
DIVERSITY, EQUITY & INCLUSION POLICY

PSION





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CONFIDENTIALITY

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1 PURPOSE

At PSION, diversity and inclusion are not just principles – they are essential to who we are and how we work. We recognise that our strength comes from the unique perspectives, backgrounds, and experiences of our people. By fostering a workplace where every individual feels respected, supported, and empowered to contribute, we create an environment of innovation, collaboration, and growth.

This policy outlines PSION's commitment to building and sustaining a diverse and inclusive workplace. It explains how we promote equality of opportunity, remove barriers to participation, and ensure that diversity and inclusion are embedded in every aspect of our culture.

2 SCOPE

Applies to all staff, contractors, volunteers, interns and persons engaged to work for PSION, at all locations during work-related activities (including working from home, work events, travel, online platforms, customer sites and work-related social media).

3 DEFINITIONS

DIVERSITY

The visible and invisible differences that exist between individuals in relation to race, ethnicity or cultural background, gender, sexual orientation, education, disability, age, religious beliefs, socio-economic background, and family responsibility. Managing diversity includes recognising and valuing the unique contribution people can make.

EQUITY

In the context of diversity, equity refers to ensuring that people of all identities, backgrounds and circumstances have fair and just access to opportunities, resources and support. Not necessarily the same treatment for everyone, but the right treatment based on their needs.

INCLUSION

Actively valuing a person or group's diversity and making them part of PSION's success, by providing opportunities for their full participation at every opportunity regardless of differences such as age, gender, physical or mental ability, culture, or family responsibilities etc.

4 PRINCIPLES

At PSION we:

- Recognise that our employees come together with their own frame of reference and perspectives shaped by their unique experiences.
- Will not tolerate any form of unlawful discrimination or harassment, bullying and victimisation of persons in the workplace.
- Aim to attract and retain a workforce whose composition reflects a diversity of backgrounds, knowledge, experience, and perspectives.
- Aim to make fair and merit-based decisions in relation to recruitment, evaluation of performance, access to development opportunities, identification of talent, succession planning and career progression.
- Monitor and manage our systems, processes, and practices to strengthen equal opportunity for our people.

4.1 RESPONSIBILITIES IN CREATING A DIVERSE AND INCLUSIVE WORKFORCE

Creating an inclusive and diverse work environment is a responsibility shared by all employees. Each employee has a role in ensuring that workplace diversity is not only recognised and respected but embraced. The collective individual efforts of all employees have a significant impact on the achievement of an inclusive workplace culture at PSION.

4.1.1 EMPLOYEES

All employees are expected to:

- Comply with their obligations under this and related policies.
- Understand what it means to value diversity and the attributes of an inclusive workplace at PSION
- Contribute to promoting an inclusive workplace by valuing and respecting the differences of others.
- Use courtesy, respect and take an inclusive approach in all interactions by listening to the views of others without prejudice.
- Recognise and respect the non-work-related responsibilities of others.
- Commit to addressing and eliminating all forms of bullying, harassment, and discrimination from the workplace.

4.1.2 MANAGERS

In addition to the above, managers are expected to:



- Model inclusive behaviour in the workplace.
- Promote the value of a diverse workforce and inclusive workplace.
- Ensure decisions are consistent with the principles contained within this policy.
- Utilise workplace diversity by consulting with, seeking a range of views from, and encouraging all team members to contribute positively to team outcomes.
- Create a work environment which encourages open dialogue and values diverse perspectives.
- Actively identify and eliminate any barriers to equality of opportunity in employment.
- Consider needs of the employees and the business when applying this policy.
- Seek help and advice from the HR Business Partner as required to ensure this policy is applied appropriately.

5 PREVENTING DISCRIMINATION

PSION does not tolerate discrimination and expects all employees to support all aspects of diversity and inclusion.

5.1 CONDUCT

All PSION employees will:

- Uphold and demonstrate PSION's Code of Conduct and behave appropriately during business hours and whilst representing PSION at work related events outside business hours;
- Understand and comply with Inclusion and Diversity procedures;
- Understand how to appropriately access and use the Grievance Policy;
- Be assertive to prevent and address inappropriate and non-inclusive behaviours including discrimination, harassment, bullying and victimisation;
- Willingly adapt their behaviours if required (including mandated through HR or management intervention) to ensure appropriate and inclusive workplace conduct.



5.2 STANDARDS & ACCOMMODATIONS

A number of standards have been created to, as often as possible, mitigate difficulties for and accommodate our diverse team, supplant bias and actively practice PSION DEI principles in our daily work.

We understand that the hiring process can be subject to significant biases on the part of hiring managers and personnel involved in decision-making. As a result, you will see a greater number of internal standards have been created to mitigate biases in the interviewing and hiring process.

The following standards and accommodation practices are expected of all staff in the position to affect their application. We welcome innovation in our DEI practices from all staff and encourage, if our team feel we could do more, to reach out to [Team & Culture \(HR\)](#).

5.2.1 GENERAL BIAS

No criteria shall exclude candidates from the hiring pool outside of lack of Australian working rights for the intended duration of employment.

All interviews must be attended by two PSION employees from separate capabilities (only one must be management and should be the manager/management support of the capability being hired for).

All interviews will be scored against predetermined criteria, in order to provide comprehensive feedback and ensure fairness in interview practices.

INTERSECTIONALITY

PSION recognises that individuals may experience multiple, overlapping forms of bias or disadvantage based on a combination of factors such as gender, race, disability, age, or socio-economic background. When applying this Policy, managers and employees should consider the broader context of an individual's experience, and avoid assumptions that focus on a single identity characteristic.



5.2.2 GENDER BIAS

PSION acknowledges gender wage disparity in Australia and in order to combat this within the business, has made available our **Salary Audit, Review & Increase (SARI) Policy** to ensure transparency in our compensation. We welcome and encourage employees to discuss salary details where they are comfortable to do so, as we believe it fosters an environment of business accountability and ensures that our compensation remains equitable and competitive.

Leadership, in partnership with Team & Culture (HR) will conduct annual equity audits that review not just pay, but *promotion velocity* (time to promotion by gender). Outcomes will inform management training in bias recognition, not quotas.

Gender identity will be respected by all team members involved in the hiring process, and throughout all stages of employment. See our **Anti-Discrimination and Harassment Policy** for more information.

5.2.3 DISABILITY/CHRONIC ILLNESS BIAS

We are a remote-first service provider primarily due to the flexibility and work/life balance this promotes. Remote capability allows our team members with mobility impairments and those who would otherwise struggle to attend an office location to continue working.

Flexible work arrangements will be offered where feasible to accommodate disabled employees and those with chronic illnesses (physical or mental). This may include flexible start/finish times, break flexibility, compressed work-weeks and special leave considerations.

We have engaged a comprehensive and supportive EAP provider who employees can engage with on a confidential basis for mental health support. Managers will also receive mental health and chronic illness awareness training, to enable them to support team members living with various conditions.



5.2.4 NEURODIVERGENCE BIAS

Where flagged in internal job descriptions (and not counterintuitive to assessment of capability to perform the role), interview questions will be supplied to the candidates in advance of the interview.

- This may not include all technical questions, if applicable, in order to fairly assess technical aptitude.

All PSION positions will have clearly defined job descriptions which cover all accountabilities, where possible, and will be updated in-line with any change in requirements. These changes will be communicated in a clear, direct way with sufficient notice.

Staff are encouraged to schedule only meetings that are necessary and to book the shortest practical duration required to achieve the intended outcome. All meetings should, where practical, include an agenda.

Where practical, candidates and employees may request adjustments to communication methods (e.g. written rather than verbal instructions, or asynchronous discussion formats).

5.2.5 EDUCATION/BACKGROUND BIAS

No educational background nor experience shall be required of a candidate, nor inform the hiring/interview process, that is not an effective requirement of the role, or required by the client in delivery of service.

- Hiring managers may be asked during the position approval process to justify educational requirements stated in job advertisements.

5.2.6 HOUSING BIAS

Personal circumstances should not be a limiting factor on someone's eligibility for a position. Where a candidate has passed initial interview, however requires completion of a background check/police clearance and does not have access to identification (driver's license, birth certificate), PSION can facilitate the process of acquiring identity documents.



Employees who do not have a primary residence or have insecure housing will be permitted to list a secondary/best contact address, or have all documents delivered to PSION premises to be later collected by the employee.

5.2.7 FINANCIAL BIAS

Where an incoming PSION employee may not initially have the financial means necessary to meet dress code policy (Code of Conduct), or cover travel expenses, remote setup, safe transport of necessary equipment, etc, PSION can provide assistance in applying for government New Starter allowances to facilitate early purchases.

5.2.8 CRIMINAL HISTORY BIAS

Where a criminal history presents a barrier to employment for roles that require a police clearance, PSION will, where possible, consider the applicant for other roles within the business that do not carry the same requirement.

5.2.9 CULTURAL & LINGUISTIC DIVERSITY (CALD) BIAS

PSION values the diverse cultural and linguistic backgrounds of our team and recognises that these differences enhance our collective capability. Candidates and employees will not be disadvantaged on the basis of accent, first language, cultural expression, or communication style, provided they can effectively meet functional requirements of their role.

Where language proficiency affects the job performance or communication of an existing employee, PSION will endeavour to provide or fund relevant professional development opportunities, rather than viewing this as a barrier to progression.

5.2.10 RELIGIOUS AND CULTURAL PRACTICES

PSION respects and accommodates religious and cultural observances wherever practicable. This includes flexibility for prayer times, fasting considerations, religious dress, and cultural holidays. Team members are encouraged to communicate their needs to their manager or Team & Culture (HR) so that reasonable accommodations can be made.



5.3 ACCOUNTABILITY AND MONITORING

PSION's Team & Culture (HR) team will review recruitment data annually to identify and address potential systemic biases in hiring and pay outcomes. Feedback from candidates and employees will be used to refine practices and ensure our hiring approach remains fair, inclusive, and aligned with our organisational values.

6 RELEVANT LEGISLATION

- Fair Work Act 2009
- Age Discrimination Act 2004
- Australian Human Rights Commission Act 1986
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984.
- Australian Capital Territory – Discrimination Act 1991
- New South Wales – Anti-Discrimination Act 1977
- Northern Territory – Anti-Discrimination Act 1992
- Queensland – Anti-Discrimination Act 1991
- South Australia – Equal Opportunity Act 1984
- Tasmania – Anti-Discrimination Act 1998
- Victoria – Equal Opportunity Act 2010
- Western Australia – Equal Opportunity Act 1984
- Work Health and Safety Act 2011

7 FURTHER INFORMATION

Further information regarding this policy, and any questions relating to processes, standards and accommodations in the Policy above can be obtained by contacting Team & Culture (HR) team.culture@psion.com.au.