



# Gender Pay Gap Employer Statement

2024



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# Foreword

At Cbus Super, our people are at the heart of everything we do. Our commitment to our members and our people forms the foundation of our organisation. We recognise the importance of fostering an inclusive workplace where every individual feels valued and respected.

Gender equality remains a key focus in our mission to cultivate a diverse and supportive environment. In this statement you will find that over the past three years, our efforts have shown tangible progress. We are dedicated to closing the gender pay gap and ensuring equal opportunities for all.

However, we acknowledge that there are still areas where we need to improve. There have been fluctuations in the representation of women at the Board and Heads of levels, but the Cbus Executive team has robust female representation of over 60 per cent, exceeding the target of 50 per cent. <sup>1</sup>

As we continuously evaluate and refine our gender strategy, we remain steadfast in our commitment to driving positive change. Our approach will be more comprehensive, addressing not only women's career phases but also understanding their needs in various life stages. We are committed to learning, evolving, and taking action to create a more inclusive future for everyone.

Together, we reaffirm our commitment to building a workplace where everyone has the opportunity to thrive.

Warm regards,  
Justine Hartman



**Justine Hartman**  
Chief People Officer

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<sup>1</sup> Gender Composition of Cbus employees and governing body by position level  
<https://v3au.sone-secure.net/drive/22393/Cbus-annual-integrated-report-2023/#page=51>



# Cbus Super Gender Pay Gap

The gender pay gap represents women’s position in the workforce in comparison to men. It is the result of different social and economic factors that have a tremendous impact on how women and men live their lives. This document highlights both our progress and areas requiring further focus in our ongoing journey towards a more equitable workplace.

## The overall pay gap has reduced

Over the period from 2020 to 2023, we saw progress and improvements in our total median remuneration reducing the gap from 16.5% to 14.8%.<sup>1</sup> This positive trend reflects our commitment to advancing gender equality, with more women securing senior positions and increased gender balance at entry levels.

## Less women in the upper pay quartiles

Whilst we are at almost parity in gender composition in the total workforce, there were fewer women in the upper pay quartiles. While we celebrate a positive trend in closing the overall pay gaps, we recognise the need to further accelerate our efforts to achieve full gender parity at all levels, underscoring our commitment to fostering a diverse and inclusive workplace for all.

## We have a plan

At Cbus Super, our commitment to addressing the gender equity extends beyond gender pay gap. We recognise the need for sustainable and meaningful change that will address systemic biases inherent in most organisations. While striving for progress, we also acknowledge the importance of being realistic about the time it takes to effect change, ensuring that our efforts are both impactful and sustainable.

<sup>1</sup> Source: WGEA Reporting Industry Benchmark Report 2024

## Cbus Super Gender Pay Gap

All employees	2020-21	2021-22	2022-23
Median Total Remuneration	16.5%	15.5%	14.8%

Source: WGEA Reporting Industry Benchmark Report 2024

## Gender Composition By Pay Quartile

### Total Workforce



### Upper Quartile



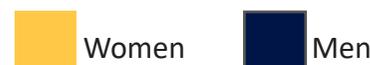
### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile



Source: WGEA Reporting Industry Benchmark Report 2024

# Our Actions

We recognise that the gender pay gap is a complex issue with numerous contributing factors. The Gender Pay Gap Report is a critical step towards identifying key areas for improvement.

Cbus has a gender equity strategy and action plan that contains several measurable objectives, with progress presented to the Board and shared in annual reports. Strategies encompass Cbus recruitment, internal promotions, training and development and talent identification.

The Cbus approach to reducing the gender pay gap is centred around setting clear goals, timelines and accountabilities to make this happen. The aim is to achieve gender pay equity, and to ensure there is no gender bias at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews).

Our other actions include:

1. Evolving our efforts in the gender space to consider not only work phases but also life phases for women. Some examples are:
  - Offering flexible working arrangements to accommodate diverse needs and schedules.
  - Introducing menstrual and menopause leave to support women's health and well-being.
  - Providing carers' leave to assist employees in balancing work and caregiving responsibilities.
  - Offering gender affirmation leave and support for individuals undergoing gender transition.
  - Providing unlimited paid domestic and family violence leave to support those affected by such circumstances.
  - Offering comprehensive paid parental leave options, including adoption and surrogacy, for both primary and secondary carers.
2. Broadening Diversity and Inclusion efforts to encompass Equity and Belonging, ensuring a more holistic approach to fostering a supportive and inclusive environment.
3. Reviewing and refining our DEIB strategy, with Gender Equity as a primary focus area, to ensure alignment with our organisational goals and values.





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