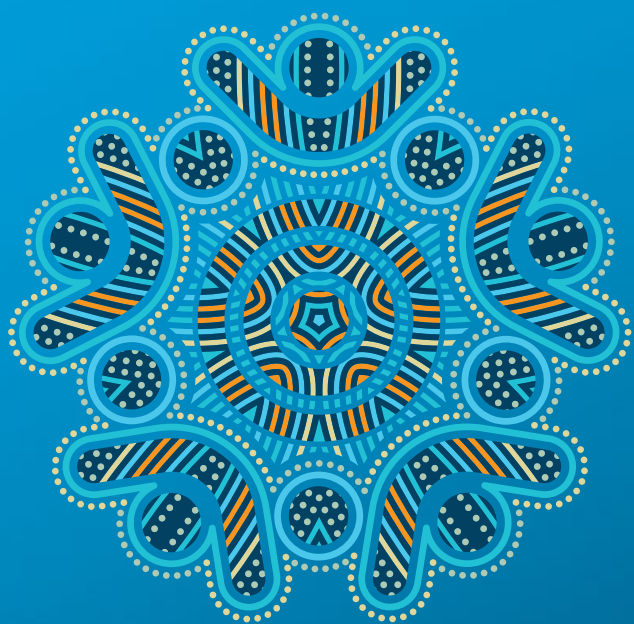




ANZ RECONCILIATION ACTION PLAN

2023 PROGRESS REPORT





ABOUT THE ARTWORK

This design, by creative director Marcus Lee, visualises five outer shapes which represent thriving people and communities, reflecting ANZ's five values of – Integrity, Collaboration, Accountability, Respect and Excellence.

The five rotating people shapes connect around the three inner concentric rings which represent a central community meeting place. Additionally, the three central rings reflect our focus areas of Housing, Environmental Sustainability, and Financial Wellbeing.

The coloured lines and dotted pathways extend from the people through to community where positive relationships between ANZ and Aboriginal and Torres Strait Islander peoples, communities and organisations can be forged to help shape a world where people and communities thrive.

ABOUT THIS REPORT

Our 2021-2024 Stretch Reconciliation Action Plan (RAP) is a roadmap outlining ANZ's commitment to the social and economic participation of Aboriginal and Torres Strait Islander peoples and respecting the world's oldest continuous culture. This report provides information on how we have progressed against the 17 actions outlined in our RAP, between 1 October 2022 and 30 September 2023.

TERMS USED

Throughout this report, the terms Aboriginal and Torres Strait Islander, First Nations and Indigenous peoples are used interchangeably. For the purpose of this report, these terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. These terms, however, do not reflect the diversity of Aboriginal and Torres Strait Islander peoples and ANZ acknowledges that many Aboriginal and Torres Strait Islander peoples prefer to be known by other cultural names.

ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

ANZ acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of Australia. We recognise their continuing connections to the land, waters, territories and resources. We pay respects to Aboriginal and Torres Strait Islander cultures and to Elders, past and present.

FEEDBACK

ANZ welcomes feedback and comments on our Reconciliation Action Plan and this progress report.

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RAP PROGRESS SNAPSHOT

We continue to make good progress against the 17 actions outlined in our RAP, delivering all commitments that fell due this year.

Launched a Commercial banking proposition for Indigenous businesses



Appointed two Indigenous Small Business Managers

to work with our Indigenous commercial customers, providing tailored financial solutions to help them start, run or grow their businesses.



Hosted a one-day Business Growth CEO Assessment Clinic for the leaders of six Indigenous businesses

in association with Indigenous Business Australia.

Spent \$11.7 million



with Indigenous businesses (\$24.4 million since the RAP commenced).

Implemented a Cultural Learning Strategy



designed to improve the cultural competency of Australia-based non-Indigenous employees to meet the needs of Aboriginal and Torres Strait Islander customers, employees and community partners.



Delivered eight MoneyBusiness coach training sessions

to community workers and financial counsellors working in remote communities (14 since the RAP commenced).



Implemented ANZ's First Nations Recruitment, Retention and Professional Development Strategy

to drive greater representation across all levels of the organisation and empower First Nations employees to build meaningful careers at ANZ.

More than 280 people completed BlackCard face-to-face Cultural Capability training



nearly 900 since the RAP commenced.

Embedded First Nations design principles



into the design concepts for key offices and branch refurbishments or new builds, in consultation with local Traditional Owners.



RELATIONSHIPS

Respectful and genuine relationships enable us to learn from each other.

Our business is built on the strength of our relationships and partnerships. The success of our commitments in this RAP depends not only on the programs we have in place, but also on the power of the relationships we build with Aboriginal and Torres Strait Islander communities and customers.

Action	Deliverable	Status	Performance
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	✓ Met	We continue to meet with Aboriginal and Torres Strait Islander stakeholders and organisations, adapting and improving our guiding principles for engagement.
	Maintain Aboriginal and Torres Strait Islander Employee Reference Group.	✓ Met	Ngarga Wangaddja, meaning 'mob talking' in the language of the Narungga people, is ANZ's First Nations Employee Reference Group. The group, consisting of 17 members at end FY23 advises ANZ's Reconciliation Action Plan governance committees and consults on matters pertaining to the First Nations employee experience.
	Establish and maintain four formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations with each partnership aligned to one of our four focus areas by 2024.	→ In progress	Maintained partnerships with Ganbina and the Koorie Heritage Trust, aligned with improving financial wellbeing, improving cultural capability and supporting Aboriginal and Torres Strait Islander artists and small business. Established a new partnership with Black Magic Woman podcast, aligned with supporting Aboriginal and Torres Strait Islander owned businesses.
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Australia based employees.	✓ Met	NRW resources were circulated to all Australia-based employees via the Reconciliation Network newsletter, emails from leaders, intranet, and internal social platform.
	RAP Steering Committee, RAP Working Group and Reconciliation Network Committee members to participate in one external and one internal NRW event each year.	✓ Met	All RAP Steering Committee, Working Group and Reconciliation Network Committee members participated in at least one internal and one external NRW event.
	Facilitate access for our Australia-based employees to attend at least 10 NRW activities each year.	✓ Met	Australia-based employees provided with opportunities to attend more than 10 NRW activities including a hybrid speaker event, local cultural experiences, information stalls, yarning circles, team activities, an online marketplace and various external events.
	Organise an annual virtual NRW event that is promoted to and accessible to all Australia-based employees and external stakeholders.	✓ Met	ANZ's NRW hybrid event - The Importance of Treaty and a Voice to Parliament (30 May 2023) - was promoted and accessible to all Australia-based employees and external stakeholders.
	We will raise awareness and engagement with NRW across our branch network by showcasing NRW across all digital screens.	✓ Met	The NRW poster was displayed on digital screens throughout the Australian Branch Network.
	We will recognize NRW on ANZ's social media accounts.	✓ Met	NRW was recognised on ANZ's LinkedIn and Facebook accounts throughout the week.
	Register NRW events via Reconciliation Australia's website.	✓ Met	ANZ's NRW hybrid event - The Importance of Treaty and a Voice to Parliament, virtual marketplace and cultural walks all registered on Reconciliation Australia's website.

Action	Deliverable	Status	Performance
Promote reconciliation through our sphere of influence.	Collaborate with the Reconciliation Industry Network Group at least twice yearly to build and advance shared reconciliation initiatives including: <ul style="list-style-type: none"> • Business and economic development; • Regional access; • Leadership and career pathways; and • Hardship and financial wellbeing. 	✓ Met	Regular collaboration sessions with Reconciliation Industry Network Group members have been held throughout the year.
	Attend annual Reconciliation Australia Learning Circles and other Reconciliation Australia led collaborative forums.	✓ Met	ANZ representatives have attended all annual Reconciliation Australia conventions, learning circles and quarterly leadership gatherings to date.
	Promote reconciliation activities through our Reconciliation Network newsletter.	✓ Met	Reconciliation events and activities are promoted through our Reconciliation Network newsletters.
	Communicate our commitment to reconciliation publicly through at least three social media posts each year, referencing our RAP.	✓ Met	We have communicated our commitment to reconciliation several times via social media posts referencing our RAP and the Uluru Statement from the Heart.
	Collaborate with three RAP and other like-minded organisations per year to share learnings and challenges on delivering on reconciliation outcomes.	✓ Met	Met with more than six RAP and other like-minded organisations throughout the year to share lessons learned and challenges on delivering reconciliation outcomes.
Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	✓ Met	Anti-discrimination policy (Employment and Equal Opportunity Policy) and procedures reviewed with input from Ngarga Wangaddja and our External Aboriginal Advisor. Following review, we implemented an internal process whereby Employee Relations Advisors can access additional support from our External Aboriginal Advisor on cases or issues involving First Nations employees, seeking to ensure culturally sensitive application of our policies and processes. Employee Relations Advisors also participate in BlackCard cultural capability training to improve their understanding and awareness of Indigenous issues.
	Engage with Aboriginal and Torres Strait Islander employees and advisors to improve our anti-discrimination policy.	✓ Met	Engaged Ngarga Wangaddja and our External Aboriginal Advisor on the review of our anti-discrimination policy (Employment and Equal Opportunity Policy) and opportunities for improvement.
	Update our online Aboriginal and Torres Strait Islander Cultural Awareness training course with updated information on race relations and impacts of racism by 2024.	→ In progress	A learning pathway containing information and resources on race relations and the impacts of racism have been made available to employees on our self-directed learning platform.
	Research strategies to better understand race relations and provide learnings to our employees.	✓ Met	Strategies to better understand race relations have been researched with learnings communicated to employees and available on our self-directed learning platform.
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism by 2024.	→ In progress	Members of the RAP Steering Committee and the Communications and Public Affairs team have participated in IndigenousX Anti-Racism training. In addition, the RAP Steering Committee, Institutional, Commercial and Retail leadership teams have attended presentations on the Reconciliation Australia barometer results mainly focused on impacts and incidents of racism.
	Senior leaders will publicly support anti-discrimination campaigns, initiatives or stances against racism by 2024.	→ In progress	Senior leaders have publicly supported the Voice to Parliament. Executive RAP Sponsor and Group General Counsel published an article on ANZ News discussing race in the constitution.

CASE STUDY

PARTNERS IN PURPOSE

In 2022, we partnered with the Koorie Heritage Trust (KHT) to support Aboriginal and Torres Strait Islander artists and small business and improve our understanding of Aboriginal and Torres Strait Islander cultures.

Based in Naarm (Melbourne), the KHT is an independent First Peoples arts and cultural centre with a purpose to nurture, honour and celebrate the continuing cultures and Songlines of the First Peoples of South-Eastern Australia. It offers a unique space rich in culture, heritage and history that welcomes and encourages all people to come together in the spirit of learning and reconciliation.

During the first year of our partnership, ANZ and the KHT have identified multiple opportunities to collaborate through sponsorship, knowledge sharing and volunteering. Highlights from this year include:

- ANZ was a proud exhibition partner of the 10th Koorie Art Show, an annual exhibition showcasing the works of Aboriginal and Torres Strait Islander artists. First presented in 2013, the art show is an open-entry, non-acquisitive award exhibition, with all submitted entries included in the exhibition and eligible for one of several awards.

- As leaders in building Aboriginal cultural competency, the KHT Cultural Experiences Team provided constructive guidance and thoughtful feedback during the co-design of ANZ's Aboriginal and Torres Strait Islander Cultural Learning Strategy. This informed the development of a strategy that recognises the dynamic and complex nature of culture and articulates a clear learning journey for non-Indigenous employees to continuously build cultural capability skills.
- During NAIDOC Week, the KHT joined ANZ's Indigenous Business Marketplace in our 833 Collins Street Melbourne office, bringing artefacts to provide learning opportunities to employees in the building and raise awareness of the KHT vision, exhibitions and retail space.

As we move forward with our partnership, we are exploring new and innovative ways to share resources and knowledge that deepens our relationship.



Above: ANZ employees participating in the KHT facilitated Birrarung Wilam (River Camp) Walk in Naarm (Melbourne).



RESPECT

True respect for the unique skills, knowledge, cultural protocols and experiences of Aboriginal and Torres Strait Islander Australians comes from listening and learning.

We believe having a culturally aware workforce is foundational to being able to have impactful relationships with Aboriginal and Torres Strait Islander customers, partners, employees and communities. Our ability to deliver on our RAP outcomes is wholly dependent on our staff engaging with and contributing to our plan.

Action	Deliverable	Status	Performance
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	✓ Met	Completed a review of cultural learning needs with findings documented for use throughout cultural learning strategy.
	Implement and communicate a cultural learning strategy for our Australia-based employees.	✓ Met	Cultural Learning Strategy developed, implemented and communicated with employees via our internal social platform. Our 2023-2024 Aboriginal and Torres Strait Islander Cultural Learning Strategy was developed in collaboration and consultation with Ngarga Wangaddja, IndigenousX and The Koorie Heritage Trust. The strategy outlines a consistent approach to the improvement of the cultural competency of non-Indigenous employees to meet the needs of Aboriginal and Torres Strait Islander customers, employees and community partners.
	300 Australia-based employees attending face-to-face cultural awareness training by 2024, including: <ul style="list-style-type: none"> • RAP Working Group and RAP Steering Committee, • Culture and People partners, • Talent Acquisition partners, • Branch employees, • Reconciliation Network Committee members, • Line managers of all Aboriginal and Torres Strait Islander trainees, and • Banking consultants on the Aboriginal and Torres Strait Islander customer phone line. 	✓ Met	More than 280 Australia-based employees participated in BlackCard face-to-face cultural capability training in FY23. Since commencement of this RAP, nearly 900 Australia-based employees have completed this training. We also ran three Acknowledge This! workshops highlighting the importance of engaging in cultural protocols; and one Acknowledge That! workshop increasing understanding around practical reconciliation and allyship throughout the year. Although we have exceeded our commitment, we remain committed to continuing the roll out of face-to-face cultural capability training to our branch network and other parts of the bank.
	Provide opportunity to participate in face-to-face cultural awareness training to two community partners each year.	✓ Met	Representatives from Habitat for Humanity Victoria, The Smith Family and Brotherhood of St Laurence participated in BlackCard face-to-face cultural capability training in FY23.

Action	Deliverable	Status	Performance
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. (Continued)	Ensure that induction for all new ANZ employees promotes awareness of our commitment to: <ul style="list-style-type: none"> • creating a diverse and vibrant workforce; • employing Aboriginal and Torres Strait Islander Australians; and • our networks for all team members to connect and learn about Aboriginal and Torres Strait Islander cultures and communities. 	✓ Met	ANZ Enterprise Induction now includes information on our RAP and our commitments to building a diverse workforce and empowering Aboriginal and Torres Strait Islander peoples. Induction materials also promote our Reconciliation Network for all employees to learn about Aboriginal and Torres Strait Islander cultures and communities.
	Implement online Aboriginal and Torres Strait Islander Cultural Awareness training as mandatory for all Australia-based employees by 2024.	→ In progress	Commenced co-design and development of learning themes and content.
	Update our online Aboriginal and Torres Strait Islander Cultural Awareness training course with updated information on Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights by 2024.	→ In progress	A learning pathway containing information and resources on Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights has been made available to employees on our self-directed learning platform.
	100 employees to participate in local cultural experiences to better understand the cultural history of the land we work on by 2024.	✓ Met	More than 110 employees across our key offices participated in local cultural experiences in Nagambie (Taungurung), Melbourne (Wurundjeri), Brisbane (Turrbal and Jagera), Perth (Noongar) and Sydney (Gadigal) in FY23.
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Update our online Aboriginal and Torres Strait Islander Cultural Awareness training course with updated information on Aboriginal and Torres Strait Islander cultural protocols by 2024.	→ In progress	Development of a learning pathway containing information and resources on Aboriginal and Torres Strait Islander cultural protocols is underway.
	Co-design with local Aboriginal and Torres Strait Islander communities to build Aboriginal language and cultural history installations into our key offices including: <ul style="list-style-type: none"> • Acknowledgement of Country plaques; • using local language to name meetings rooms, spaces and buildings including information that explains the language used; • where possible, include Traditional Owners in office address; • when we refurbish a branch, incorporating Aboriginal and Torres Strait Islander design features; and • communicating design changes to continue to educate, recognise and celebrate cultural protocols. 	✓ Met	Co-designed language and cultural history installations are embedded throughout the Adelaide Office re-design (refer to case study on page 10). The design concepts from this project will serve as the benchmark for future key office designs and, at scale, smaller workplaces. A key consideration in the implementation of our new branch design – ‘Breathe’ – has been to embed Aboriginal and Torres Strait Islander design features and engage more purposefully with Indigenous businesses. Acknowledgement of Country plaques are being installed in all new and refurbished branches. Where possible, these have been co-designed with local Traditional Owners to include appropriate language and tone.
	An Acknowledgement of Country to be displayed at all ANZ branches by end December 2023.	→ In progress	Completed survey of Australian branch network to identify branches with no Acknowledgement of Country displayed by way of window decal, digital display or wall plaque. Installation of window decals in identified branches underway.

Action	Deliverable	Status	Performance
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (Continued)	Explore best practices for implementing a cultural leave policy for Aboriginal and Torres Strait Islander employees.	✓ Met	Explored and committed to developing new leave entitlements for First Nations employees within 12 months of the commencement of ANZ's new Enterprise Agreement. Planning is underway to implement a range of entitlements in October 2023, including extended bereavement (also known as compassionate) leave, cultural leave and extending the definition of 'immediate family' to include Aboriginal and Torres Strait Islander kinship roles. We will also update our leave policy from October 2023 giving employees choice in relation to observing the 26 January public holiday. Employees will be able to opt to work on 26 January and select an alternative day as a substitute public holiday.
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year.	✓ Met	Traditional Owners or Custodians have been invited to provide a Welcome to Country at the following events throughout FY23: <ul style="list-style-type: none"> • Waitangi Day Celebrations and opening of the first Māori Art Exhibition at ANZ Headquarters (Wurundjeri) • Hybrid NRW event - The Importance of Treaty and a Voice to Parliament (Wurundjeri) • Baidam Solutions contract signing ceremony (Wurundjeri) • Virtual NAIDOC Week event - The Path to Constitutional Recognition (Wurundjeri) • Docklands Branch re-opening ceremony (Wurundjeri) • Wendouree Branch re-opening (Wadawurrung) • Adelaide office re-opening ceremony (Kaurna)
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	✓ Met	An Acknowledgement of Country is included at the commencement of ANZ's Annual General Meeting, ESG Investor Briefing and internally at all Executive-led 'Big Calls' in Australia.
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Steering Committee to participate in an external NAIDOC Week event annually.	✓ Met	All RAP Steering Committee members participated in an external NAIDOC Week event
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	✓ Met	Associated policies have been reviewed and confirmed to have no barriers to staff participation in NAIDOC Week.
	Promote NAIDOC week in branches by sharing NAIDOC week theme and encourage employees to attend events, share stories with colleagues and share on ANZ's internal social platform / websites.	✓ Met	NAIDOC Week was promoted in branches through digital displays of the NAIDOC Week poster. All Australia-based employees were encouraged to participate in events and share lessons learned through team meetings, emails from leaders, intranet and internal social platform.
	Support employees in each head office to attend one NAIDOC week per year and share their experience on ANZ's internal social platform / websites.	✓ Met	Opportunities to participate in NAIDOC Week were promoted to head office employees with experiences shared on internal social platform.
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year by sponsoring or hosting the event.	✓ Met	Following consultation with Ngarga Wangaddja, ANZ sponsored the Koordak NAIDOC Festival in Ellenbrook, WA, held in October 2023. ANZ also sponsored a community table at the BlackCard NAIDOC Corporate Luncheon.

CASE STUDY

CELEBRATING CULTURE IN DESIGN

We believe by creating spaces that respectfully recognise and celebrate Aboriginal and Torres Strait Islander cultural protocols, we provide opportunities to reflect and learn, building a stronger pathway to reconciliation.

This year, we embedded our commitment to “co-design with local Aboriginal and Torres Strait Islander communities to build Aboriginal language and cultural history installations into our key offices” throughout our new Adelaide office.

Located on the traditional lands of the Kurna people, the Adelaide office overlooks three culturally significant areas: the Adelaide Hills, the River Torrens and the coastline, to the south. We worked with architects and graphic designers to develop a design concept that connects the office space to Country and respectfully celebrates Kurna culture and language.

Following consultation with local Kurna Elders, meeting rooms were named using traditional Kurna names for places, people, flora and fauna related to each of the three areas. Stylised artwork on columns and signage represents the flora relevant to room names, connecting with the corresponding view and acting as a wayfinding tool.

We also commissioned young local Kurna, Narungga and Ngarrindjeri digital artist, Lawson Dodd to create artwork for the wall of the boardroom and throughout the office. Lawson’s artwork tells his story of the Kurna connection to Country and the Dreaming. Information plaques describing the artwork and the language used are located on columns adorned with graphics - either of Lawson’s artwork or the flora relevant to that room and view.

“A key takeaway from this project is that it’s never too early to connect with local Traditional Owner groups to seek guidance and endorsement on cultural installations and the use of language”, said Duncan Sinclair, Design Development Director for Group Property at ANZ.

“ALTHOUGH OUR RESEARCH WAS THOROUGH, THE NUANCES OF CULTURAL SENSITIVITY REQUIRE CONVERSATIONS WITH ELDERS OR COMMUNITY GROUPS TO FULLY UNDERSTAND AND ENSURE RECOGNITION IS RESPECTFUL”.

The intent is that employees will engage with the space, using Kurna language and building a greater awareness and appreciation of Kurna culture and country. Design concepts and lessons learned from this project will serve as the benchmark for future ANZ key offices and, at scale, smaller workspaces.



Above: Acknowledgement of Country featuring the artwork of Lawson Dodd at ANZ’s Adelaide office, Kurna Country.



OPPORTUNITIES

Helping to improve the social and economic wellbeing of Aboriginal and Torres Strait Islander peoples is a key part of ANZ's overall social responsibility.

We are committed to attracting and retaining a diverse workforce that reflects our customer base, enabling social and financial participation of Aboriginal and Torres Strait Islander peoples, as well as building the capacity of Indigenous businesses.

Action	Deliverable	Status	Performance
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Implement a revised Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	✓ Met	<p>Implemented ANZ's First Nations Recruitment, Retention and Professional Development Strategy, focused on four strategic priorities:</p> <ul style="list-style-type: none"> • Increase the representation of First Nations employees at all levels. • Improve the experience of First Nations employees. • Mature from thinking about jobs to careers for First Nations employees. • Build ANZ's cultural responsiveness to deliver a culturally safe experience for First Nations people. <p>The strategy was developed in collaboration and consultation with Ngarga Wangaddja and our External Aboriginal Advisor.</p>
	Aboriginal and Torres Strait Islander Recruitment Specialist to actively coach and mentor Aboriginal and Torres Strait Islander applicants and new hires.	✓ Met	Aboriginal and Torres Strait Islander candidates are taken through a phone screening process by the Aboriginal and Torres Strait Islander Recruitment Specialist to provide coaching and feedback. This relationship then extends to those that are hired with the availability of ongoing support as they transition into their role and the organisation.
	Aboriginal and Torres Strait Islander Recruitment Specialist to build relationships with Hiring Managers to build capability regarding Aboriginal and Torres Strait Islander recruitment.	✓ Met	The Aboriginal and Torres Strait Islander Recruitment Specialist will contact hiring managers directly to highlight the applications of suitable Aboriginal and Torres Strait Islander candidates; and to support the hiring manager to build capability in delivering a culturally sensitive recruitment process.
	Embed the RAP in our recruitment, attraction, career development, and off-boarding propositions to ensure we are adopting leading practices for Aboriginal and Torres Strait Islander peoples.	✓ Met	RAP commitments relating to recruitment, attraction, career development and off-boarding have been implemented and embedded into HR processes. The implementation of the First Nations Recruitment, Retention and Professional Development Strategy seeks to ensure we are adopting leading practices for First Nations employees.
	Offer three professional development opportunities to all Aboriginal and Torres Strait Islander employees each year.	✓ Met	Professional development opportunities are offered on an opt-in basis. This year, opportunities included facilitated training, symposiums, online courses and networking sessions. Employees were also given the options of finding their own professional development opportunities (to be supported by ANZ); or completing self-directed learning.

Action	Deliverable	Status	Performance
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. (Continued)	Advertise quarterly in specialised Aboriginal and Torres Strait Islander newspapers and websites.	✓ Met	Quarterly advertisements posted to Koorie Mail (November, March, June and August). Roles also advertised via IndigenousX in August and September 2023.
	Implement an external professional mentoring program for Aboriginal and Torres Strait Islander employees.	✓ Met	Implemented an external professional mentoring program on a 'test and learn' basis with an initial cohort of five mentees.
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	✓ Met	Completed a review of HR and recruitment procedures and policies for barriers to participation in our workplace as part of the development of the First Nations Recruitment, Retention and Professional Development Strategy. Recommendations resulting from the review have been embedded in the strategy for delivery in FY24.
	2% of all external hires in Australia are Aboriginal and/or Torres Strait Islander employees by 2024.	↓ Not on track	1.18% of external hires identified as Aboriginal and/or Torres Strait Islander in FY23. Since the commencement of this RAP, 1.61% of external hires have identified as Aboriginal and/or Torres Strait Islander. Delivery of the First Nations Recruitment, Retention and Professional Development Strategy is underway to support this commitment.
	Maintain a retention rate of Aboriginal and Torres Strait Islander employees that is equal to non-Aboriginal and Torres Strait Islander employees by 2024.	↓ Not on track	The retention rate of Aboriginal and Torres Strait Islander employees since August 2022 is 77% (compared to 90% retention of non-Indigenous employees for the same period) ¹ . Delivery of the First Nations Recruitment, Retention and Professional Development Strategy is underway to support this commitment.
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain Supply Nation and State Aboriginal Chambers of Commerce annual memberships and pursue opportunities to deepen our engagement with them by 2024. Maintain memberships and pursue collaborative opportunities. <ul style="list-style-type: none"> Explore additional memberships and pursue collaborative opportunities. 	→ In progress	Supply Nation and Kinaway memberships maintained with bi-monthly collaboration meetings scheduled. This year, collaborative opportunities realised included the NAIDOC Week Indigenous Business Marketplace (in-person and virtual), executive learning and cultural awareness opportunities. ANZ sponsored "The Best Collaboration Award" at the Kinaway Business Awards in November 2022; and was the recipient of "The Corporate Partner Excellence Award" that acknowledges a corporate partner that is building the capacity of Indigenous businesses, creating opportunities, and proactively engaging Indigenous people and community. ANZ also sponsored the "Supplier Diversity Partnership of the Year Award" at the Supply Nation Supplier Diversity Awards in August 2023.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	✓ Met	Several improvements to procurement practices have been made to remove barriers to procuring goods and services from Indigenous businesses. These include: improvements to procurement systems eg. the addition of an Indigenous 'tile' to easily identify Indigenous suppliers; the implementation of 'payment on approval' of invoices for Indigenous businesses; and improved information and guidance for buyers.
	Develop guides to educate buyers and support increased procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees and conduct communications to raise awareness.	✓ Met	Developed and published guides and knowledge articles on ANZ's intranet to provide greater detail on how to engage an Indigenous supplier (either existing or new to ANZ). Presentations on the improved procurement processes and the importance of engaging Indigenous businesses provided to Senior Leaders at CEO Leadership Conferences and the Board Ethics, Environment, Social and Governance Committee.
	Maintain commercial relationships with at least 15 Aboriginal and/or Torres Strait Islander businesses.	✓ Met	Maintained commercial relationships with 46 Indigenous businesses in FY23 ² .

1. Due to recent human resources systems changes, this information has been sourced using voluntary survey data. As such, it may have some limitations.

2. Includes both tier one and tier two relationships.

Action	Deliverable	Status	Performance
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. (Continued)	Spend \$6 million with Aboriginal and Torres Strait Islander owned businesses by 2024.	✓ Met	Spent \$11.7 million with Indigenous businesses in FY23. Since the commencement of this RAP, we have spent \$24.4 million with Indigenous businesses.
	Train sourcing employees in contracting Aboriginal and Torres Strait Islander owned businesses through Supply Nation or an equivalent organisation by 2024.	✓ Met	Sourcing employees attended supplier diversity training with Supply Nation to increase awareness on engaging and contracting Indigenous businesses through the procurement process and a deep dive into available tools and resources. These training sessions were recorded and made available to new and existing sourcing employees for reference on our self-directed learning platform.
Support the Aboriginal and Torres Strait Islander business community through training and banking relationship	Implement a commercial banking proposition for Aboriginal and Torres Strait Islander owned businesses by 2024.	✓ Met	Launched ANZ's Indigenous Small Business Banking Services in February 2023 (refer to case study on page 15). The proposition is supported by two Indigenous Small Business Managers who will work with our Indigenous business customers, providing tailored financial solutions to help them start, run or grow their businesses.
	Actively promote ANZ Business Growth training programs to Aboriginal and Torres Strait Islander businesses.	✓ Met	Hosted our inaugural Business Growth Indigenous CEO-Assessment Clinic in association with Indigenous Business Australia in Q1, FY23. The one-day clinic was exclusive to Indigenous businesses (refer to case study on page 15). An additional Indigenous business attended and completed the Business Growth CEO-Assessment Clinic in Q2.
Increase understanding of financial literacy and capability needs of Aboriginal and Torres Strait Islander peoples	Utilise research, including feedback from MoneyBusiness coaches and Aboriginal and Torres Strait Islander participants, to improve our programs.	✓ Met	Feedback from MoneyBusiness coaches relating to the reach and effectiveness of the refreshed program was published in the MoneyMinded Impact Report in November 2022 and has been utilised to inform improvements in future iterations of the program.
	Employees located in remote or very remote branches to attend MoneyBusiness coach training.	✓ Met	Local employees in Broome, Cairns and Port Hedland attended MoneyBusiness coach training sessions in FY23.
Encourage greater Aboriginal and Torres Strait Islander participation in our financial education programs.	Provide at least six MoneyBusiness coach training sessions to community workers and financial counsellors working in remote communities each year.	✓ Met	Held eight MoneyBusiness coach training sessions in FY23 in Broome, Cairns, Darwin, Halls Creek, Karratha, Katherine and Port Hedland. Additional virtual sessions have been offered to reaccredit MoneyBusiness coaches on how to use the refreshed resources and access the digital resource hub (launched in 2022).
	Work with MoneyMinded training partners to target local service providers that can deliver to Aboriginal and Torres Strait Islander peoples where MoneyMinded is the more appropriate program.	✓ Met	Discussions held at biannual meetings with MoneyMinded training partners. ANZ has engaged with several local Aboriginal Corporations on the suitability of the MoneyMinded program.
	Promote MoneyMinded Online to Aboriginal and Torres Strait Islander peoples where face-to-face workshops are not possible.	✓ Met	Since the development of this RAP target, the delivery context has fundamentally shifted with face-to-face delivery of MoneyBusiness now possible again in remote communities (post COVID-19 restrictions easing). Furthermore, the active promotion of MoneyMinded Online (MMO) has been de-prioritised to all users while the program undergoes extensive review with significant improvement over the next two years.
	Continue to implement campaigns to target promotion of Saver Plus to Aboriginal and/or Torres Strait Islander peoples.	✓ Met	Saver Plus delivery partners' 'Promotion and Community Engagement Plans' continue to focus on building stakeholder relationships with organisations that can build awareness of the Saver Plus program within Aboriginal and Torres Strait Islander communities.

CASE STUDY

BRINGING FIRST NATIONS EXPERTISE TO THE CYBER SECURITY FIGHT

Since the commencement of our RAP, we have spent \$24.4 million with Indigenous businesses. Quite apart from the dollar value, we are also focused on the economic and social value Indigenous businesses create, whether through employment or giving back to community.

This year, ANZ signed a multi-year contract with First Nations-owned software and cyber security company Baidam Solutions. Baidam distributes 52 per cent of its profits back to Aboriginal and Torres Strait Islander community outcomes, including creating employment opportunities in science, technology, engineering and mathematics (STEM) roles through Indigenous student sponsorships.

This includes a variety of technical certifications for young First Nations people and two lifetime scholarships for Indigenous STEM students to the Australian National University in Canberra and The University of Queensland. Baidam also recently opened the world's first co-designed Indigenous staffed and managed Security Operations Centre in central Brisbane.

"We invest in training and certification for these kids, not to employ them ourselves but to push them out into the market as qualified operators to work for other world-class companies," Phillip Jenkinson, Chief Executive Officer and co-founder said.

"By helping them achieve certification pathways, Baidam not only provides the technical enablement but helps to increase financial independence. Not just for those workers but for many others in the community who rely on them for support."

As well as the benefits in fostering Aboriginal and Torres Strait Islander people to gain experience and employment in the burgeoning cyber security area, there is another long-term benefit from ANZ's perspective. The more we work alongside emerging players like Baidam, the more we encourage a broader field of companies to help disrupt the established players in the field.

"First Nations Australian cultures have a deep respect for the land and the environment which can translate to a heightened awareness of the need to protect and preserve resources. This same awareness can be applied to cybersecurity, with an emphasis on the need to protect digital resources and data," Jack Reis, Group Chief Executive Officer and co-founder said.

"We are facing a very diverse threat landscape in the cyber security world. We want to harness the critical and problem-solving thought processes of a diverse workforce, including First Nations people. Not only does that strengthen our defence against cyber threats, it brings different thinking that will solve problems in a different way. That is the great benefit of diversity in this field."



Above: Baidam Co-Founders Phillip Jenkinson and Jack Reis.

CASE STUDY

UNLOCKING THE POTENTIAL OF INDIGENOUS BUSINESSES

As a bank, we have skills and knowledge that we can share with Indigenous business owners to help them grow and thrive.

This year, we launched ANZ's Indigenous Small Business Banking Services. Our vision was to deliver an impactful, banking proposition that leverages our strengths to support the development, self-determination and sustainability of Indigenous businesses.

Throughout development, we consulted Indigenous businesses from a range of industries, sizes and geographic locations - to better understand the hurdles, challenges and opportunities they face. Based on insights gained from this consultation, we worked with organisations, such as Indigenous Business Australia and Kinaway – the Victorian Indigenous Chamber of Commerce, to co-design and implement our dedicated commercial proposition for Indigenous businesses.

The service involves full relationship management by Indigenous Small Business Managers, recruited for their dedication to community and supporting Indigenous Businesses. In addition, we established a First Nations Referral Network – a group of First Nations team members in different roles across the organisation to support and walk alongside Aboriginal and Torres Strait Islander customers.

This is just the starting point and it's going to be important to continue to listen to the voices and feedback of Aboriginal and Torres Strait Islander people and customers as we refine our support.

SUPPORTING BUSINESS GROWTH

For business owners and CEOs, navigating the challenges of leading a company and helping to drive its growth requires strong business acumen, the ability to balance multiple priorities and making decisions that benefit the whole organisation.

Last November, in association with Indigenous Business Australia, we hosted our inaugural Indigenous CEO-Assessment Clinic. The one-day clinic was designed to help the CEOs of Indigenous businesses identify impediments to the growth of their companies and discuss recommendations and changes required (in leadership, systems, processes, and procedures).

The CEOs of six Indigenous businesses attended the clinic, sharing leadership and business growth aspirations and discussing the challenges they face. They were guided in their learning by Dr Jana Matthews, ANZ Chair in Business Growth and Professor Ryan Williams, Director of the Australian Centre for Business Growth.

The clinic helped the CEOs better understand the building blocks and processes for growth and the knowledge and skills essential to take the company to the next level. It also helped them learn the importance of delegation and establishing an executive team through attracting and retaining the right people.

The session included a visit from ANZ CEO Shayne Elliott who shared leadership insights. These included how to identify the employees needed for future growth, the importance of culture and how defining mission, values and vision has been crucial for ANZ's employees and its business.



GOVERNANCE

Action	Deliverable	Status	Performance
Establish and maintain an effective RAP Steering Committee (RAP SC) to drive governance of the RAP.	Ensure there is at least one Aboriginal and/or Torres Strait Islander employee representative on the RAP SC.	✓ Met	Representation in place.
	Ensure there is an External Aboriginal and/or Torres Strait Islander Advisor on the RAP SC.	✓ Met	Representation in place.
	Annually review Terms of Reference for the RAP SC.	✓ Met	Terms of Reference reviewed, no update required.
	Meet at least four times per year to oversee implementation of RAP commitments.	✓ Met	RAP Steering Committee met four times throughout FY23 to oversee implementation of RAP commitments.
Establish and maintain an effective RAP Working Group (RAP WG) to drive governance of the RAP.	Ensure there is at least one Aboriginal and/or Torres Strait Islander employee representative in the RAP WG.	✓ Met	Representation in place.
	Annually review Terms of Reference for the RAP WG.	✓ Met	Terms of Reference reviewed, no update required.
	Meet at least four times per year to oversee implementation of RAP commitments.	✓ Met	RAP Working Group met 12 times throughout FY23 to oversee implementation of RAP commitments
Provide appropriate support for effective implementation of RAP commitments.	Annually review and embed resources needed to implement RAP deliverables.	✓ Met	Resources and budget required to implement RAP deliverables reviewed and approved for FY24.
	Embed key RAP actions in performance expectations of senior management and all staff.	✓ Met	Delivery of RAP Commitments has been embedded within ANZ's public ESG Target suite that is linked to ANZ's Group Performance Framework.
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	✓ Met	Online RAP Progress tracking systems implemented.
	Maintain a RAP executive sponsor from senior management.	✓ Met	RAP Executive Sponsor in place.
	Australia Division Inclusion team members to document a minimum of 40 hours of learning relating to reconciliation per year.	✓ Met	All Inclusion Australia team members documented the minimum number of hours of learning relating to reconciliation in FY23.

Action	Deliverable	Status	Performance
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	Participate in Reconciliation Australia's RAP Impact Measurement Questionnaire.	✓ Met	Reconciliation Australia's RAP Impact Measurement Questionnaires completed.
	Provide all Australia based employees access to current RAP progress.	✓ Met	All ANZ employees can access RAP progress via a RAP Progress Tracker.
	Report progress summary against our RAP commitments annually in our Environment, Social and Governance (ESG) report.	✓ Met	A high-level summary of progress against RAP commitments has been outlined in ANZ's ESG Supplement.
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	✓ Met	Progress against RAP commitments published in ANZ's annual RAP Progress Report available on www.anz.com/reconciliation .
	Report against ESG target half yearly to the Ethics & Responsible Business Committee.	✓ Met	Progress against ESG target reported to Ethics and Responsible Business Committee at quarterly intervals.
	Report against ESG target yearly to the Ethics, Environment, Social and Governance Board Committee.	✓ Met	Progress against ESG target reported to Ethics, Environment, Social and Governance Board Committee at half-year and full year.
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP when we are 12 months from expiration of our current RAP.	✓ Met	Registered plans for next steps with Reconciliation Australia, noting the appointment of ANZ's Head of First Nations Strategy in early 2024.



anz.com/reconciliation

