

# Reconciliation Action Plan



INNOVATE RAP  
MARCH 2022 - FEBRUARY 2024



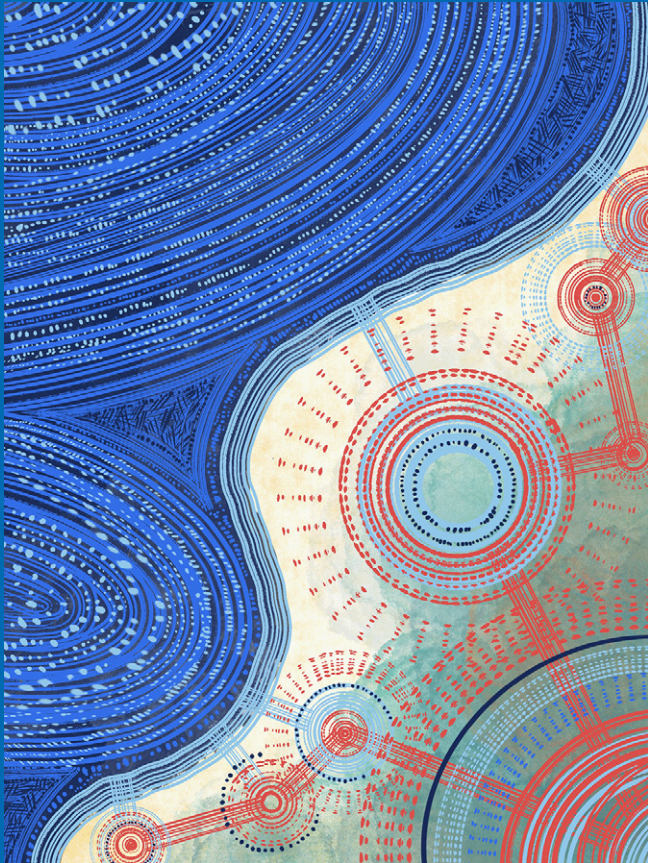
UniSuper



## **Rhys Paddick**

### FEATURED ARTIST

Rhys is an advocate of cultural leadership and the development of sound educational and training programs, working in environments that create holistic, healthy and substantial changes. Rhys's career in long-term networks began with educational support and mentoring programs of Aboriginal youth, both in primary and secondary schools. His focus now is to bring a modern adaptation of traditional Indigenous culture into the wider Australian forum in an effort to connect Australians with our common culture - people culture.



## **Bandak Boodjar** (*Outdoors country*)

### ABOUT THE ARTWORK

Water, earth, seen from the sky. Djin djin (good spirit) in red overseeing custodianship of the earth (they are in fact on the green earth) with blue (water) within them - (we came from the ocean).

# Contents

CEO update	02
Our vision for reconciliation	03
Our business	04
Our partnerships and activities	04
Our committees	05
Our achievements so far	06
The road ahead	07
Our RAP	08
– Relationships	09
– Respect	11
– Opportunitites	13
– Governance	15

## **CONTACT DETAILS FOR UNISUPER RAP**

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## Message from our Chief Executive Officer

I am proud to present UniSuper's 'Innovate' Reconciliation Action Plan (RAP).

Our Reflect RAP, launched in 2020, started our journey with reconciliation and set out actions to increase awareness and respect for First Nations cultures within our organisation.

Our Innovate RAP builds on those actions and focuses on opportunities to empower and strengthen relationships with Aboriginal and Torres Strait Islander Peoples and engage our staff and stakeholders in reconciliation.

For more than 50,000 years, Australia's First Peoples have cared for our land and embodied resilience and innovation. At UniSuper, we have an opportunity to learn from the wisdom, cultures, and customs of Aboriginal and Torres Strait Islander Peoples and to uplift their engagement with their super.

UniSuper supports reconciliation with our First Nations Peoples. We want UniSuper to be an environment where all our partners and employees feel included and empowered to share their individual perspectives.

We look forward to working in partnership with First Nations organisations and communities to bring our RAP to life and deliver on our purpose to engage with and create better retirement outcomes for Aboriginal and Torres Strait Islander Peoples, and for all Australians.

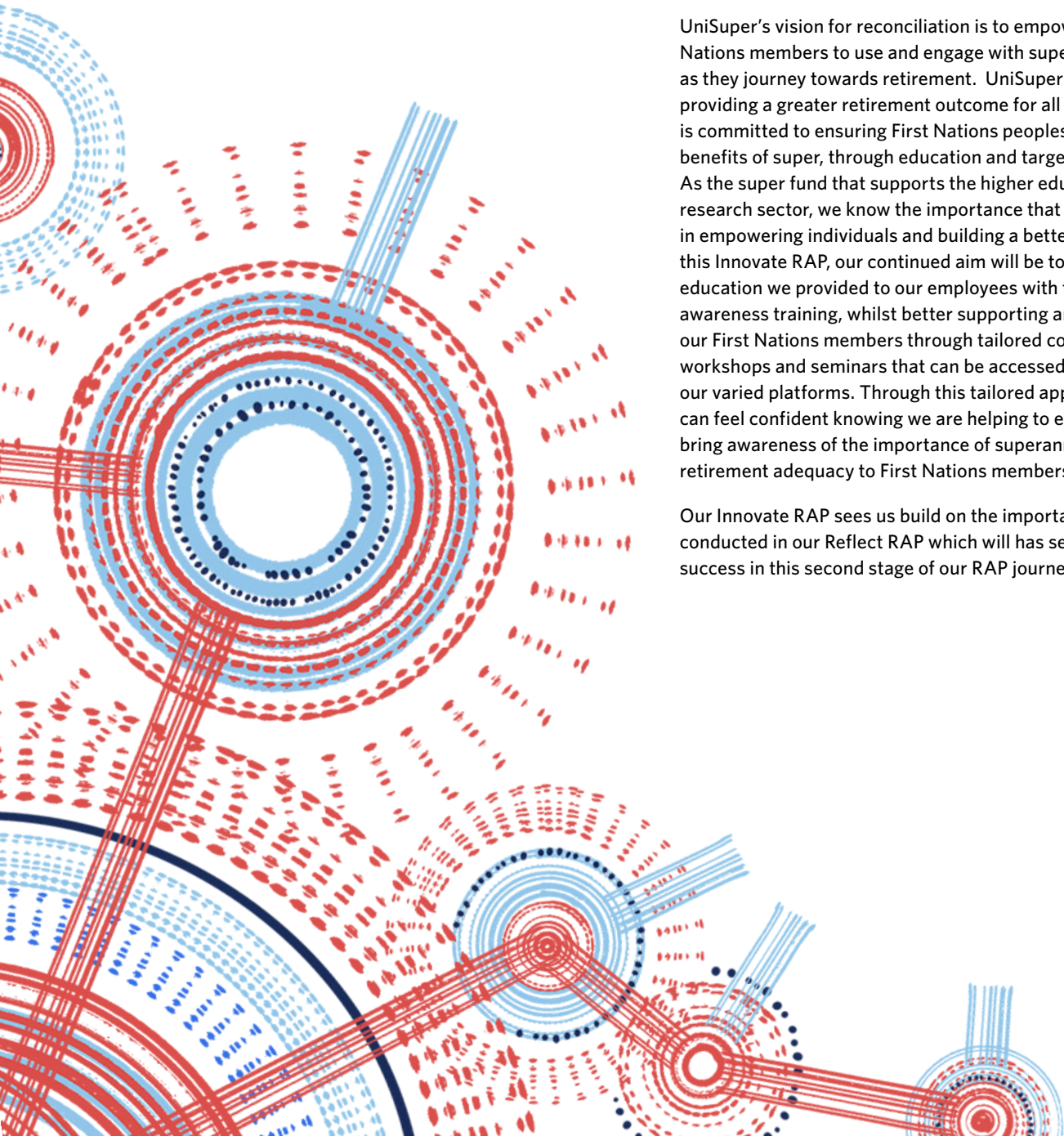
**Peter Chun**



## Our vision for reconciliation

UniSuper's vision for reconciliation is to empower First Nations members to use and engage with super confidently as they journey towards retirement. UniSuper is dedicated to providing a greater retirement outcome for all its members and is committed to ensuring First Nations peoples receive the full benefits of super, through education and targeted services. As the super fund that supports the higher education and research sector, we know the importance that education plays in empowering individuals and building a better future. With this Innovate RAP, our continued aim will be to build on the education we provided to our employees with further cultural awareness training, whilst better supporting and engaging our First Nations members through tailored communications, workshops and seminars that can be accessed easily through our varied platforms. Through this tailored approach, we can feel confident knowing we are helping to educate and bring awareness of the importance of superannuation and retirement adequacy to First Nations members.

Our Innovate RAP sees us build on the important work conducted in our Reflect RAP which will have set us up for success in this second stage of our RAP journey.



## Our business

We're one of Australia's largest super funds with approximately 450,000 members. We're passionate about securing the future for Australia's thinkers, creators and investigators who are shaping a better tomorrow. We manage their super throughout their working careers and into retirement, helping them to achieve a comfortable, confident and secure retirement.

In July 2021, UniSuper was excited to announce that it had opened its doors to all Australians – not just those working in the higher education and research industries. This means, we can bring our award-winning range of services and investments to a wider audience, while continuing to offer the same high standards our existing members have come to expect.

There are over 900 employees at UniSuper nationwide, located in the following areas:

- Wurundjeri Land (Melbourne)
- Kurna Country (Adelaide)
- Meeanjin Country (Brisbane)
- Ngunnawal Country (Canberra)
- Whadjuk Nyoongar (Perth)
- Gadigal Country (Sydney).

We also have employees based on campus at almost all 37 universities nationwide.

At present, UniSuper does not have any employees that identify as Aboriginal and/or Torres Strait Islander people. Part of our strategy within the Innovate RAP is to investigate and potentially partner with talent organisations to attract First Nations employees.

Whilst we provide a product that is available to all Australians, a small number of our members do work and live internationally. Our representatives are all based in Australia, however, UniSuper members can access our advice services, webcasts and other resources from any location globally.

## Our partnerships and activities

UniSuper is co-chairing the Australian Council of Superannuation Investors (ACSI) Working Group on Rights and Cultural Heritage Risk Management in order to better understand the investment risks involved in company engagement with First Peoples. The Group is also working closely with First Nations leaders and has been engaging with relevant experts in Australia.

The Working Group does not in any way claim to speak on behalf of First Peoples. We are focused on the concerns of investors about this issue and related financial risks and aim to see effective management of this risk through improved company engagement with First Peoples. In order to improve standards, minimise the risk of harm, and ensure respect for the rights of First Peoples, we seek to build a robust understanding of the perspectives of First Peoples into our work.

UniSuper is also represented on a cross-industry collaboration known as the Indigenous Super Working Group. This group has a strong commitment to effectively establish and meet the needs of Aboriginal and Torres Strait Islander Peoples. UniSuper continues to be a strong advocate for the government lobbying and ongoing work in this space to support financial equity with First Nations Peoples.

Internally, we will continue to educate our staff around the challenges and needs of First Nations members through cultural awareness training whilst also building awareness through events like National Reconciliation Week and NAIDOC Week by acknowledging we all have a role to play. By playing our part collectively, we build relationships and communities that value First Nations Peoples, histories, cultures and futures. We can also support external stakeholders (Universities), with some promotional support for any communications campaigns, such as Member Education.

## Our committees

Superannuation, and financial literacy more broadly, can be major causes of social exclusion for First Nations Peoples, resulting in less favourable financial outcomes. Research conducted by UniSuper members revealed that First Nations Peoples will retire with 27% less super than non-Indigenous Australians\*. This gap is far too great and is a systemic issue that UniSuper, along with other organisations within the superannuation sector continue to address.

The Innovate RAP will keep UniSuper accountable to deliver on various activities and initiatives to better educate our staff and increase engagement with First Nations members. It's incredibly important to us that our reconciliation work initiates meaningful change, positively uplifting the lives of UniSuper's First Nations members. Our RAP was driven by a cross-functional Reconciliation Working Group and the business created two teams of oversight and execution with passionate individuals to drive the initiatives we intend to commit to:

- **RAP Steering Committee**, responsible for the overall strategy, plan tracking and reporting of RAP deliverables, while also advocating UniSuper's reconciliation work across the business and externally, and
- **RAP Champions Committee**, responsible for championing activities and awareness within each champion's state or business unit and delivering individual items within the RAP.

### RAP Steering Committee

- Julie Watkins – Chief People Officer (Executive Sponsor)
- Rob Demasi – Senior Design Researcher (Chair)
- Shannon Lloyd – Head of Capability
- John Briggs – First Nations Consultant

### RAP Champions Committee

- Craig Delphine – Senior Legal Counsel
- Sybil Dixon – Governance and Sustainability Manager
- Sean Higgins – Policy & Advocacy Analyst
- Shannon Lloyd – Head of Capability (Chair)
- Nicole Mitchell – Marketing Retention & Engagement Lead
- Warren Spier – Strategy & Governance Manager
- Philip Stanton – Employer Partnership Manager
- Peter Vassili – Procurement Lead

At present, UniSuper does not have any employees that identify as Aboriginal and/or Torres Strait Islander peoples. However, UniSuper does have representation via our First Nations Consultant who is a member of our RAP Steering Committee.

\* (Retirement Adequacy of Indigenous Australians, Robert J. Bianchi, Michael E. Drew, Adam N. Walk & Osei K. Wiafe, CSIRO-Monash Superannuation Cluster and the Griffith Centre for Personal Finance and Superannuation (GCPFS)).



## Our achievements so far

This is UniSuper's second RAP. In our first RAP, we achieved so much and made a number of inroads in our vision for reconciliation:

### **Delivered cultural awareness training**

Conducted by our First Nations Consultant, over 350 employees have undertaken cultural awareness training to help increase our employees' knowledge of First Nations cultures. Training took place in both a face-to-face format as well as virtual. The training also highlighted the inherent challenges in the way First Nations Peoples engage with their financial service providers. These training sessions resulted in our employees engaging in a number of activities with guest speakers (conducted virtually during NAIDOC and National Reconciliation Weeks due to lockdown) whilst increasing interactions and conversations among our internal social platforms.

Our reconciliation work is highlighted in every new employee induction session, continuing to bring awareness to UniSuper's vision for reconciliation.

As part of this RAP, the approximate 60 member-facing employees that have joined UniSuper since the original round of cultural awareness training was undertaken will also participate in this training. In addition, we will be offering sessions that are open to all other employees to attend. Our aim over the course of the Innovate RAP is to have at least another 200 employees participate in cultural awareness training. We are also exploring options for providing additional training and/or learning resources specific to the different areas where employees are based.

### **Deep dive interviews with UniSuper First Nations members**

We conducted interviews with UniSuper's First Nations members to better understand their needs to assist in our planning of tailored communications and services. The results of this research led to:

1. Webcast series presented by a First Nations UniSuper employee presenting financial services education delivered in a culturally sensitive environment, in addition to NAIDOC tailored NAIDOC Week promotion for Universities
2. Establishing relationships with the First Nations units at universities across Australia to provide us with better access to communicate directly with our First Nations members
3. Delivering presentations and information sessions on super and financial services specifically for First Nations UniSuper members.

### **Co-funded research conducted by Curtin University focused on First Nations peoples and super**

Partnering with Bankwest Curtin Economics Centre (BCEC) - an independent organisation located at Curtin University research to better understand the challenges faced by First Nations Peoples. The report assessed the appropriateness of the Superannuation system for First Nations Peoples and outlines a set of recommendations to potentially assist in supporting First Nations Peoples making the transition to retirement.

### **Sponsored First Nations Foundations online superannuation resource**

In July 2020, UniSuper sponsored the launch of the industry-first online superannuation hub to assist First Nations Peoples to find, manage and learn about their super. We're proud to be a supporter and partner of First Nations Foundations and their new online resource aligns well with UniSuper's vision for reconciliation. Its aim is to increase financial literacy among First Nations Peoples and educating the importance of how super can create intergenerational wealth for First Nations Peoples in a jargon-free and culturally respectful manner. We'll continue to support this important initiative and lend our expertise where appropriate. Visit [indigenoussuper.com.au](http://indigenoussuper.com.au) to find out more.

### **Sponsored opening ceremony of Carrolup Centre at Curtin University**

UniSuper was a founding donor and sponsor at the opening ceremony of the Carrolup Centre for Truth-Telling at Curtin University. The Centre is a collection of artwork produced by Aboriginal children who were stolen from their families and detained at the Carrolup Native Settlement in the 1940s. Curtin University established and publicly launched the Carrolup Centre to provide a permanent home for the artwork which will be a centre for truth-telling. An official launch took place in November 2020 and was attended by the Hon Kim Beazley, AC, Governor of Western Australia, The Hon Ben Wyatt, MLA, Treasurer, Minister for Finance, Aboriginal Affairs, Lands as well as leaders from the university and Aboriginal Elders. The story telling, Aboriginal dance/music and the lighting of a perpetual flame was a moving and poignant way to open up this space for truthful dialogue that will lead towards healing and reconciliation for Western Australians.

### **Smoking Ceremony at UniSuper office**

In October 2020, UniSuper celebrated the official opening of one of its on-campus centres at Murdoch University. Local Aboriginal Elder, Aunty Marie Taylor performed a Welcome to Country followed by a Smoking Ceremony. Murdoch University's Chief Operating Officer joined UniSuper for the official cutting of the ceremonial ribbon and pronouncing the member centre "open".

## **The road ahead**

Whilst we are proud of the achievements we have accomplished so far, we are conscious there is much more work ahead of us to better support and engage our First Nations members.

As UniSuper continues its reconciliation journey, here are some of the initiatives we're planning:

- Working with CareerTrackers to lift the number of Aboriginal and Torres Strait Islander employees
- Plan on-site events around NAIDOC Week and National Reconciliation Week to better engage staff in Aboriginal and/or Torres Strait Islander culture (events of this nature were cancelled due to COVID-19)
- Producing more tailored webcasts, seminars and/or workshops for UniSuper's Aboriginal and/or Torres Strait Islander members
- Expanding use of existing leave categories to support:
  - UniSuper's Aboriginal and/or Torres Strait Islander employees to attend culturally significant events
  - All UniSuper employees to attend events during NAIDOC and National Reconciliation Weeks
- Encouraging use of volunteer leave to support First Nations related initiatives.

# | **Our RAP**

## RELATIONSHIPS

UniSuper is committed to building long-lasting relationships with Aboriginal and Torres Strait Islander peoples, both within our sphere of influence being predominantly the higher education and research sector but also more broadly across the community. UniSuper's broad aim is to provide greater retirement outcomes for its members, including its Aboriginal and Torres Strait Islander members. We'll ensure the voices and perspectives of Aboriginal and Torres Strait Islander peoples will help drive the design and developments of our communications, and services.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022	Senior Design Researcher
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sept 2022	Manager Portfolio Planning
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 & 2023	Policy & Advocacy Analyst
	RAP Steering Committee and Champion Committee members to participate in at least two external NRW events.	27 May- 3 June 2022 & 2023	Policy & Advocacy Analyst
	Encourage and support staff and senior leaders to participate in at least two external events to recognise and celebrate NRW.	27 May- 3 June 2022 & 2023	Policy & Advocacy Analyst
	Organise at least one NRW event each year.	27 May- 3 June 2022 & 2023	Policy & Advocacy Analyst
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2022 & 2023	Policy & Advocacy Analyst

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	May 2022	Head of Capability
	Communicate our commitment to reconciliation publicly.	May 2022	Marketing Activation Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Feb 2023	Governance and Sustainability Manager
	Continue to establish relationships with First Nations units at universities across Australia to provide us with better access to communicate directly with our First Nations members	Aug 2022	Policy & Advocacy Analyst
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Mar 2023	Governance and Sustainability Manager
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2022	People Governance Advisor
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Nov 2022	People Governance Advisor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	People Governance Advisor
	Educate senior leaders on the effects of racism.	Mar 2023	Head of Capability

## RESPECT

One of UniSuper's values is that we're better together. We work and succeed as one team and build relationships based on trust, empathy, and respect. UniSuper recognises the strong cultural identity of Aboriginal and Torres Strait Islander peoples and as such, we'll continue to promote and encourage cultural learning for all employees across the organisation. While this provides an opportunity to demonstrate our commitment in this space, we can also celebrate dates of significance to Aboriginal and Torres Strait Islander Peoples which enhances cultural learning within our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	Mar 2023	Lead Employee Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Mar 2023	Lead Employee Development
	Develop, implement and communicate an updated cultural learning strategy for our staff.	Mar 2023	Lead Employee Development
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Mar 2023	Head of Capability
	Continue to promote and encourage cultural learning training for all employees.	Mar 2022	Lead Employee Development
	Investigate cultural immersion opportunities to be undertaken by selected employees.	Sep 2023	Head of Capability

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Senior Legal Counsel
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2023	Senior Legal Counsel
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2023	Senior Legal Counsel
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2022	Senior Legal Counsel
	Publish Acknowledgment of Country on website	Mar 2022	Senior Design Researcher
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022, 2023	Policy & Advocacy Analyst
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2022	People Governance Advisor
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2022, 2023	Policy & Advocacy Analyst
	Encourage and support employees to use volunteer leave to support Aboriginal and Torres Strait Islander culturally significant events including NAIDOC and NRW.	Apr 2022	Head of Capability

## OPPORTUNITIES

Diversity, equity and inclusiveness provides better outcomes. UniSuper is committed to improving outcomes for people from diverse backgrounds. We recognise that our connections and partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities are part of our strengths and help support our workplace diversity and inclusion initiatives. We're aiming to create more opportunities for Aboriginal and Torres Strait Islander peoples to participate in UniSuper's ongoing commitment to see our members retire with dignity. Interviews and research we conducted with First Nations UniSuper members in 2020 identified an opportunity for UniSuper to support and uplift the financial literacy levels of Aboriginal and Torres Strait Islander Peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2023	People Governance Advisor
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2023	People Governance Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2023	People Governance Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2023	People Governance Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2022	People Governance Advisor
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, including working with CareerTrackers to help achieve this.	Dec 2022	People Governance Advisor



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Aug 2022	Strategy & Governance Manager
	Investigate Supply Nation membership.	Aug 2022	Strategy & Governance Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Feb 2023	Strategy & Governance Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Feb 2023	Strategy & Governance Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Oct 2023	Strategy & Governance Manager
<b>10. Provide education opportunities to increase the knowledge of superannuation for First Nations peoples (both within our membership base and externally)</b>	Deliver accessible presentations (in person) and educational webcasts (virtually) for First Nations Peoples that focus on uplifting financial literacy levels around superannuation.	Jun 2022	Marketing Activation Lead
	Deliver targeted campaigns and communications for First Nations Peoples to increase engagement and offer guidance and advice services to lift interaction and confidence with super.	Sep 2022	Marketing Activation Lead

## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2022	Senior Design Researcher
	Establish and apply a Terms of Reference for the RWG.	Apr 2022	Senior Design Researcher
	Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sep, Dec 2022 & 2023	Senior Design Researcher
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Feb 2022	Senior Design Researcher
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Mar 2022	Head of Capability
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2022	Head of Capability
	Appoint and maintain an internal RAP Champion from senior management.	Jan 2022	Head of Capability
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022, 2023	Senior Design Researcher
	Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sep, Dec 2022 & 2023	Head of Capability
	Publicly report our RAP achievements, challenges and learnings, annually.	Sept 2022, 2023	Senior Design Researcher
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2022	Head of Capability
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Dec 2023	Senior Design Researcher



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