing our assurance procedures, however we do not express a conclusion on their effectiveness; and
- ensured that the engagement team possess the appropriate knowledge, skills and professional competencies.

We have not been engaged to provide an assurance conclusion on the fitness for purpose or the operating effectiveness of the Cbus strategy or how Cbus creates value, including the governance, strategic management and other key business processes. The procedures we have performed in relation to the Cbus strategy and how Cbus creates value are outlined below.

Summary of Procedures Performed

Our limited assurance conclusion is based on the evidence obtained from performing the following procedures:

- Interviews with executives, senior management and staff to understand the internal controls, governance structure and reporting process relevant to the Cbus Integrated Report.
- Reviewing the description of the Cbus strategy and how Cbus creates value in the Cbus Integrated Report and enquiring of management as to whether the description accurately reflects their understanding.
- Assessment of the suitability and application of the <IR> Framework in respect of the Cbus Integrated Report. This included an analysis of the Cbus Integrated Report compared to the Guiding Principles and Content Elements of the <IR> Framework.
- Reviewing Cbus' processes underlying the identification of material issues and considering Cbus's own materiality assessment with reference to multiple sources of information including print and social media, external framework requirements and peer and industry reporting trends.
- Assessment of the alignment between the Cbus strategy and the disclosures on how Cbus creates value and what matters most to Cbus stakeholders.
- Reviewing Board minutes to check consistency with the Cbus Integrated Report.

- Agreeing the Cbus Integrated Report to relevant underlying documentation on a sample basis.
- Analytical procedures over the key metrics in the Cbus Integrated Report.
- Review of the Cbus Integrated Report in its entirety to check it is consistent with our overall knowledge obtained during the assurance engagement.

How the Standard Defines Limited Assurance and Material Misstatement

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Misstatements, including omissions, are considered material if, individually or in the aggregate, they could reasonably be expected to influence relevant decisions of the Directors of Cbus.

The Limitations of our Review

The Cbus Integrated Report includes prospective information. Inherent to prospective information, the actual future results are uncertain. We do not provide any assurance on the assumptions and achievability of prospective information in the Cbus Integrated Report.

Use of this Assurance Report

This report has been prepared for the Directors of Cbus for the purpose of providing an assurance conclusion on the Cbus Integrated Report and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of Cbus, or for any other purpose than that for which it was prepared. Management's responsibility

Management are responsible for:

- determining that the <IR> Framework is appropriate to meet their needs and the needs of other intended users;
- preparing and presenting the Cbus Integrated Report in accordance with the <IR> Framework;
- identifying stakeholders and stakeholder requirements;
- identifying material issues and reflecting those in the Cbus Integrated Report; and
- establishing internal controls that enable the preparation and presentation of the Cbus Integrated Report that is free from material misstatement, whether due to fraud or error.

Our Responsibility

Our responsibility is to perform a limited assurance engagement in relation to the Cbus Annual Integrated Report 2022 for the year ended 30 June 2022, and to issue an assurance report that includes our conclusion.

Our Independence and Quality Control

We have complied with our independence and other relevant ethical requirements of the *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Australian Professional and Ethical Standards Board, and complied with the applicable requirements of Australian Standard on Quality Control 1 to maintain a comprehensive system of quality control.

KPMG

KPMG
Melbourne

Julia Bilyanska

Julia Bilyanska
Partner, KPMG
Melbourne

27 October 2022

Awards and ratings

Cbus Super

Lonsec - Highly Recommended for Cbus
- Accumulation Conservative, Growth
- Accumulation Growth (MySuper)
- Accumulation High Growth
- Cbus Super Income Stream Conservative Growth

Chant West^
- Integrity Best Fund & Specialist Fund of the Year 2022
- Highest Quality Fund Super & Pension 2022

SuperRatings*
- Platinum MySuper, Pension, MyChoice Super 2022
- Infinity recognised 2022
- 15 Year Platinum Performance 2022
- 10 Year Platinum Performance 2022
- 7 Year Platinum Performance 2022

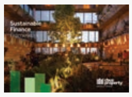
Canstar
- Outstanding Value, Superannuation 5-Star Rating 2022
- Outstanding Value, Pension 5-Star Rating 2022

Money Magazine
- Best of the Best Awards – Best Pension Fund 2022
- Best of the Best Awards – Best Diversified ESG Pension Product 2022

Rainmaker
- Rainmaker ESG Leader Rating 2022
- AAA Quality Rating 2022

Roy Morgan
- Customer Satisfaction Awards - Industry Superannuation Fund Of The Year 2021

Cbus Property



Launched our Sustainable Finance Framework, delivered two Green Development loans

Received WELL Portfolio Health Safety ratings across the managed office portfolio

Achieved Net Zero carbon for our office portfolio, 8 years ahead of schedule

Named Dual Global Sector Leader in GRESB for both Investments and Developments modules.

Recognised as a leader in the 2022 NABERS[20] Sustainable Portfolios Index

Achieved a 6 Star Green Star Performance rating for the office portfolio

Project awards
- 2021 Multiple Awards in the Australian Institute of Landscape Architecture Award (Newmarket Randwick)
- Landscape Architecture Award for Civil Landscaping – Newmarket Dining
- Landscape Architecture Award for Parks & Open Space – Inglis Park
- Award of Excellence for Play Spaces – Sales Ring Playgound
- Awarded by: AILA NSW

[20] https://www.nabers.gov.au/portfolio

Cbus Members

For more information:

Phone our Service Centre on
1300 361 784 from 8.00am to
8.00pm Monday to Friday (AEST/AEDT)

Write to:
Cbus Super
Locked Bag 5056,
Parramatta, NSW 2124

Visit:
cbussuper.com.au

Download the Cbus app:
cbussuper.com.au/app

Follow us:

facebook.com/cbussuperfund

linkedin.com/company/cbus-super-fund

twitter.com/cbussuperfund

youtube.com/user/CbusSuper

Media Super Members

For more information:

Phone our Service Centre on
1800 640 886 from 8.00am to
8.00pm Monday to Friday (AEST/AEDT)

Write to:
Media Super
Locked Bag 5056,
Parramatta, NSW 2124

Visit:
mediasuper.com.au

Follow us:

facebook.com/mediasuper

linkedin.com/company/media-super

twitter.com/mediasuper

youtube.com/user/mediasuper

instagram.com/media_super

Lonsec
The rating issued 03/2022 Cbus Accumulation Conservative Growth, 03/2022 Cbus Accumulation Growth (MySuper), 03/2022 Cbus Accumulation High Growth, 03/2022 Cbus Super Income Stream Conservative Growth are published by Lonsec Research Pty Ltd ABN 11 151 658 561 AFSL 421 445 (Lonsec). Ratings are general advice only, and have been prepared without taking account of your objectives, financial situation or needs. Consider your personal circumstances, read the product disclosure statement and seek independent financial advice before investing. The rating is not a recommendation to purchase, sell or hold any product. Past performance information is not indicative of future performance. Ratings are subject to change without notice and Lonsec assumes no obligation to update. Lonsec uses objective criteria and receives a fee from the Fund Manager. Visit lonsec.com.au for ratings information and to access the full report.

Chant West
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***SuperRatings**
The rating is issued by SuperRatings Pty Ltd ABN 95 100 192 283 AFSL 311880 (SuperRatings). Ratings are general advice only and have been prepared without taking account of your objectives, financial situation or needs. Consider your personal circumstances, read the product disclosure statement and seek independent financial advice before investing. The rating is not a recommendation to purchase, sell or hold any product. Past performance information is not indicative of future performance. Ratings are subject to change without notice and SuperRatings assumes no obligation to update. SuperRatings uses objective criteria and receives a fee for publishing awards. Visit superratings.com.au for ratings information and to access the full report.

Thank you

Cbus wishes to thank our many members, employers, families and staff who kindly allowed their photos to be included in this annual report.

We welcome your thoughts

As always, we value your feedback and invite you to send any comments or queries about this report to: annualreport@cbussuper.com.au

You can also review this report online:
cbussuper.com.au/annualreport