

**DIVERSITY, EQUITY
AND INCLUSION**
AT CUNA MUTUAL GROUP



THE RIGHT THING TO DO, THE SMART THING TO DO

As a proud member of the credit union movement, embracing differences and working to promote equity and inclusion is at the very heart of our business. Like the credit unions and communities we serve, we know we're stronger when we leverage the different backgrounds, skills, knowledge and perspectives of our people.

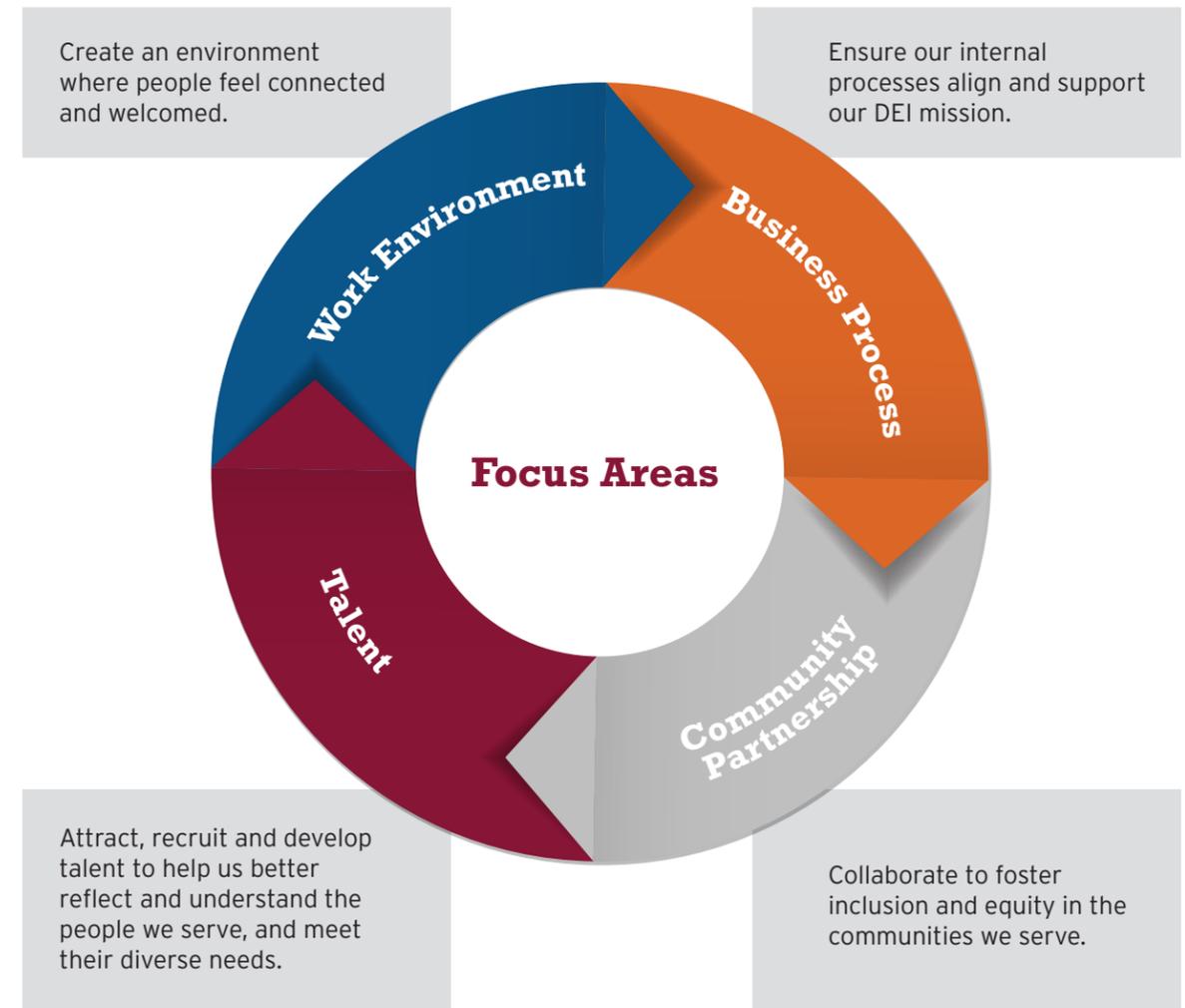
But becoming the organization we strive to be requires transformation.

It's a journey that requires personal and organizational commitment; one that questions our decision making and our processes, and demands we change both how we think and how we operate.

We're committed to this journey because being a more diverse and inclusive organization is not only the right thing to do, it's the smart thing to do. We become stronger by leveraging the diverse backgrounds, skills, knowledge and perspectives of our employees. And as a stronger organization, we're better positioned to provide the products, services and solutions that millions of people rely on, every single day, to reach financial security.

DEI FRAMEWORK

We have identified four main areas of focus we believe will have the greatest impact on our Diversity, Equity and Inclusion development and success.



DEI IN PRACTICE

WORK ENVIRONMENT

Perhaps the most visible embodiment of our DEI strategy in the work environment is our Employee Resource Groups (ERGs). These are employee-led teams linked by a common interest. These teams promote personal and professional development, and help drive our business mission.

Our ERGs cover disabilities, domestic abuse, career support, gender, parenthood, race, sexual orientation and more. We also encourage inclusive participation by actively advocating for 'allies' - those who may not identify as the ERG's common focus (i.e. LGBT or African American) but want to support the group's activities.

While the groups may function differently, they are each provided with a budget from the DEI team and have a core team responsible for managing that budget and planning work- or community-based activities and events to support their purpose.

In addition, every ERG has at least one executive sponsor, and there is leadership understanding and support to enable employees to operate ERGs during work hours.

OTHER EXAMPLES INCLUDE:

- Building and delivering a robust DEI learning series
- Creating gender-neutral bathrooms
- Offering flexible schedules whenever roles allow
- Using gender-inclusive language
- Performing a Building Accessibility audit

BUSINESS PROCESSES

We want to infuse DEI into the way we do business. One example is our Supplier Diversity Program. It's designed to extend our inclusion commitment beyond just our own people, by ensuring we provide consistent opportunities for businesses owned by minorities, women, persons with disabilities and other diverse groups.

The goals of our Supplier Diversity Program include:

- Ensuring fair and impartial consideration is given to each Diversely-Owned Business Enterprise (DOBE) and the products/ services they provide
- Guaranteeing purchases from DOBEs are made solely on the basis of quality, delivery, price and acceptable terms and conditions

Additionally, the program provides us with the opportunity to continually review the vendors we choose to do business with, and ensure that our respective values and cultures are as aligned as our business needs.

OTHER EXAMPLES INCLUDE:

- Holding senior leaders accountable for DEI metrics within business units
- Including the DEI team in policy review processes (i.e. dress code, holidays, accessibility)
- Consulting with various departments such as Employee Relations and Consumer Sales to ensure intercultural competencies are valued and practiced

TALENT

Our people are the key to our success. It is our employees who will transform CUNA Mutual Group into the agile, innovative and inclusive organization we aim to be. But the first step is ensuring we recruit and develop the right talent.

The FOCUSS Idea Competition has proved successful. This partnership with a community organization challenges HBCU (historically black colleges and universities) students to solve a problem that's impacting credit unions and their members.

Students compete at their university or college first, before the winners of each local competition present in front of a panel of industry experts at our head office.

For the students, it is an opportunity to think strategically, problem solve and potentially win cash prizes. For CUNA Mutual Group it is a talent funnel: an opportunity to identify bright and exciting minds with the potential to be future leaders.

OTHER EXAMPLES INCLUDE:

- Creating more inclusive job descriptions
- Increasing slate requirements for women and people of color in leadership roles
- Training our Talent Acquisition team and hiring managers on implicit bias and ways to mitigate the impact of bias in the interview process
- Aligning employee onboarding with our DEI strategy
- Working with ERGs to identify and remove barriers for career progression

COMMUNITY PARTNERSHIP

As a proud member of the credit union movement, we understand the value of community and our role within it. We believe that while we can help credit unions and their members achieve financial security through our products and services, we should also strengthen the communities within which we live and work.

One example is our partnership with a Madison-based Latino community organization. Through this relationship, we provide job shadow experiences for local high school students.

For the young people involved, this is an opportunity to expand their skills; strengthen their employability and build a better understanding of the work environment. For us, it is an opportunity to introduce our business and the credit union movement to the next generation of CUNA Mutual Group executives; to build relationships with future community leaders, and - in a very small way - to help contribute to the financial future of these young people.

OTHER EXAMPLES INCLUDE:

- Aligning our organization's CSR/philanthropic activities
- Connecting areas of need in the community with employee skills and interests
- Fixed-term loaned employee programs
- Using volunteer opportunities as team building exercises

BRINGING DEI TO LIFE

The infographic on the opposite page is demonstrative of how easy it is to focus on perceived or visual differences, while there are so many additional elements any DEI strategy and/or activities should include.

At CUNA Mutual Group, we started our DEI journey by trying to identify the gaps in knowledge and understanding at both individual and corporate levels across our organization, as they related to the spectrum of diversity. That knowledge helped us define areas of focus and develop our DEI strategy.

GETTING STARTED: INDIVIDUALS

- Check your assumptions and biases
- Identify opportunities to learn about different people and experiences
- Join an Employee Resource Group
- Recognize your behavior and how it affects others
- Think and listen before you talk

GETTING STARTED: PEOPLE LEADERS

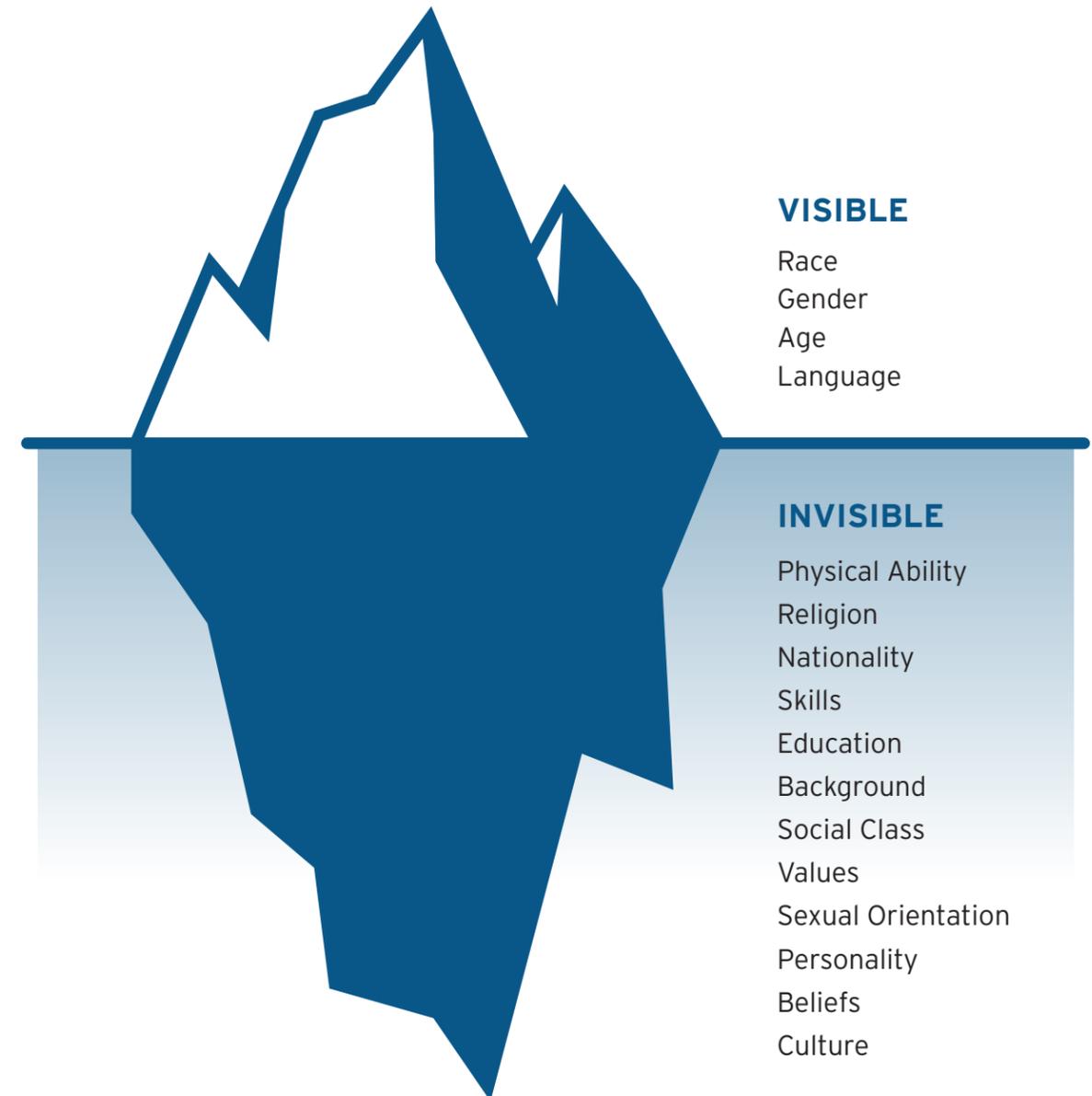
- Create opportunities for employees to socialize and learn about each other
- Demonstrate compassion and a willingness to listen and learn
- Lead by example and hold your peers accountable to do the same
- Make sure everyone has a voice and a chance to speak
- Support collaboration and borderless teams

ADDITIONAL RESOURCES

(all discoverable through mainstream search engines)

- Harvard University's Implicit Bias Tests
- 'I Am' statements
- 'Breaking Ice' by Pillsbury House Theatre
- 'A Progressive Style Guide' by Sum of Us
- Human Rights Campaign's Corporate Equality Index

DIVERSITY ICEBERG The Waterline of Visibility



For more information, email DiversityandInclusion@cunamutual.com

ABOUT CUNA MUTUAL GROUP

We are a financial services provider supporting credit unions and their members. By building an accountable, agile, empowered and inclusive workforce, we strive to help all people achieve financial security.

www.cunamutual.com

