

## 1. Purpose

UniSuper is committed to a culture that values and embraces diversity and inclusion throughout all levels of the organisation, including in relation to dealings with stakeholders and the services provided to members. This policy sets out guiding principles and expectations for all employees, which ultimately underpins UniSuper's ability to successfully deliver on the business strategy and its commitment to members.

## 2. Definitions

**Diversity** refers to the unique differences, capabilities and experiences that UniSuper employees bring to the workplace. These differences are broad and include (but are not limited to) ethnicity, gender, culture, age, sexual orientation, religion, ability, thinking style, language, political opinion, relationship status and employment type.

**Inclusion** refers to creating an environment where everyone feels involved, respected and connected. It's an environment that actively seeks and values the richness that different backgrounds, ideas and perspectives can bring to an organisation and its members. UniSuper's commitment is to build a fair, equitable, healthy and engaging culture where differences are embraced and leveraged and where there is alignment between words and actions.

## 3. Objectives

Diversity and inclusion are recognised as being essential to a high performing organisation which also aims to represent a diverse membership.

Diverse thinking and differing perspectives are recognised as:

- Contributing to improved decision-making
- Resisting groupthink
- Broadening the talent pool
- Correlating with increased financial returns
- Contributing to leading governance practice
- Fostering a closer connection with, and understanding of, the fund's members

The objectives of this Policy are to ensure that UniSuper:

- Has a workforce profile that delivers competitive advantage through the ability to better understand and anticipate member needs, resulting in a more proactive and customer centric approach to development and tailoring of services, education, advice and communications.
- Interacts with members through personalised communications to create effective and deeper connections and engagements which are critical to retention.

- Takes an innovative approach to continuous improvement and problem solving, as these capabilities are often heightened in teams with wider experiences, backgrounds and diversity.
- Attracts 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. While aspects of diversity and inclusion are considered when assessing skills and experience mix, all appointments are based on merit.
- Develops the capabilities of leaders to support diversity of thought within teams and across business units which will have positive impact on employee engagement and business outcomes.

## 4. Implementation

To achieve these objectives, UniSuper will:

- Set measurable objectives for achieving gender diversity – the Board will assess annually both the objectives and progress in achieving them
- Providing learning and development around diversity and inclusion along with bias training
- Assess pay equity on an annual basis including pay gaps
- Encourage and support the application of flexibility policy into practice across the business
- Encourage and support employees and members with a disability, including providing employment opportunities for people with disabilities or from a disadvantages background
- Encourage partnerships with organisations who actively support people within the community who are underrepresented within the workforce to access employment and other development opportunities

## 5. Support and Oversight

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 will often be more creative, flexible, productive and competitive.

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

- (a) Supporting diversity and flexibility initiatives
- (b) Overseeing the implementation of the policy objectives
- (c) Considering best practice and contemporary topics in diversity and flexibility
- (d) Discussing and addressing with people leaders any emerging diversity-related organisational issues
- (e) Considering reports on the progress of the implementation of the policy objectives, including against key measurables (e.g. the portion of women employed in senior executive positions)
- (f) Communicating the diversity and flexibility strategy and the progress of the implementation of policy objectives

As part of the implementation of the objectives, people leaders should:

- Build diverse and inclusive teams. To help achieve this, diverse representation on panels is encouraged when participating in any recruitment, promotion or selection process
- Demonstrate inclusive leadership and model the appropriate behaviour
- Ensure acceptable standards of conduct are observed in the working environment
- Promptly and confidentially act on any complaints and observed behaviour that does not align with company values or policies
- Support and guide employees in using the appropriate resolution/grievance process for their situation

All employees should:

- Treat all colleagues, members, employers and stakeholders equally, irrespective of individual differences, and support an inclusive work environment
- Understand and comply with the Diversity and Inclusion Policy, the Prevention of Bullying in the Workplace Policy, Code of Conduct and Equal Opportunity Policy
- Report any instance of behaviour or actions which are contrary to these policies to their leader/s and/or People Services
- Provide support to anyone who is being discriminated against or harassed, encouraging them to use the available complaints resolution procedure
- Report suspected breaches of the Code of Conduct or Policy
- Maintain confidentiality of information provided during a grievance process

## **6. Related Documents**

- Equal Opportunity Policy
- Code of Conduct
- Talent Acquisition guidelines
- Prevention of Bullying in the Workplace
- UniSuper values
- Dispute Settlement and Grievance Handling

## **7. Review of this Policy**

This policy will be formally reviewed by the Executive Manager, People Services every three years to ensure that it continues to remain adequate and relevant.