

# Diversity and inclusion policy

## 1. Scope and purpose

UniSuper is committed to a culture that values and embraces diversity and inclusion throughout all levels of the organisation, including when dealing with our members, suppliers, and the external community.

UniSuper's commitment is to build a fair, diverse, resilient and engaging culture of genuine care, where differences are embraced and leveraged and where there is alignment between words and actions.

This policy outlines our commitment, guiding principles and expectations for all employees, Leaders, and our Board in relation to Diversity and Inclusion. It is aligned to our purpose, our values and our behavioural expectations.

Diversity and inclusion underpin UniSuper's ability to successfully deliver on the business strategy and our commitment to our members.

This policy applies to employees, contractors (and their employees) and consultants, collectively known as the 'UniSuper workforce' and Directors.

Unless otherwise stated in our policies, all policies at UniSuper are inclusive of LGBTIQ+ employees and their families (where families are included within policies).

## 2. Definitions

### DIVERSITY

Diversity refers to all the characteristics that make individuals different to each other. It includes characteristics or factors such as gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience.

### INCLUSION

Inclusion is about creating a work environment where all team members feel valued and respected and have a sense of belonging. In an inclusive work environment, people are encouraged to speak up, and leaders actively seek alternative perspectives when problem solving. To have an inclusive workplace, we have a zero tolerance of discrimination, harassment, vilification and victimisation. Further definitions and a glossary of inclusive terminology is captured within section 8 of this Policy.

## 3. Policy objectives

The following objectives guide our interactions with each other, our members, our suppliers, and the community:

- We are committed to a culture where our people are valued, respected and able to bring their whole self to work.
- We want our people to represent our diverse member base. This workforce profile will deliver a competitive advantage through the ability to better understand and anticipate member needs, resulting in a more proactive and customer centric approach.
- Diversity and inclusion are recognised as being essential to a high performing organisation
- We value different ways of thinking, encourage our people to share their views and be curious to understand views that may be different to theirs'. Diverse thinking approaches contribute to improved decision making, reduce the impact of potential unconscious biases, and improve commercial performance.
- We take an innovative approach to continuous improvement and problem solving. These capabilities can be heightened in more diverse and inclusive teams.
- Our focus on diversity and inclusion is integral to how we serve our members, grow our people and support our community.

## 4. Implementation

To achieve these objectives, UniSuper will:

### RECRUITMENT AND PROMOTION

- Set measurable objectives for achieving gender diversity —the Board will assess annually both the objectives and progress in achieving them. We have 40:40:20 targets for gender balance representation in Leadership roles.
- Attract a diverse pool of suitably skilled employees at all levels of the organisation to leverage the value of diversity for all stakeholders and deliver the best member experience, improved financial performance and a stronger corporate reputation. We consider aspects of diversity and inclusion when assessing skills and experience and strive to achieve fair and objective decision-making in appointing candidates. We require diverse candidate shortlists and interview panels.
- Our partnership with CareerSeekers provides work experience and learning opportunities for asylum seekers as an entry point into professional life in Australia.

- We support employees and members with a disability, including providing employment opportunities for people with disabilities.
- We encourage partnerships with organisations who actively support people within the community who are underrepresented within the workforce to access employment and other development opportunities.

### REMUNERATION AND BENEFITS

- Through our annual pay equity analysis, we strive for pay equity and continuously monitor ways to eliminate and rectify any pay equity gaps.
- We provide opportunities for employees on parental leave to maintain their connection with UniSuper through our Staying in Touch program and our people are encouraged to use their Keeping in Touch days.
- We recognise the benefits of flexible working for our people and our members. We encourage and promote that every role can work flexibly. We focus on output and want our people to be able to balance how and when they work according to their personal circumstances and business needs.

### LEADERS

- Develop the capabilities of our leaders to lead inclusively and support diversity of thinking approaches within teams and across business units. We recognise this has a positive impact on employee engagement, health and wellbeing, and business outcomes. Our range of Leadership Programs focus on three priorities: Create Clarity; Grow People and Deliver Results.
- Ensure our 'genuine care' culture encourages our leaders to promote and create an inclusive environment within their teams, to share ideas and work collaboratively.

### OUR CULTURE

- Provide learning, development and mentoring programs that support diversity and inclusion along with education to disrupt the impact of unconscious bias on decision-making.
- We are committed to the inclusion of Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) people
- We promote mental wellbeing and offer education that builds resilience and capability in the prevention, early intervention and management of mental health issues to reduce the impact on its individual team members and UniSuper as an organisation.

*UniSuper's aim is to provide greater retirement outcomes for all members, including our Aboriginal and Torres Strait Islander members. Through our Reflect Reconciliation Action Plan (RAP) we have begun the process of self-reflection to see where we are and what we need to do to support our Aboriginal and Torres Strait Islander members to better understand and engage with their superannuation. We are committed to better educating our employees and increasing our engagement with the Aboriginal and Torres Strait Islander community. We are now working towards the Innovate RAP. We partner with Indigenous external experts to deliver Indigenous Cultural Awareness sessions to our people.*

## 5. Roles and responsibilities

Our people are expected to behave in a way that underpins our values. Inclusion, diversity and respect are core to our behavioural expectations. Our behavioural expectations underpin our five values:

- We genuinely care for our members
- We can be counted on
- We strive for excellence
- We're better together
- We take initiative.

To bring these expectations to life for a diverse and inclusive workplace, all of our people have key roles and responsibilities:

### BOARD

The Board is responsible for monitoring the effectiveness of the Diversity & Inclusion Strategy, Policy and associated practices on an annual basis.

### EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team believes that collective actions at all levels of the organisation demonstrate the approach to diversity and inclusion as well as UniSuper's culture. Organisations that focus on diversity and inclusion are more innovative, productive and higher performers.

The Executive Leadership Team oversees the implementation of these policy objectives primarily through:

- Setting the tone at the top by communicating UniSuper's Diversity and Inclusion commitment, priorities and policy objectives
- Championing diversity across the organisation and harnessing the value of inclusion
- Considering best practice diversity and inclusion themes, and discussing and addressing emerging diversity related organisational issues with people leaders and employees and inclusion
- Reviewing key metrics that relate to progress towards the policy objectives, including against key measurables and taking action as required to address any shortfalls.

### PEOPLE LEADERS

All people leaders are expected to demonstrate our three priorities:

- 1. Grow people** by demonstrating inclusive behaviours so that people feel trusted, valued and psychologically safe to raise a different perspective and realise their true potential.
- 2. Create clarity** for ways of working and proactively role model flexible working across UniSuper. Articulate the business benefits for diversity and inclusion.
- 3. Deliver results** by demonstrating inclusive leadership, role modelling inclusive words, behaviour and actions and ensuring acceptable standards of conduct are observed in the working environment. This includes supporting our zero tolerance of discrimination, harassment, vilification, and victimisation (including gender-based harassment) of any kind. We also expect all people leaders to:

- Build diverse teams through fair and objective decision making. Our people leaders are expected to aim for diverse representation on panels when participating in any recruitment, promotion or selection process.
- Promptly, confidentially and respectfully act on any complaints and observed behaviour that do not align with company values, behavioural expectations or policies.
- Support and guide employees in using the appropriate resolution/grievance process for their situation.

## EMPLOYEES

All employees should:

- Value diversity and treat all people equitably and respectfully, irrespective of individual differences, and support an inclusive work environment
- Understand and comply with this Diversity and Inclusion Policy, the Prevention of Bullying in the Workplace Policy, Code of Conduct and Equal Opportunity Policy
- Report any instance of language, behaviour or actions that are contrary to these policies to their leader/s and/or their People Business Partner. If not comfortable with these avenues, the external Whistle-blower line is also available for all employees.
- Provide support to anyone who is being discriminated against or harassed, encouraging them to use the [Dispute Settlement and Grievance Handling Procedure](#)
- Report suspected breaches of the [Code of Conduct](#) or Policy
- Maintain confidentiality of information provided during a grievance process.

## PEOPLE TEAM

The People team is responsible for the governance of diversity and inclusion at UniSuper.

## 6. Related documents

- **Equal Opportunity Policy:** UniSuper is committed to building and maintaining an inclusive workforce that embraces, promotes and reflects values-based workforce behaviours and the diversity of UniSuper's equally diverse membership base.
- **Flexible Working Guide:** Our people can request formal and informal flexible working arrangements that enable them to balance how and where they work according to their personal circumstances.
- **Parental and Adoption Leave uGuide:** Our guide to UniSuper's parental and adoption leave process and entitlements.
- **Equal Opportunity Policy:** UniSuper is committed to creating a workplace that is free from sexual discrimination, harassment, vilification, and victimisation. We are committed to a healthy and safe workplace and have a culture of genuine care for our people.

- The **UniSuper Code of Conduct Statement** is our commitment to helping our people make the right choices and decisions on shared standards of behaviours to promote a professional, integrity driven, fair and ethical way of doing things.
- **Talent Acquisition Framework** aims to ensure that all recruitment, promotion and selection activity is fair, equitable, respectful, transparent, consistent and confidential. The framework encourages applications from the widest pool of diverse candidates.
- **UniSuper values and our behavioural expectations** guide the choices our people make in working in way that is respectful, inclusive and promotes professional ways of doing things.
- **Dispute Settlement and Grievance Handling procedure** outlines our process for settling disputes in a way that is respectful.

## 7. Review of this policy

This policy will be formally reviewed by the Chief People Officer every three years to ensure that it continues to remain adequate and relevant.

## 8. Glossary and further explanations for inclusive terminology

Using respectful and inclusive language and terminology is an essential component of an inclusive workplace. The below glossary guides our people on appropriate, respectful and inclusive terminology.

### DIVERSITY

Diversity refers to all the characteristics that make individuals different to each other. It includes characteristics or factors such as gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience.

### INCLUSION

Inclusion is about creating a work environment where all team members feel valued and respected and have a sense of belonging. In an inclusive work environment, people are encouraged to speak up, and leaders actively seek alternative perspectives when problem solving.

### EQUALITY

Equality generally refers to treating people the same, whereas Equity recognises that each person has different circumstances and allocates opportunities and resources needed to reach equal outcomes.

## GENDER BALANCE

Gender balance refers to a gender composition of 40% female, 40% male and 20% open (or not specified).<sup>1</sup>

## SEXUAL ORIENTATION AND GENDER IDENTITY

Source: ACON Language Guide for Trans and Gender Diverse Inclusion

### Diverse sexual orientations and gender identities

May include lesbian, gay, bisexual, trans/gender diverse, intersex and queer people – which is also known as LGBTIQ+. The + is used to acknowledge that there are many diverse sexual orientations and genders, and we encapsulate all identifying orientations and genders in our Diversity and Inclusion Policy.

Unless otherwise stated in our policies, all policies are inclusive of LGBTIQ+ employees and their families (where families are included within policies/benefits).

### Trans and gender diverse

These are umbrella terms that describe people whose gender is different to the legal sex that was assigned to them at birth.

### Non-binary

Genders that sit within or outside of the spectrum of the male and female binary are non-binary.

### Transitioning or Gender Affirming

The personal process or processes a trans or gender diverse person determines is right for them in order to live as their defined gender and so that society recognises this. Transition may involve social, medical/surgical and/or legal steps that affirm a person's gender. Affirming gender doesn't mean changing gender, 'having a sex change' or 'becoming a man or a woman', and transition isn't the same as being trans. A trans or gender diverse person who hasn't medically or legally affirmed their gender is no less the man, woman or non-binary person they've always been.

### Cisgender

A term used to describe people whose gender is the same as that assigned to them at birth (male or female). 'Cis' is a Latin term meaning 'on the same side as'.

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Source: Reconciliation Australia Language Guide

Using 'Aboriginal and Torres Strait Islander' is most often considered best practice.

"Aboriginal' (and less commonly accepted variants such as 'Aboriginals' or 'Aborigines') alone is not inclusive of the diversity of cultures and identities across Australia, for which reason it should be accompanied by 'peoples' in the plural. Similarly, as a stand-alone term, 'Aboriginal' is not inclusive of Torres Strait Islander peoples, and reference to both Aboriginal and Torres Strait Islander peoples should be spelt out where necessary.'

Other pluralised terms such as 'First Nations' or 'First Peoples' may be acceptable language, and respectfully encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities.

## PEOPLE WITH DISABILITY

Source: Australian Network on Disability

"In Australia, best-practice language is to use "person with disability" or "people with disability".

"Person-first language is the most widely accepted terminology in Australia. Examples of person-first language include: "person who is deaf", or "people who have low vision". Put the person first, and the impairment second (when it's relevant). Other phrases that are growing in popularity and acceptance are: "person living with disability", and "person with lived experience of disability". These are inclusive of people who may have experienced disability in the past, but don't any longer, and also people who are carers. "We also prefer to say "person without disability", and do not recommend the terms "non-disabled" or "able-bodied"."

<sup>1</sup> This draws on the aspiration articulated by the Male Champions of Change, a coalition of Australian CEOs, secretaries of government departments, non-executive directors and community leaders: Male Champions of Change, 40:40:20 For gender balance: Interrupting bias in your talent processes, 2019.