Governance Supplement 2020

Building a better future



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Our reporting suite

Cbus Annual Integrated Report 2020

Produced in accordance with the International Integrated Reporting <IR> Framework. Focuses on material matters and how we create value for our members and other stakeholders.

Supplements

Responsible Investment

Provides information about our approach to responsible investment, including our active involvement in environmental, social and governance (ESG) issues and transitioning to a climate resilient economy.

Prepared using the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) and with recommendations from the Taskforce on Climate-related Financial Disclosures (TCFD).

cbussuper.com.au/cs/responsible-investment-2020

Governance

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

cbussuper.com.au/cs/governance-2020

GRI Standards Content Index

A table containing the GRI Standards Cbus has reported on. Provides the location of information linked to the Standard within the Annual Integrated Report, supplements and the Cbus website.

cbussuper.com.au/cs/gri-index-2020

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 2001 and Corporations Regulations 2001.

cbussuper.com.au/cs/annual-financial-statements-2020

cbussuper.com.au/cs/annual-financial-statements-2020

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 defines our value creation and assists in identifying Cbus' material issues.

Prepared using the GRI Standards and in line with the International <IR> Framework.

cbussuper.com.au/cs/engagement-materiality-2020

About the board



Our Board

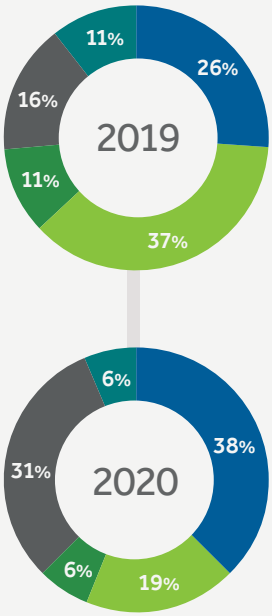
Our Board is responsible for overall governance and the strategic direction of Cbus.

For information about our Board refer to:

cbussuper.com.au/about-us/how-were-run/board

Cbus' Board Directors bring various capabilities and career experience, technical specialities and formal education, and are of different gender, age and geographic representation.

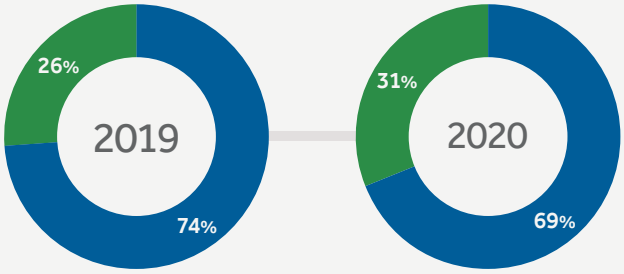
Tenure



In financial year 2019, Cbus' Board included sixteen Directors and three Alternate Directors. With effect from 1 July 2019, the Alternate Directors positions were removed.

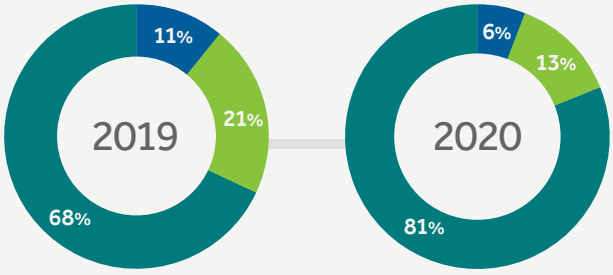
- < 3 YEARS
- 3-6 YEARS
- 6-9 YEARS
- 9-12 YEARS
- > 12 YEARS

Gender



- MALE
- FEMALE

Age



- 30 - 40 YEARS
- 40 - 50 YEARS
- >50 YEARS

Experience and skills of Board Members

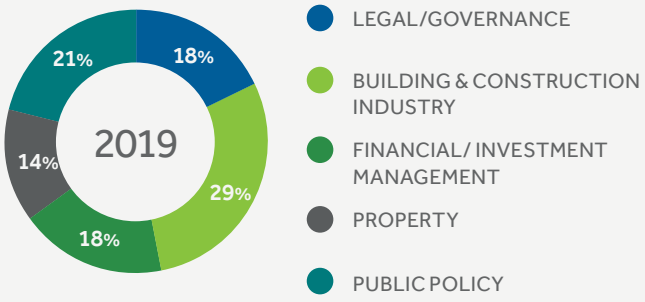
Upon appointment, each director participates in a detailed induction program which involves training and development. This is designed to ensure they meet the category specific skills set by the Fund which include:

- Investments
- Strategy and Growth
- Risk
- Financial
- Governance
- Operational
- People, Technology and Enablement
- Cbus Property
- Insurance,
- Committee Review.

Directors attend induction briefings with group executives and key members of management to gain insights into the Fund's structure and operations.
Each Director is provided with a formal induction schedule as well as access to information, policies, licences and other key Fund documents.

In 2019 the experience and skills of Board members was as follows in the chart to the right.

Experience and skills of Board members



This year we developed a new skills matrix providing greater breakdown of categories and a three-tiered level of expertise allocation.

The 2020 experience and skills of Board members can be viewed at:

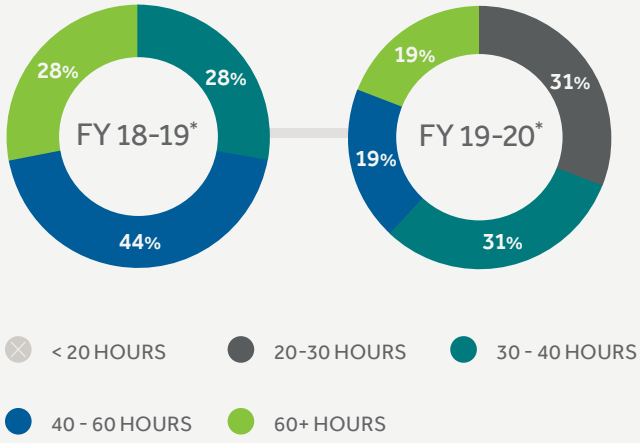
cbussuper.com.au/content/dam/cbus/files/governance/board-executive/Cbus-Board-Committee-Skills-Matrix.pdf

Training

The average Continuing Professional Development (CPD) hours for Cbus Directors was 55 hours in FY 18-19 and 40 hours in FY 19-20. The drop in training hours for FY 19-20 was due to the unusual environment brought about by COVID-19. Many of the usual conferences attended by our Directors were cancelled in light of COVID-19, and as such, we applied a more flexible approach. Directors are required to complete a minimum 30 Continuing Professional Development (CPD) hours each year to ensure their skills are current.

*Note: the FY 18-19 numbers refer to Board members at 30 June 2019. The figures do not include Peter Kennedy who resigned from the Board on 12 December 2018 or Allen Hicks who was an alternate director. There were no alternate directors in FY 19-20.

Training



Meeting attendance

FY18-19 Board Attendance	Board	A&RMC	Investment	MESC	PCRC	Nominations
Total meetings	8	5	11	5	4	1
Meetings attended	93%	94%	87%	94%	100%	100%
Apologies	7%	6%	13%	6%	0%	0%

FY19-20 Board Attendance	Board	A&RMC	Investment	MESC	PCRC	Nominations	GC
Total meetings	9	6	11	6	7	1	4
Meetings attended	94%	95%	96%	94%	94%	100%	95%
Apologies	6%	6%	5%	6%	6%	0%	5%

An additional Growth Committee was established this year to oversee the Growth Strategy for the Fund and monitor large scale inorganic growth opportunities. Please see the Annual Integrated Report page 37 for more information.

FY2020 Compliance Report: AIST Governance Code

As a member of the Australian Institute of Superannuation Trustees (AIST), Cbus reports against the AIST's Governance Code. The Code is a principles-based framework which consists of 21 requirements, promoting continuous improvement in governance practice. It aims to protect and improve outcomes for members.

This report is located on our website at:

cbussuper.com.au/cs/compliance-report

Our People

Remuneration

Cbus

As in previous years, we continue to review our remuneration structure to ensure it remains fit for purpose, reflects our values and is fair to all.

Our Remuneration Policy is located on our website here:

cbussuper.com.au/content/dam/cbus/files/governance/policies/Remuneration-Policy-Summary.pdf

Cbus Executive remuneration

The People, Culture and Remuneration Committee reviews executive remuneration and any changes must be approved by the Board.

We use industry benchmark data to review executive remuneration and to ensure alignment with the market. The CEO conducts a review of individual performances and considers remuneration market changes to determine appropriate pay levels for each Executive team member. The People, Culture and Remuneration Committee considers outcomes of performance reviews, remuneration market inputs and CEO recommendations, and these are subject to approval by the Board.

This financial year was the third year of the variable pay program that we offer to the CEO and Executives and for select roles within our Investment team. The program includes an assessment of contribution to the Cbus strategy and business plan objectives, business unit performance results and individual performance outcomes. The variable pay opportunity is between 0% and 60% of the individual's total remuneration, with payments deferred over a three- year period.

All Cbus Executives are employed on individual employment contracts and are excluded from Cbus industrial agreements.

Executives are entitled to accrued entitlements in the event of resignation and are required to give six weeks notice. The CEO is required to give six months notice of resignation.

For information on Cbus Executive remuneration visit:

cbussuper.com.au/content/dam/cbus/files/governance/board-executive/Executive-Remuneration-Report-2019-20.pdf

Cbus employee remuneration

All employees at Cbus receive fixed remuneration, which includes a cash salary, superannuation and, for some employees, leave loading. Other benefits for employees include a Health and Wellbeing Allowance and Salary Continuance Insurance. Part-time employees receive the same benefits as full-time employees, but some benefits are pro-rata.

Collective bargaining agreements covered 94.8% of total employees as at 30 June 2020 (including the Executive team). Remuneration increases for employees (other than Executives) under the collective Enterprise Bargaining Agreement for the last financial year were:

- 3% for staff with a fixed remuneration (base salary plus super) of $150,000 or less and staff under the Coordinators Agreement
- CPI (*2%) plus an additional 0.5% for staff with a fixed remuneration (base salary plus super) of more than $150,000
- the opportunity for a once-off lump sum payment (between 0.5% and 1.5% of total remuneration) for staff with a total remuneration of more than $150,000, paid to reflect excellent organisational performance.

Cbus Property

Cbus Property employees are not covered by collective bargaining agreements. The Cbus Property Remuneration Committee assists the Cbus Property Board in developing, maintaining and implementing remuneration policies and strategy. This ensures that it reflects the needs of stakeholders, and is equitable and consistent with the general pay environment and the principles of good corporate governance.

STI Plan

Cbus Property's Employment Policy and Short Term Incentive (STI) plan applies to all eligible Cbus Property employees, including those employed on a part-time basis.

The Cbus Property Board approves the STI plan based on the recommendations from Cbus Property's Remuneration Committee. The process is endorsed by the Cbus People, Culture and Remuneration Committee and approved by the Cbus Board.

In FY2020, Cbus Property commissioned PwC to undertake an independent review of its current STI plan and to advise whether it was consistent with market best practice. PwC found the STI plan was:

- Broadly aligned with market practice
- Relatively straightforward - mostly formulaic (70%) with a smaller component based wholly on discretion (30%)
- not complex compared to others.

PwC also noted that Cbus Property has one performance reward, an STI, versus many peer plans that include both STI and LTI components. They advised Cbus Property should continue to review and monitor movements in the market.

The annual compensation ratio for Cbus Property's highest paid individual to the median annual total compensation of all Cbus Property employees (ex the highest paid individual) was 1:4.7 at 30 June 2020.

For more information about Cbus and Cbus Property remuneration data please refer to pages 13-17.

Diversity and inclusion

Cbus

At Cbus, we believe it is important to create a workplace in which men and women are equally represented and valued. Gender equality has been a strong focus for Cbus over the last five years with our CEO committed to his role as a Male Champion of Change and Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador.

In March 2020 our updated Gender Equity Strategy was approved by the Cbus Board. This strategy includes Fund -wide targets and supporting measurable objectives to continue to drive gender equality across the organisation.

Cbus has been successful in obtaining the WGEA Employer of Choice for Gender Equality (EOCGE) citation for FY 19-20. This is the third consecutive year Cbus has been recognised with the citation.

This year, Cbus is one of 119 organisations to have met the high standards and rigorous assessment process required to become an EOCGE citation holder. The WGEA citation commenced in 2014 and is a leading practice recognition program, that aims to encourage and recognise organisations who have shown their commitment and best practice in promoting gender equity. 'These industry leaders are showing other Australian businesses how to create a better and more equal future for both women and men.' (WGEA Director, Libby Lyons, WGEA Media Release 25 February 2020).

As well as our commitment to promoting gender equality in the workplace, Cbus is also focussed on creating an inclusive and flexible culture where everyone feels that they belong, can realise their full potential, and make a positive contribution to our organisation.

We recognise that we have a unique mix of employees from a diverse range of backgrounds. We view this as a strength, with each employee representing different life experiences, skills, abilities, gender, age, ethnicity, religious and family backgrounds, family status and sexual orientation. We are all different and together, these differences strengthen our culture.

We believe that workplace diversity contributes to organisational performance, profitability and innovation – and this leads to better outcomes for our members who sit at the heart of all we do. The programs we've developed, together with the commitment from our executives and leaders, have been instrumental in creating workplace equality.

Business Impact

We want to leverage our diverse employee base to differentiate ourselves in the markets we compete in and to access broader member segments as we grow. McKinsey research suggests that against the national industry median, gender diverse companies are 15% more likely to outperform financially, and ethnically diverse companies are 35% more likely to outperform financially.

Attraction of great people

We understand having an inclusive workplace helps to attract great people to Cbus and positions us as an employer of choice across all potential talent pools.

Brand and Reputation

We want to continue to build our reputation as an organisation committed to diversity and inclusion, something that our employees, members, employers and communities expect. From a business development perspective, diversity and inclusion continues to feature in tender requirements, with questions often asked around:

- Workplace gender equality
- Diversity, Harassment and Discrimination policies
- Indigenous opportunities
- Physical and intellectual disabilities, and
- Compliance with fair work act and workplace gender equality act.

Family and Domestic Violence Policy

Research tells us that one in three women will be impacted by family and domestic violence and we know that this is a serious societal and workplace issue.

This year we updated our Family and Domestic Violence Policy to include a focus on perpetrators in the workplace.

We also worked with the University of NSW Gendered Violence Research Network to develop a comprehensive toolkit that all employees can access. In addition to this, we implemented a number of Engage to Change workshops

facilitated by representatives from McAuley Community Services for Women for our people managers. This two hour program was developed in recognition of the growing number of working women affected by family violence, and is a preventative education program designed to enable employers and their employees to proactively address family violence in the workplace.

We are also committed to supporting employees affected by family and domestic violence. This is through the provision of a supportive work environment in which employees are comfortable requesting assistance for family and domestic violence related concerns, and ultimately, supporting employees to continue to participate in the workplace.

Everyday sexism

Over the last 12 months we conducted a survey with a view to understanding employees' experiences of everyday sexism at Cbus. Our goal is to discover and deliver actions to help eliminate this.

Pleasingly, our survey feedback suggests that in general the Cbus environment and culture do not support everyday sexism. The prevalence of everyday sexism at Cbus is also reported to be extremely low.

Awareness and education is required to ensure that we maintain this positive Cbus Culture – one which does not support everyday sexism.

Inclusion in Investments

Recently, our investments team launched the Inclusion In Investments Employee Reference Group which is focussed on developing initiatives to support diversity and inclusion across the team. The group focusses specifically on diversity factors including; gender, age, culture, indigenous culture, cognitive preferences and thinking styles, and LGBTIQ+ (lesbian, gay, bisexual, transgender/ gender diverse, intersex and queer). Together, the group develops and supports initiatives that provide support and education across each of these areas.

Occupational Health and Safety

Due to the nature of construction work, occupational health and safety information for workers (who are not Cbus Property employees) on Cbus Property developments, has been identified as a material issue by our stakeholders.

Workers on Cbus Property Developments (not employees)	FY2018	FY2019	FY2020
Fatalities	0	0	0
Total hours worked	1,675,426	2,675,413	3,529,407
Total lost time injuries	6	7	6
Lost time injury conversion (per 1,000,000 hours)	6,000,000	7,000,000	6,000,000
Lost time injury rate (based on per 1,000,000 hours)	3.58	2.62	1.70
Near misses	13	21	9
First aid injuries	251	265	186
Medical treatments injuries	40	53	29

Cbus Property's approach to occupational health and safety.

Cbus Property is committed to ensuring that the health and safety of workers including employees and contractors, and others, including partners, tenants, purchasers of residential properties and the general public, are not put at risk from its business activities. Furthermore, Cbus Property strives to exceed the minimum legislative standards for each jurisdiction in which it operates.

Cbus Property's goal is to eliminate, or if that is not reasonably practicable, minimise the incidence of injury and ill health, promote safe work environments, and ensure that Work/Occupational Health & Safety (WHS) is proactively managed throughout the organisation. The organisation's WHS governance structure is established via the WHS Policy and WHS Information and Procedures Handbook which assist all employees to be aware of the applicable safety standards in the workplace, and ensure they are able to identify and adhere to the relevant procedures to maintain a safe working environment. Accordingly, it is expected that Cbus Property employees accept their responsibility to work safely, by working intelligently, with common sense and with foresight. All employees are expected to follow the applicable safety standards which apply to our organisation, and adhere to all regulations as set out in work health and safety legislation.

Cbus Property's WHS governance structure includes, but is not limited to the following elements:

- Incident reporting
- Review and assessment of agent and contractor WHS practices, including adherence to the contract, relevant WHS legislation, the Principal Contractor's WHS Management System and Project Site Safety Management Plan, where applicable
- Receiving regular WHS performance reporting from agents and contractors (e.g Project Control Group (PCG) meetings and monthly safety meetings)
- Reviews by the company of property and processes
- Receiving external expert advice
- Undertaking workplace inspections to identify hazards, risks and the effectiveness of risk controls (e.g independent safety audits)
- Holding regular WHS Management Oversight Committee meetings
- Workplace consultation,
- Various management reports regarding the day to day management of WHS (e.g. risk reports, monitoring of lead and lag indicators).

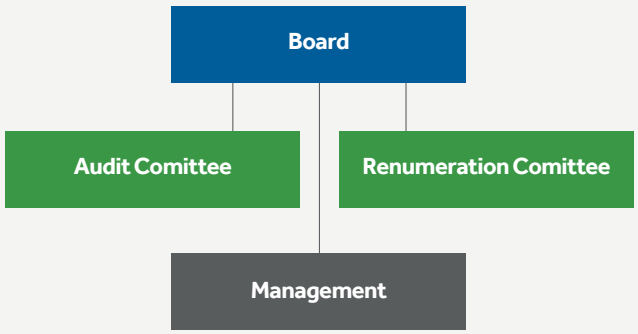
Governance at Cbus Property

Cbus Property is a wholly owned subsidiary of Cbus. It manages the Fund's direct property portfolio, creating strong long-term returns, jobs and sustainably built and managed buildings.

Details of members of the Cbus Property Board and Executive team are on the Cbus Property website:

cbusproperty.com.au/about/our-team

Cbus Property governance structure



The Cbus Property Board is responsible for the governance, risk management, financial and strategic performance of Cbus Property. In discharging these responsibilities, the Board receives regular briefings from management and external advisers. Where appropriate, it will delegate matters to Board committees and management within defined and documented parameters.

The Cbus Property Audit Committee assists the Cbus Property Board in fulfilling its governance and oversight responsibilities in relation to Cbus Property's financial reporting. It is comprised of three directors, (two independent directors and one other director) and the Chair of the Board in an ex-officio capacity (non-voting) if the Chair is not one of the appointed members. The Chair of the Board cannot be Chair of the Audit Committee.

The Audit Committee meets at least once annually to consider the annual reports of the company and the Owner Entities managed by the company. The external and internal auditors attend these meetings.

The Cbus Property Remuneration Committee recommends remuneration policies and strategy to the Cbus Property Board for approval. It ensures that remuneration is comparable and competitive with the industry in which Cbus Property participates; reflects the needs of stakeholders; and is equitable and consistent with the principles of good corporate governance. It will, amongst other matters:

- Review the setting of remuneration (Total Salary Package), the Short-Term Incentive (STI) Plan, and similar matters for all employees of the company
- Set Key Performance Indicators (KPIs) for the Chief Executive Officer (CEO)
- Make recommendations regarding the appointment of the CEO and report succession plans for senior executives to the Board
- Review and make recommendations to the Board on the proposed remuneration strategy and package for the CEO, and all other employees,
- Review and make recommendations to the Board concerning general remuneration and recruitment principles for Cbus Property.

The responsibilities of the Cbus Property management team include economic, environmental and social factors. The management team includes the CEO, who reports directly to the Cbus Property Board.

Employees with specific sustainability governance responsibilities include the Sustainability Manager, who reports to the Executive Manager - Asset Management, and the Executive Manager - Commercial & Governance, who reports to the CEO.

Cbus Property has a Fraud Control Policy and Whistle-blower Policy. All Cbus Property policies are scheduled for review by the Board every two years and by management annually. Cbus Property directors and management undertake an annual business planning and strategy review process.

Cbus Property's process for handling conflicts of interest is set out in the Conflicts Management Policy. Cbus receives a copy of Board papers and an extract of minutes where potential conflicts of interest are raised. Director and CEO interests are recorded in the Cbus Register of Relevant Interest and Duties.

Cbus Property's approach to managing ethical behaviour is governed by its Risk Framework (including a Risk Appetite Statement) and a comprehensive range of governance policies. Regular oversight is maintained by management and the Board, with the assistance of both internal and external auditors.

Other governance disclosures

Cbus supply chain

Cbus Super supply chain providers in the year ended 30 June 2020 included:

- **Australian and global fund managers, refer to:**

cbussuper.com.au/super/my-investment-options/cbus-investment-managers

- Master custodian, J.P. Morgan Chase bank
- Administration, AAS Pty Ltd, part of the Link Group
- Insurer, TAL Life Limited
- Industry Fund Services (IFS) for a range of pooled financial services such as arrears collection, and insurance consulting
- Participating FPA Professional Practices (financial advice)
- Westpac Banking Corporation clearing house facility QuickSuper
- CSM platform implementer, UBS Securities Australia
- Specialist investment adviser, Frontier Advisors
- Tax advisor, Ernst & Young
- External auditor, Ernst & Young
- Internal auditor, KPMG
- Other ad hoc advisors and consultants as required,
- Companies in which we invest.

For a full list of Cbus' key service providers see:

cbussuper.com.au/content/dam/cbus/files/governance/reporting/Key-Service-Providers.pdf

Changes to the supply chain over the 2020 financial year included the appointment and termination of the following investment managers:

Investment Managers appointed in 2020

Manager	Asset class (strategy) ^
Cbus	Emerging Market Equities
Cbus	Australian Equities (Australian Corporate Opportunity)
Cbus	Australian Equities (Quantamental)
Cbus	Australian Fixed Income (Specialised Australian Fixed Income)
Cbus	Global Equities (Global Defensive Equity)
Cbus	Global Equities (Global Value Equity)
Capital Dynamics	Alternative Growth
Capstone	Options
First Sentier Investors Realindex	Emerging Market Equities
GQG Partners LLC	Emerging Markets Equities
Wellington	Alternative Growth

Investment Managers terminated in 2020

Manager	Asset class (strategy) ^
Bridgewater	Alternative Growth
Ellerston Capital Limited	Australian Equities
GAM	Alternative Growth
Genesis	Emerging Markets Equities
Global Thematic Partners	Global Equities
IFM Investors	Infrastructure – co-investment
QIC	Options
Stewart Investors	Emerging Markets Equities
T Rowe Price	Global Fixed Interest
Vanguard Investments Australia Limited	Global Equities
Wellington	Alternative Growth

^ For definitions of our asset classes please refer to our website at: www.cbussuper.com.au/super/my-investment-options/asset-classes

Procurement policy

Cbus recognises that we and companies in our supply chain, should operate in the same manner as we expect of the companies in which we invest. As such, we seek to conduct business with suppliers that align with our approach to responsible procurement and investment. Over time, this will include consideration of suppliers that also positively contribute to society and economy through the Sustainable Development Goals.

Our Procurement Policy incorporates ESG due diligence requirements for suppliers. The policy was developed in the 2018 financial year, and the requirements are applied for new contracts, and are being rolled out progressively to existing contracts as they come up for renewal.

ESG issues – our procurement focus

Environmental	Management of issues including climate change, water use, pollution, waste, land clearing and chemical use incorporating the whole of life economic cost.
Social	Preference for local employment, diversity, human rights, fair and safe labour practices and commitment to reconciliation.
Governance	Accountability and transparency of supply chain impacts, strong leadership of boards and senior management in accordance with governance guidelines such as those published by the ACSI.

In 2017 we launched a Reconciliation Action Plan (RAP) to understand and meet the needs of our indigenous members and employers. In response to our RAP, we engage with indigenous vendors. Over time we expect to expand the evaluation criteria to include indigenous engagement within our supply chain for contracts and vendors where practical.

For examples of engagement on indigenous matters, please read page 8 in our Responsible Investment Supplement.

Cbus Property supply chain

Cbus Property's suppliers include builders, architects, consultants and property managers. Different suppliers are contracted across Cbus Property developments and investments. Their performance, delivery and management is subject to rigorous ongoing scrutiny.

For more information on Cbus Property's procurement practices and expectations, refer to the Charter of Selection and Conduct Criteria on the Cbus Property website.

cbusproperty.com.au/wp-content/uploads/2020/07/170818_Approved-Charter-of-Selection-and-Conduct-Criteria-for-Consultants-and-Principal-Contractors.pdf

There were no significant changes to Cbus Property's supply chain during the financial year.

People, culture & remuneration data

Table 1 – Employee headcount

	FY 2018	FY 2019	FY 2020
Cbus total employees*	365	488	599
Cbus total new employees	132	183	192

* Headcount includes contractors.

Table 2 – Turnover rate

	FY 2018	FY 2019	FY 2020
Cbus voluntary turnover rate	5.9%	5.4%	4.3%
Industry voluntary turnover rate*	13.0%	13.0%	12.0%
Cbus total turnover rate	9.9%	8.8%	8.2%
Industry total turnover rate*	15.0%	16.0%	17.0%

* FIRG Policy and Practice Report.

Table 3 – Annual compensation ratio

	FY 2018	FY 2019	FY 2020
Cbus	1:4.7	1:4.7	1:4.9
Finance industry mean*	1:9.9	1:8.3	1:10.1

The annual compensation ratio is the ratio for the highest paid individual to the median annual total compensation of employees (ex the highest paid individual).

* Cbus industry mean: FIRG General Survey & Industry Leaders 50th Percentile.

Gender Equality

For detailed gender reporting, refer to the Workplace Gender Equity Agency (WGEA) report located on our website at:

cbussuper.com.au/content/dam/cbus/files/governance/reporting/Cbus-WGEA-Report-2019-20.pdf

Table 4- Gender Equality Targets by December 2021

Fund Area	% Females
Whole of Fund	50
Cbus Board	30
Investments	40
Executive Group	50
Enterprise Leadership Group	50
People leader population	50
Identified high potentials (manager and above)	50
	In % terms
Pay gap	14%
Flexible working arrangements in place	40%

Table 5 – Gender pay equity

Age	Ratio of salaries of women to men (excluding the CEO)		
	FY 2018	FY 2019	FY 2020
All women	1:1.23	1:1.17	1:1.17
Finance industry average - all women	1:1.39	1:1.26	1:1.24
Under 30	1:1.13	1:1.13	1:1.01
30-50	1:1.24	1:1.15	1:1.15
Over 50	1:1.18	1:1.15	1:1.15

Table 6 – Gender composition of Cbus employees and governing body, by position level

	Gender equity target	FY 2018	FY 2019	FY 2020
Board*	30%	28%	25%	31%
Executive team	50%	38%	57%	38%
Heads of	50%	43%	42%	40%
All staff (which includes Heads of and Executive team)	50%	50%	49%	49%
Investment team	40%	39%	37%	39%

* Board statistics for FY2020 are for July 2020.

Table 7– Reported incidents of discrimination

	FY 2018	FY 2019	FY 2020
Cbus	0	0	1*

* No longer subject to action.

Table 8 – Cbus full-time employees by state

2020	VIC	NSW	QLD	OTHER	TOTAL
Permanent	399	29	10	15	453
Contract	77	0	1	0	78

Table 9 – Cbus headcount

During the year, we recruited 192 new staff bringing our total employees to 599. This is an increase of 22.7% from last financial year.

Age	FY 2018		FY 2019		FY 2020*	
	Males	Females	Males	Females	Males	Females
Permanent	173	163	226	200	265	245
Contract	9	20	24	38	39*	50*
Total employees	182	183	250	238	304	295
Full time	165	120	220	155	258	195
Part time	8	43	6	45	7	50
Contractors	9	20	24	38	39*	50*
Total employees	182	183	250	238	304	295

* Maximum Term Contract

Headcount figures - refer to all staff employed on either a full-time or part-time basis. **Contractors** – employees with fixed term arrangements employed by Cbus (i.e. not permanent employees, nor agency contractors or consultants). **Full-time employee** refers to all staff who are employed as full-time (i.e. 35 hours per week) and does not include part-time arrangements.

Table 10 – Cbus new employees by age grouping and gender

Age	FY 2018		FY 2019		FY 2020	
	Males	Females	Males	Females	Males	Females
New employees	55	70	95	88	93	99
Under 30	5	6	11	17	10	20
30-50	36	56	71	65	69	67
Over 50	14	8	13	6	14	12

Table 11 – Cbus new agency contractors by gender

Age	FY 2018		FY 2019		FY 2020	
	Males	Females	Males	Females	Males	Females
New employees	n/a	n/a	11	17	14	21

N/A – no data available. We do not collect this information when we engage via recruitment agencies.

Table 12 – Cbus employee departures (voluntary and involuntary) by age grouping

Age	FY 2018		FY 2019		FY 2020	
	Males	Females	Males	Females	Males	Females
New employees	18	19	21	20	43	47
Under 30	1	0	2	3	6	8
30-50	11	12	15	15	25	33
Over 50	6	7	4	2	12	6

Table 13 – Cbus parental leave

	Financial year	Feamle	Male	Total (%) of employees eligible
Cbus staff commencing or continuing parental leave	FY 2020	21	17	7.51% (38/506)
	FY 2019	19	11	7.96% (30/377)
	FY 2018	13	11	11.16%
Cbus staff returning from parental leave over financial year	FY 2020	19	16	100%
	FY 2019	8 (of 9)	9	94.44% (17/18)
	FY 2018	6	11	–
Cbus staff % still employed post return to work (after 12 months)	FY 2020	94.73% (18/19)	100% (16/16)	97.14% (34/35)
	FY 2019	100% (6/6)	90.91% (10/11)	91.12% (16/17)
	FY 2018	100%	100%	–

Cbus Property

Table 14 – Cbus employees average training hours by gender

	FY 2018	FY 2019	FY 2020
Males	48	18	16
Females	26	18	15

The increase in employee numbers (where recruitment has been higher for non-representative staff vs. representative staff) has resulted in a lower average of training numbers in 2019 and 2020 compared to 2018. These figures do not take into account training hours from Directors.

Gender Equality

For detailed gender reporting, refer to the Workplace Gender Equity Agency (WGEA) report located on our website at:

cbusproperty.com.au/wp-content/uploads/2020/07/Cbus-Property-WGEA-Report-2019-2020.pdf

Table 15– Reported incidents of discrimination

	FY 2018	FY 2019	FY 2020
Cbus Property	0	0	0

Table 16 – Cbus Property employees headcount

	FY 2018	FY 2019	FY 2020
Cbus Prop total employees	41	38	47
Cbus Prop total new employees	7	6	12

Headcount includes contractors.

Table 17 – Cbus Property headcount and full-time employees grouping

	FY 2018		FY 2019		FY 2020	
Headcount	**Males**	**Females**	**Males**	**Females**	**Males**	**Females**
Full time	24	10	23	11	27	15
Part time	2	4	2	2	2	3
Total	**26**	**14**	**25**	**13**	**29**	**18**
Permanent	26	14	25	13	27	15
Contract	0	0	0	0	0	1
Total	**26**	**14**	**25**	**13**	**27**	**16**

Table 18 – Cbus Property turnover rate

At Cbus Property there were 5 staff and 0 Board member departures, and 14 new staff hires and 0 new Board members during the FY20 financial year.

	FY 2018	FY 2019	FY 2020
Cbus property total turnover rate (excluding directors)	5.30%	20.5%	11.80%

Table 19 – Cbus Property annual compensation ratio

	FY 2018	FY 2019	FY 2020
Cbus Property	1:4.7	1:4.3	1:4.7

The annual compensation ratio is the ratio for the highest paid individual to the median annual base compensation of employees (ex the highest paid individual).

Table 20 - Cbus Property parental leave

		Female	Male
Cbus Property taking parental leave	FY2020	1	2
	FY2019	2	none
	FY2018	2	1
Cbus Property staff returning from parental leave over financial year	FY2020	1	2
	FY2019	0	n/a
	FY2018	2	1
Cbus Property staff % still employed post return to work (after 12 months)	FY2020	100%	100%
	FY2019	n/a	n/a
	FY2018	50%	100%