



ANZ Stretch Reconciliation Action Plan

2021-2024 Final Report



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. However, ANZ acknowledges that these terms do not reflect the diversity of Aboriginal and Torres Strait Islander peoples across Australia, and many peoples prefer to be known by their Nations or other cultural identity.

Acknowledgment of Country and Traditional Owners

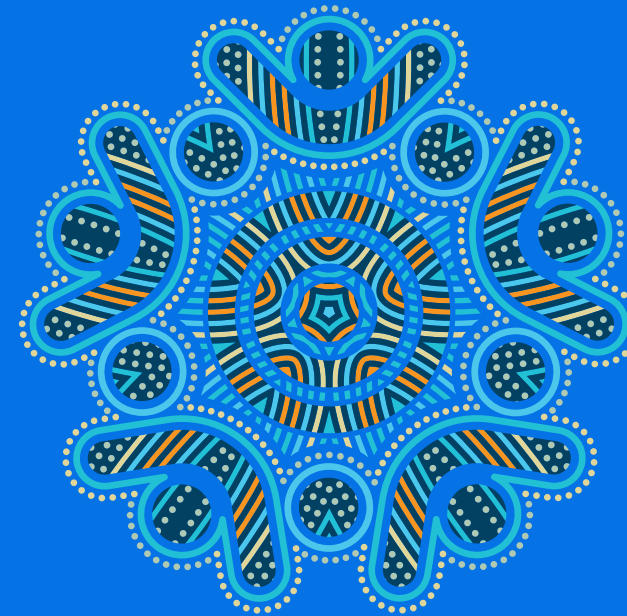
ANZ acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of Australia. We recognise their continuing connections to their lands, waters, cultures and communities. We pay respects to Aboriginal and Torres Strait Islander cultures and to Elders, past and present.

Feedback

ANZ welcomes feedback and comments on our Reconciliation Action Plan (RAP) and this final report.

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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.

Executive sponsor message

Reconciliation is more than just a word to ANZ. It's part of our purpose, to shape a world where people – all people – and communities thrive.

As a purpose-led organisation, ANZ's vision for reconciliation is a nation unified around a shared history that celebrates and honours the unique contributions of Aboriginal and Torres Strait Islander peoples.

ANZ has a long standing history with Reconciliation Australia, dating back to 2007. It's been wonderful to see the number of organisations creating a RAP growing three-fold in three years (from approximately 1,100 to over 3,000) – a tremendous step forward.

Our 2021-2024 Stretch RAP, which concluded on 30 September, 2024, outlined ANZ's commitment to the social and economic participation of Aboriginal and Torres Strait Islander peoples and to respecting the world's oldest continuous cultures.

I am pleased with the progress we've made across all 17 actions, encompassing 100 deliverables. We have successfully achieved 16 actions, completing 98 out of 100 deliverables, and I'm extremely proud of the impact and outcomes as a result.

However, our work doesn't end here.

The work to drive reconciliation and positive change is ongoing. Thanks to the significant achievements of this RAP, we can build on the strong foundations we have created and strive for positive impact and an equitable future for all, including through the development of ANZ's Australian inaugural First Nations Strategy.

We all have a role to play in valuing, recognising, and celebrating First Nations cultures and heritage as a proud part of our shared national identity.

I would like to thank the many employees, partners, and stakeholders who contributed to the delivery of this RAP. These include – but are not limited to – the First Nations Strategy team, Ngarga Wangaddja, ANZ's Reconciliation Network and RAP Steering Committee and Working Group. You should all be proud of the impact that has been made because of your efforts.

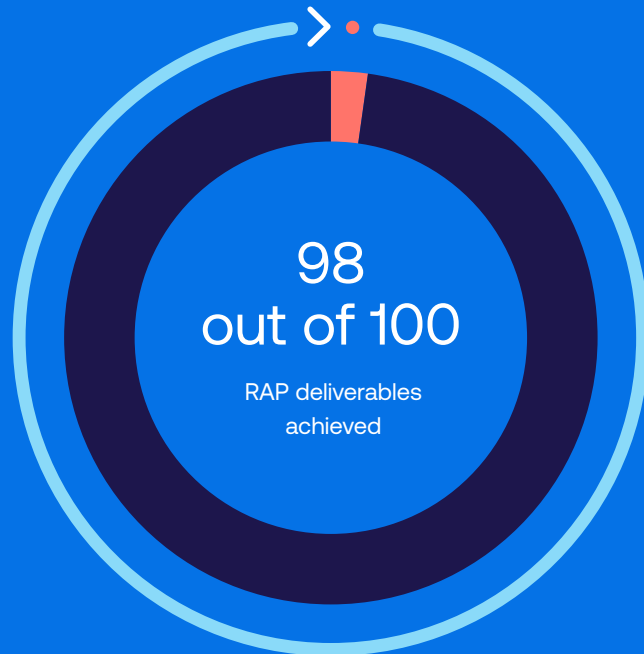


Ken Adams
Group General Counsel



What we are most proud of

Our commitment



Our social and economic impact



~\$37.8m spent with First Nations businesses



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

Our customers and communities



Commercial banking proposition for Indigenous businesses launched, including hiring Indigenous Small Business Managers



Delivered 22 MoneyBusiness coach training sessions to community professionals and financial counsellors in remote communities

Our people



Created and commenced ANZ's FY24-FY26 First Nations Recruitment, Retention and Professional Development Strategy



1200+ employees completed BlackCard Cultural Capability Training



Mandatory Learning Cultural Awareness training issued to all Australia-based employees and made available to all employees globally



Introduced cultural leave for First Nations employees and additional bereavement leave entitlements to support First Nations employees practicing Sorry Business



Provided all Australia-based employees the option to work on the 26 January (Australia Day) public holiday and nominate a substitute day off



Held two Ngarga Wangaddja (ANZ's First Nations Employee Reference Group, Ngarga Wangaddja meaning 'mob talking' in the language of the Narungga people) National Conferences, providing members the opportunity to discuss their priorities and celebrate culture



Established a new community Bulurru Yugi (meaning 'Gathering Place' in the language of the Yugambeh peoples) for First Nations employees to come together, connect and share

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 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.

Key achievements

We have continued to strengthen our partnerships with Supply Nation, Black Magic Woman, Koorie Heritage Trust and Ganbina.

In 2024, we commenced a partnership with Jawun and look forward to providing ANZ employees the opportunity to commence secondments into First Nations organisations in 2025.

Senior leaders throughout the business have actively led, contributed to, participated in, and promoted RAP and reconciliation activities and events.

Key lessons and challenges

We have highly engaged employees within our Reconciliation Network, Ngarga Wangaddja and Bulurru Yugi communities. However, participation is entirely voluntary and self-driven, over and above the daily demands of their formal roles.

Going forward, we will find solutions to formally recognise these valuable contributions made by our colleagues, as well as the 'cultural load' carried by some First Nations colleagues, and mitigate barriers to participation.



While we successfully met our targets to facilitate access, organise and promote NRW events, we need to consider how we can provide more place-based events and how we can improve live event access for frontline employees in branches and phone-based roles.

We successfully established and maintained four two-way partnerships. However, the limited capacity of our team and lengthy internal on-boarding processes have sometimes made this challenging. Moving forward, we plan to create a dedicated role to establish, maintain and strengthen community partnerships and relationships. This dedicated resource will enable a strategic approach, enhancing operational efficiencies and driving positive outcomes for ANZ and the community.

Above: Ian Hamm, a proud Yorta Yorta man who presented to ANZ employees during NRW with members of ANZ Reconciliation Network, Ngarga Wangaddja and the First Nations Strategy Office team.

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	Throughout the duration of this RAP, we have regularly engaged with a range of (including local) Aboriginal and Torres Strait Islander stakeholders and organisations. This collaboration has allowed us to refine and enhance our guiding principles for engagement and internal cultural protocols.
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	✓ Met	A formal Aboriginal and Torres Strait Islander stakeholder engagement plan was implemented and communicated.
	Maintain an 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 advises ANZ leadership and RAP governance committees on matters pertaining to First Nations employees' experiences.
	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.	✓ Met	<p>We have established and maintained four formal two-way partnerships. Ganbina, the Black Magic Woman podcast and the Koorie Heritage Trust, all align with our goals of improving financial wellbeing, improving cultural capability, and supporting First Nations artists and small business.</p> <p>Recently, we formed a new partnership with Jawun, whose model emphasises shared learning, enduring relationships, and a robust value exchange.</p>



Action	Deliverable	Status	Performance
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 applicable RAP Steering Committee, Working Group and Reconciliation Network Committee members participated in at least one internal and one external NRW event annually throughout the course of the RAP.
	Facilitate access for our Australia-based employees to attend at least 10 NRW activities each year.	✓ Met	Australia-based employees have had the opportunity to participate in over 10 NRW activities annually, totalling 35 throughout the duration of this RAP. These activities are promoted and shared through our internal communication channels. To eliminate location barriers, most activities have the option to dial in virtually, also allowing sessions to be recorded and accessed later.
	Organise an annual virtual NRW event that is promoted to and accessible to all Australia-based employees and external stakeholders.	✓ Met	2022: Being Brave beyond 9 to 5 2023: The Importance of Treaty and a Voice to Parliament 2024: Now More Than Ever All three virtual events were 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 all digital screens across the Australian Branch Network annually.
	We will recognise NRW on ANZ's social media accounts.	✓ Met	NRW was recognised on ANZ's LinkedIn and Facebook accounts annually. ANZ also used its bluenotes website to publish an article from Ian Hamm regarding First Nations financial empowerment during National Reconciliation Week.
	Register NRW events via Reconciliation Australia's website.	✓ Met	All annual NRW events were registered on Reconciliation Australia's website.



Action	Deliverable	Status	Performance
Promote reconciliation through our sphere of influence.	Implement strategies to engage all employees to drive reconciliation outcomes.	✓ Met	We implemented strategies to engage employees to drive reconciliation outcomes. These strategies outlined throughout this report include organising and sharing education opportunities and events; rolling out improved cultural capability training; and facilitating conversations on the importance of reconciliation with senior leaders.
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	✓ Met	We have implemented strategies to positively influence our external stakeholders to drive reconciliation outcomes. These strategies, outlined throughout this report include collaboration and knowledge sharing with RAP peers and like-minded organisations; promotion of NRW and NAIDOC Week across our branch network; and hosting speaker events available and promoted to external stakeholders.
	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 duration of this RAP.
	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 throughout the duration of this RAP.
	Demonstrate our commitment to reconciliation publicly by having a statement on the ANZ website.	✓ Met	Our commitment to reconciliation is publicly stated on anz.com/reconciliation .
	Promote reconciliation activities through our Reconciliation Network newsletter.	✓ Met	Reconciliation events and activities are promoted through our Reconciliation Network newsletters, intranet and internal social platform.
	Communicate our commitment to reconciliation publicly through at least three social media posts each year, referencing our RAP.	✓ Met	We have regularly communicated our commitment to reconciliation across a variety of social media posts, including LinkedIn and Viva Engage (our internal channel).
	Launch our RAP at a public event with external stakeholders.	✓ Met	Our RAP was launched at a virtual event on 18 March, 2022.
	Collaborate with three RAP and other like-minded organisations per year to share learnings and challenges on delivering on reconciliation outcomes.	✓ Met	Individually met with more than 20 RAP and other like-minded organisations throughout the duration of this RAP to share lessons learned and challenges on delivering reconciliation outcomes.

Action	Deliverable	Status	Performance
Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	✓ Met	<p>Anti-discrimination policies and procedures are regularly reviewed for improvement opportunities. During the course of this RAP we have:</p> <ul style="list-style-type: none"> • 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 completed BlackCard cultural capability training to improve their understanding and awareness of First Nations issues; • Employee Relations advisors and our Whistleblower team have completed a tailored training session with Jumbunna Institute on the Gari Yala report focused on building their knowledge of racism experienced by First Nations peoples in the workplace; and • Updated ANZ's Equal Opportunity, Bullying and Harassment policy to include a section on racism on 1 August, 2024.
	Engage with Aboriginal and Torres Strait Islander employees and advisors to improve our anti-discrimination policy.	✓ Met	We have regularly engaged with Ngarga Wangaddja (First Nations employee reference group) and our External Aboriginal Advisor. Their collective feedback has helped inform implemented changes.
	Update our online Aboriginal and Torres Strait Islander Cultural Awareness training course with updated information on race relations and impacts of racism.	✓ Met	ANZ launched a new learning platform in 2024. This new platform provides all employees access to over 100 books, courses, and videos relating to race relations and racism. We have created a First Nations Cultural Learning Hub which links to external resources on a wide variety of topics, including racism. Additionally, aspects of racism and unconscious bias are also covered in the new mandatory Cultural Awareness learning.
	Communicate an anti-discrimination policy for our organisation.	✓ Met	Our anti-discrimination policy (Equal Opportunity, Bullying and Harassment Policy) has been communicated to employees via intranet and internal social media platforms.
	Research strategies to better understand race relations and provide learnings to our employees.	✓ Met	Strategies to better understand race relations have been researched, and the insights have been communicated to employees.
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	✓ Met	<p>Throughout this RAP, senior leaders and key stakeholders across the business have participated in externally run speaker events focused on the effects of racism, including:</p> <ul style="list-style-type: none"> • Jumbunna Institute training on racism and its impacts on First Nations employees; • IndigenousX Anti-Racism training; and • Presentations on the Reconciliation Australia's Barometer results, with a focus on the impacts and incidents of racism.
	Senior leaders will publicly support anti-discrimination campaigns, initiatives, or stances against racism.	✓ Met	Senior leaders have publicly supported the Voice to Parliament. Executive RAP Sponsor and Group General Counsel also published an article on ANZ News discussing race in the Australian Constitution.

Case study

Yarning for culture and financial empowerment

In 2024, ANZ partnered with the Black Magic Woman podcast to provide a platform for First Nations businesses, employees, and communities to share their stories. This collaboration aims to amplify the voices of First Nations peoples and highlight their contributions to various sectors.

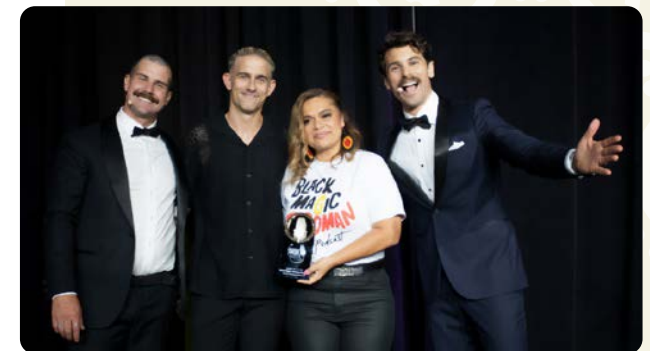
The podcast, which won the 2023 Indigenous Podcast of the Year award, is hosted by Mundanara Bayles, a proud Wonnarua and Bundjalung woman. Each week, Mundanara sits down for a yarn with guests, showcasing the stories, diversity, and resilience of First Nations Peoples. By focusing on who people are rather than what they do, these discussions enhance understanding of First Nations cultures, history, and perspectives.

The ANZ Partnership series explores ANZ's commitment to:

- Meaningful career opportunities within ANZ;
- Building the capacity of First Nations businesses and organisations; and
- Helping individuals in the broader community achieve financial wellbeing and resilience.

In the first sponsored episode, we had the pleasure of hearing from Jack Reis, the 2022 Supply Nation [Young Entrepreneur of the Year](#). Jack is the co-founder and Group CEO of Baidam Solutions, a cybersecurity consultancy and ANZ supplier. Baidam Solutions is proudly First Nations-owned, run and led, operating without any government grants.

ANZ General Manager, Small to Medium Enterprise Banking, Paul Presland said, “ANZ is pleased to have the opportunity to make a difference in driving employment diversity, and financial wellbeing for First Nations business owners and entrepreneurs. This partnership offers a rich sense of purpose to all involved.”



Top: Jack Reis, Baidam Solutions and Mundanara Bayles.

Bottom: Mundanara Bayles and Clint Curtis (producer), they are flanked by award hosts Ash Wicks (left) and Matty J (right).



Find out more about Episode 1 that featured Jack Reis, from Baidam Solutions by visiting www.anz.com.au/newsroom/news/2024/may/anz-black-magic-baidam-jack-reis-paul-presland/

Respect

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

We believe that 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 employees engaging with and contributing to our plan.

Key achievements

Implemented First Nations cultural awareness learning as mandatory for all Australia-based employees and available to all employees globally. The course is designed to enhance cultural awareness and provide opportunities to contribute towards a culturally safe and capable workplace.

In 2023, we designed ANZ's new Adelaide office to connect to Country, co-designing with local Kaurna Elders. Each meeting room was gifted a Kaurna language name that related to either flora or fauna based, on the view from its windows.

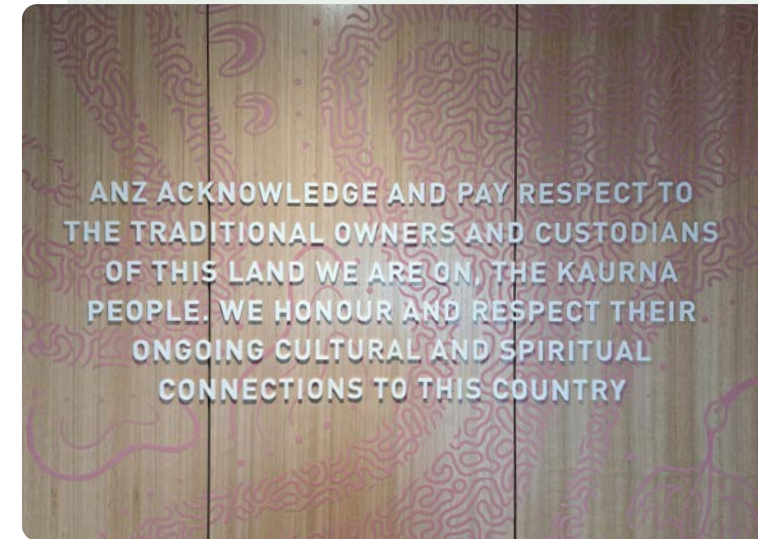
Building on our experience from the Adelaide project, we have begun work on the 833 Collins Street master plan. This project offers a unique chance to co-design with Wurundjeri and other First Nations Elders, individuals, and businesses to create a landmark that honours the area's cultural significance and educates everyone about Wurundjeri culture and history.

We introduced cultural leave for First Nations employees, and additional bereavement leave for those practicing Sorry Business. We also provided the option for all ANZ employees to work on the 26 January (Australia Day) public holiday and nominate a substitute day off.

Key lessons and challenges

We have made strong progress throughout the business in building an authentic culture of delivering Acknowledgment of Country. As employee confidence and capability grows, our desire is for senior leaders to be able to deliver a personalised, meaningful, and appropriate Acknowledgment of Country with confidence.

Although most of our NAIDOC and NRW events are available online and recorded, attendance remains a challenge, especially for frontline employees. Moving forward, we will explore ways to create time and space for greater participation.



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

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	A review of cultural learning needs has been conducted and documented, serving as a foundation for our cultural learning strategy.
	Consult Aboriginal and Torres Strait Islander employees and advisors on the implementation of a cultural learning strategy.	✓ Met	We consulted Ngarga Wangaddja and multiple external Aboriginal and Torres Strait Islander learning advisors to develop and implement a 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 internal social platform.
	300 Australia-based employees attending face-to-face cultural awareness training 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	Following COVID-19, our delivery training approach moved from face-to-face to primarily virtual. Throughout the duration of the RAP we have had more than more than 1200 Australia-based employees across the entire organisation complete BlackCard cultural capability training, including members of the mentioned teams.
	Provide opportunity to participate in face-to-face cultural awareness training to two community partners each year.	✓ Met	Throughout the RAP, opportunities to participate in face-to-face cultural awareness training have been provided to two community partners each year.
	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's Enterprise Induction has been updated to include information on our RAP and our commitments to building a diverse workforce and empowering Aboriginal and Torres Strait Islander peoples. The induction materials also promote our Reconciliation Network, which provides all employees with opportunities to learn about Aboriginal and Torres Strait Islander cultures and communities. Additionally, the ANZ Graduate Program Orientation now includes a BlackCard cultural awareness workshop.

Action	Deliverable	Status	Performance
	Implement Online Aboriginal and Torres Strait Islander Cultural Awareness training as mandatory for all Australia-based employees.	✓ Met	Mandatory learning was successfully deployed to all Australia-based employees. This course provides a foundational understanding of First Nations peoples, cultures, and history. It also contains information on cultural protocols, safety, and practical insights to support engagement with First Nations peoples, colleagues, customers and organisations.
	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.	✓ Met	New e-learning content has been made available to all employees, includes information on Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.
	Establish an Executive RAP Champions group with a cultural learning journey including platforms for Champions to share learnings with all employees.	✓ Met	We established an Executive RAP Champions Group, they embarked on a cultural learning journey and many First Nations leaders presented on various topics. Champions were encouraged to share the lessons learned with their teams and through our internal social media platform.
	100 employees to participate in local cultural experiences to better understand the cultural history of the land we work on.	✓ Met	Approximately 130 employees from our key offices participated in local cultural experiences in Nagambie (Taungurung), Melbourne (Wurundjeri), Brisbane (Turrbal and Jagera), Perth (Noongar), and Sydney (Gadigal).



Action	Deliverable	Status	Performance
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Provide opportunities for Australia-based employees to attend lecture series from external advisors to better understand the cultural history of the land we work on, the importance of cultural protocols and to build confidence in conducting them.	✓ Met	Throughout the RAP, several opportunities were provided for Australia-based employees to attend lecture series led by external advisors. These sessions aimed to deepen understanding of the cultural history of the land we work on, highlight the importance of cultural protocols and build confidence in conducting them.
	Implement and communicate a cultural protocol document tailored for all local communities where our head offices are based, including protocols for Welcome to Country and Acknowledgement of Country.	✓ Met	A cultural protocols document is available for all employees to improve their awareness of protocols and local communities. Additionally, Acknowledgment of Country specific online learning, created by Acknowledge This! , is available on our learning platforms.
	Embed in template communications briefings Acknowledgement of Country (or other appropriate protocols) for delivery by Australia-based employees and senior leaders at public events.	✓ Met	Acknowledgment of Country template wording has been added to briefing notes for senior leaders and is used regularly in Town Hall meetings. Acknowledgments of Country or Welcomes to Country are standard practice for all large-scale meetings.
	Update our Online Aboriginal and Torres Strait Islander Cultural Awareness training course with updated information on Aboriginal and Torres Strait Islander cultural protocols.	✓ Met	New online learning content available to all employees, includes information on Aboriginal and Torres Strait Islander cultural protocols.
	Co-design with local Aboriginal and Torres Strait 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 meeting rooms, spaces and buildings including information that explain 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	From the beginning of this RAP we have integrated co-design concepts and principles in almost all buildings and spaces (including Acknowledgement of Country plaques). In every case, we reach out and engage with Traditional Owners to ensure we are appropriately weaving in local languages and histories into our work. In 2023, this was applied to over 20 branch refurbishments as well as the relocation and redesign of our Adelaide office, setting the standard for future major workplace projects and smaller workplaces, branches and business centres alike.



Action	Deliverable	Status	Performance
	An Acknowledgment of Country displayed at all ANZ branches.	✓ Met	An Acknowledgment of Country is displayed in all branches as either a sticker, built in plaque or on a digital display.
	Explore best practices for implementing a cultural leave policy for Aboriginal and Torres Strait Islander employees.	✓ Met	In 2023, we implemented cultural leave for First Nations employees and additional bereavement leave entitlements to support First Nations employees practicing Sorry Business. In 2024, we introduced a work day swap for all Australia based employees to have the choice to work on January 26 and nominate a substitute day off.
	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 least three events each year.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	✓ Met	Senior leaders across ANZ host regular Town Halls for their divisions and teams. At nearly all of these events, senior leaders share an Acknowledgment of Country at the start of meetings.
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 external NAIDOC Week events annually.
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	✓ Met	HR policies and procedures have been reviewed and we have confirmed that there are no barriers to employee participation.
	Promote NAIDOC week in branches by sharing the NAIDOC theme and encourage employees to attend events, share stories with colleagues and share on internal social media / websites.	✓ Met	Throughout this RAP, NAIDOC Week was actively promoted in our branches via digital displays of the NAIDOC Week poster. All Australia-based employees were encouraged to participate in events and share their experiences and lessons learned through team meetings, emails from leaders, our intranet, and our 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 media / websites.	✓ Met	Each year, opportunities to participate in NAIDOC Week were promoted to head office employees. Employees were encouraged to share their experiences and insights on our 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 an event.	✓ Met	Following consultation with relevant internal and external stakeholders and advisors, ANZ sponsored the following: <ul style="list-style-type: none"> • 2022: The Awabakal Newcastle NAIDOC Community Day and March; • 2023: The Koordak NAIDOC Festival in Ellenbrook, WA, held in October 2023. ANZ also sponsored a community table at the BlackCard NAIDOC Corporate Luncheon; and • 2024: Cairns NAIDOC Week Celebrations in partnership with Cairns NAIDOC Committee and Deadly Indigenous Youth Doing Good.

Case study

Empowering female-led First Nations businesses: a path to growth and success

The First Nations business sector in Australia is expanding at a remarkable pace, with more than 13,500 First Nations businesses across the country, employing over 100,000 people and generating more than \$16 billion in annual revenue.¹

Supply Nation, Australian leader in supplier diversity, reports a remarkable 74% increase in the number of First Nations businesses over the past decade. A notable aspect of this growth is the rise of female-led First Nations enterprises, with women now leading 32% of these businesses across nearly every industry.

In partnership with Indigenous Business Australia (IBA) and the Australian Centre for Business Growth at the University of South Australia, ANZ hosted an ANZ Business Growth seminar for female First Nations CEOs in October 2023 on Kaurna Country in Adelaide.

The seminar provided participants with the opportunity to engage with each other, facilitators, and representatives from ANZ and IBA in a culturally safe and supportive environment. Prior to the formal event, ANZ hosted a gathering for the CEOs, so they could meet and share their stories, challenges, and opportunities.

The pre-work for the participants allowed the Centre for Business Growth's Growth Experts to prepare and tailor their approach, covering seven fundamental areas the CEOs needed to address to grow their organisations. The CEOs also had the opportunity to discuss specific business challenges and work through roadblocks with their peers and the Growth Experts, including their key issues inhibiting growth.

The feedback from participants was overwhelmingly positive: the clinic helped them understand their growth issues and they each planned to implement the concepts covered. Growth Experts provided invaluable guidance and support, and this support is expected to help these businesswomen expand their businesses to the next stage of growth.

The initiative is a small but important statement of living ANZ's purpose: a crucial step in ensuring that First Nations businesswomen have the support they need to succeed and thrive.



Above: From left to right. Trudy Hart, Director Business Solutions, IBA, Sofia Ellington, Regional Executive, Commercial, ANZ and Mundanara Bayles.

“The clinic provided a great opportunity to step away from the business and have open conversations with peers about business challenges and providing tools to drive the business forward. I really enjoyed the day, I have plenty of notes and thoughts on areas that can be implemented immediately, short, and long term that will make an impact on the business.”

Catherine Gibson
Sales & Marketing Director E-Bisglobal

“It is the best 8 hours I’ve ever spent on my business in the 10 years of operating! I got so much from both experts - it has contributed to my Executive Leadership Team having clear directions on what the business needs to achieve to support the growth! So grateful!!!”

Mundanara Bayles
Managing Director BlackCard

1. Dilin Duwa Indigenous Economic Power Project Snapshot 3.0 <https://dilinduwa.com.au/snapshot-3>

Opportunities

Helping to improve the social and economic wellbeing of Aboriginal and Torres Strait Islander Australians 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 Aboriginal and Torres Strait Islander businesses.

Key achievements

We significantly surpassed our procurement objectives by spending \$37.8 million with 74 Aboriginal and Torres Strait businesses, far exceeding our target \$6 million with at least 15 businesses. While the number is impressive, we are even more proud of the positive impact this spending has had across First Nations communities.

ANZ's Indigenous Small Business Banking Services was launched February 2023. Indigenous Small Business Managers work with First Nations business customers, providing tailored financial solutions to help them start, run, or grow their businesses.

Key lessons and challenges

While we didn't meet our desired recruitment and retention outcomes, we are confident that the ongoing execution of ANZ's updated First Nations Recruitment, Retention and Professional Development strategy will positively impact momentum in hires and retention rates of Aboriginal and Torres Strait Islander employees. This will remain a focus into the future.



Having access to accurate and timely employee data continues to be an on-going challenge which we have highlighted as a key area requiring improvement.

In future, we will also broaden our RAP commitments to be more evenly allocated and delivered across the organisation. Historically, we have relied on particular areas of our bank to deliver many of our commitments. By doing this, we will ensure that reconciliation activities, outcomes and accountability become truly enterprise-wide.

Above: First Nations Employee Value Proposition NSW Focus Group.

Action	Deliverable	Status	Performance
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	✓ Met	We engaged and consulted with Ngarga Wangaddja on our Recruitment, Retention and Professional Development Strategy. We also provided a range of engagement opportunities for First Nations employees through interviews, surveys and focus groups, covering all aspects of First Nations Employee Value Proposition (EVP) and recruitment marketing messages.
	Implement a revised Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	✓ Met	The Recruitment, Retention and Professional Development Strategy was launched in September 2023, with the vision to “offer and elevate meaningful careers for First Nations peoples.”
	Implement exit interviews and use data insights to update the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	✓ Met	First Nations employees are invited to participate in exit interviews. The collected data and insights are used to inform strategy design and ongoing refinement.
	Aboriginal and Torres Strait Islander Recruitment Specialist to actively coach and mentor Aboriginal and Torres Strait Islander applicants and new hires.	✓ Met	First Nations candidates are guided through a phone screening process that provides coaching and feedback to ensure a culturally safe experience with ANZ.
	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 First Nations Employee Journey Expert collaborates closely with hiring managers to support and enhance their cultural capability, aiming to provide a culturally safe, comprehensive 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 are embedded into HR and recruitment processes. The First Nations Recruitment, Retention and Professional Development Strategy aims to ensure we adopt 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. Throughout this RAP, opportunities have included facilitated training, symposiums, online courses, networking sessions, the UNSW Emerging Indigenous Leaders Program, the ANZ Prominent Leader Program, and the ANZ Retail Learning Leadership Program. Employees also have the option to find their own professional development opportunities, supported by ANZ, or to complete self-directed learning.
	Advertise quarterly in specialised Aboriginal and Torres Strait Islander newspapers and websites.	✓ Met	Quarterly advertisements for targeted and identified opportunities, including ANZ Graduate and Summer Intern Programs, have been posted to Koorie Mail and IndigenousX.

Action	Deliverable	Status	Performance
	Implement an external professional mentoring program for Aboriginal and Torres Strait Islander employees.	✓ Met	Following our initial test-and-learn approach in 2023, we have now implemented an external professional mentoring program, with the first cohort completing mentorship in February 2024.
	Pilot Full Time Traineeship program outside of our Branch Network.	✓ Met	Pilots of the Full-Time Traineeship program were completed in our Customer Contact Centre and National Business Centre. Our Customer Contact Centre has now integrated the Full-Time Traineeship into their ongoing recruitment strategy.
	Evaluate success and sustainability of Aboriginal and Torres Strait Islander Cadetship pilot.	✓ Met	The Aboriginal and Torres Strait Islander Cadetship pilot was evaluated and due to its success, it is now part of our Early Talent Career pathways.
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	✓ Met	A review of HR and recruitment procedures and policies for barriers to participation in our workplace was completed as part of the development of the First Nations Recruitment, Retention, and Professional Development Strategy. Recommendations and actions to address the identified barriers have been included in the strategy.
	2% of all external hires in Australia are Aboriginal and/or Torres Strait Islander employees.	✗ Not Met	1.65% of external hires in Australia over the course of the RAP identified as Aboriginal and/or Torres Strait Islander individuals. It would have taken an additional 8.2 hires to meet the 2% target. While this falls short of our target, we are confident the ongoing execution of ANZ's FY24-FY26 First Nations Recruitment, Retention and Professional Development strategy will assist us to increase recruitment of First Nations employees.
	Maintain a retention rate of Aboriginal and Torres Strait Islander employees that is equal to non-Aboriginal and Torres Strait Islander employees.	✗ Not Met	The retention rate of Aboriginal and Torres Strait Islander employees in Australia is 84.9%, compared to 88.4% for non-Indigenous employees. ANZ's First Nations Recruitment, Retention and Professional Development Strategy is actively supporting efforts to improve this commitment moving forward.



Action	Deliverable	Status	Performance
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Implement a revised Aboriginal and Torres Strait Islander procurement strategy.	✓ Met	A commodity procurement strategy was implemented to increase the use of Aboriginal and Torres Strait Islander businesses within our supply chain.
	Maintain Supply Nation and State Aboriginal Chambers of Commerce annual memberships and pursue opportunities to deepen our engagement with them. <ul style="list-style-type: none"> Maintain memberships and pursue collaborative opportunities; and Explore additional memberships and pursue collaborative opportunities. 	✓ Met	Maintained membership with Supply Nation and Kinaway and strengthened our partnership over the duration of this RAP, including sponsorships and hosting events. ANZ won Kinaway's Corporate Partner of the Year award in 2022 and in 2024 Simon Nash (ESG Lead, Group Procurement) was shortlisted for Supply Nation's Supplier Diversity Advocate of the Year and was the recipient of Kinaway's Corporate Partner Social Procurement Champion award.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	✓ Met	First Nations businesses Procurement section created on ANZBuy, ANZ's purchasing platform. Purchasing system updated to enable early identification of First Nations businesses suppliers to enable support during onboarding. Improved payment terms implemented for First Nations businesses. Marketplaces held to support First Nations businesses including online marketplace created during COVID-19.
	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	Knowledge articles published on ANZ's intranet and ANZBuy, ANZ's purchasing platform. Regular articles in ANZ's Reconciliation Network newsletters promoting First Nations businesses.
	Maintain commercial relationships with at least 15 Aboriginal and/or Torres Strait Islander businesses.	✓ Met	We have utilised 74 businesses during the lifetime of the RAP, either directly or via our supply chain partners.
	Spend \$6 million with Aboriginal and Torres Strait Islander owned businesses.	✓ Met	We have spent \$37.8m over the lifetime of the RAP.
	Train sourcing employees in contracting Aboriginal and Torres Strait Islander owned businesses through Supply Nation or an equivalent organisation.	✓ Met	Two ANZ dedicated training events held in collaboration with Supply Nation for our procurement teams. Other opportunities have included other training and awareness sessions as well as attendance at Supply Nation and Kinaway led events.



Action	Deliverable	Status	Performance
Support the Aboriginal and Torres Strait Islander business community through training and banking relationships.	Implement a commercial banking proposition for Aboriginal and Torres Strait Islander owned businesses.	✓ Met	ANZ's Indigenous Small Business Banking Services was launched February 2023. The proposition is supported by Indigenous Small Business Managers who work with First Nations 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	ANZ Business Growth training programs have been actively promoted and conducted. Two Business Growth sessions were held in partnership with Indigenous Business Australia (IBA) that were run specifically for Aboriginal and Torres Strait Islander business owners.
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	MoneyBusiness Coaches were surveyed annually, and feedback was invited after each training session. Any suggestions for improvements have been incorporated into MoneyBusiness resources and/or noted for future iterations.
	Employees located in remote or very remote branches to attend MoneyBusiness sessions.	✓ Met	Employees located in Alice Springs, Broome, Ceduna, Port Headland and Whyalla attended day one of MoneyBusiness Coach Training. Employees from the larger centres of Cairns and Townsville also attended day one of training.
Encourage greater Aboriginal and Torres Strait Islander participation in our financial education programs.	Provide at least six MoneyBusiness Coach Training sessions to community professionals and financial counsellors working in remote communities each year.	✓ Met	We achieved our deliverable to provide at least six MoneyBusiness facilitator training sessions to community workers and financial counsellors working in remote communities each year on an average basis. Throughout the RAP, a total of 22 MoneyBusiness facilitator training sessions were delivered to community workers and financial counsellors working in remote communities.
	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, and a number of local Aboriginal service providers were engaged 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	The delivery context fundamentally shifted during this RAP, with face-to-face delivery of MoneyBusiness now possible in remote communities following the easing of COVID-19 restrictions. The active promotion of MoneyMinded Online (MMO) was de-prioritised for all users while the program undergoes extensive review. Despite this, MMO remains part of MoneyBusiness Coach Training to ensure that coaches are aware of it and can use it with their clients.
	Continue to implement campaigns to target promotion of Saver Plus to Aboriginal and/or Torres Strait Islander peoples.	✓ Met	Saver Plus delivery partners focused their promotion and community engagement plans on building stakeholder relationships with organisations that can raise awareness of the Saver Plus program among Aboriginal and Torres Strait Islander peoples. The program delivery was amended to include Acknowledgement of Country and referral pathways to relevant local Aboriginal and Torres Strait Islander services and agencies.

Case study

Enhancing understanding and creating culturally safe and supportive spaces: a shared first step

ANZ's First Nations cultural awareness course: a commitment to reconciliation

ANZ launched a new mandatory cultural awareness course, reaching over 15,000 employees, marking a significant step in our ongoing commitment to the reconciliation journey. This initiative is rooted in respect, acknowledgment of our shared history and hope for the future.

Building a foundation of understanding

This course provides a elementary understanding of First Nations peoples, cultures, and history, with content developed using a strengths-based approach and tailored for the ANZ workplace. It includes information on cultural protocols, safety, and practical insights to support engagement with First Nations peoples, colleagues, customers, and organisations. Enhanced cultural awareness allows us to be better bankers, colleagues, and community members. The course creates meaningful connection between cultural awareness and our business and operational contexts, linking the course content and objectives to business and individual outcomes.

Culturally informed people and companies know how to best communicate and learn from people of diverse backgrounds and geographies. Increased cultural

awareness allows individuals to gain valuable professional skills like effective communication, cross-cultural collaboration, and understanding bias – all essential skills in today's interconnected and diverse workplaces.

Feedback-driven improvement

Feedback was sought from First Nations and non-First Nations employees to understand the content that would best enhance cultural responsiveness in the workplace. Through these co-design sessions, we explored experiences and perspectives on First Nations matters and areas where non-First Nations employees felt they lacked confidence and knowledge. This collaborative approach helps us to move beyond basic awareness, building cultural confidence and responsiveness to support employees in their roles.

Collaborative course design

We engaged [Wayarang](#), an Aboriginal-owned change agency grounded in culture, to create a course focused on behavioural change while providing context around culture and history. Our goal was to produce an engaging learning experience that raises awareness of First Nations culture and equips our people with tools for behavioural change, enabling them to apply key learnings in their interactions with customers and colleagues at ANZ.

Living our purpose

As a purpose-led organisation, we are committed to reconciliation and to improved economic and societal outcomes for people and communities. This course is a vital step in ensuring that we live our purpose every day.

Building Cultural Confidence

LET'S BEGIN →

Employee feedback

“I want to learn more so I can feel more confident in work but also outside of that, I worry that sometimes I will do or say the wrong thing and it holds me back.”

“I want my colleagues to be empowered to learn and think about things differently, we all have so much to learn from our cultures and communities.”

“Torres Strait Islander employees feel seen and heard for the first time in a lot of training they've done before – which is powerful. A lot of our Frontline have said, I know my colleagues are going through this learning, so I can feel more safe and included in the workplace maybe they will understand me a little better.”

Governance

A comprehensive internal audit of our governance was conducted at the conclusion of our 2016–2019 Stretch RAP. This audit revealed the need for the following:

1. Greater transparency and accountability around governance.
2. Sponsorship at the Executive level to ensure enterprise-wide accountability.
3. A self-determination body to be established for Aboriginal and Torres Strait Islander employees.

As a result, our governance structure has been strengthened and formalised to support our ability to deliver on our objectives.

We appointed an Executive member as RAP Executive Sponsor and established a First Nations Employee Reference Group, Ngarga Wangaddja.

We also embedded an External Aboriginal and Torres Strait Islander Advisor in our Steering Committee to challenge and guide our thinking.

Strong governance and stakeholder support has been critical to successfully enabling bank wide support, delivery and engagement for First Nations topics and reconciliation activity.



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	RAP SC Terms of Reference have been reviewed and updated annually.
	Meet at least four times per year to oversee implementation of RAP commitments.	✓ Met	RAP SC met 16 times throughout the life of the RAP 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	RAP WG Terms of Reference have been reviewed and updated annually.
	Meet at least four times per year to oversee implementation of RAP commitments.	✓ Met	RAP WG met at least 4 times each year throughout the life of the RAP 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 has been reviewed and approved annually.
	Embed key RAP actions in performance expectations of senior management and all employees.	✓ Met	Delivery of RAP Commitments has been embedded within ANZ's public ESG target 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	We have maintained a RAP Executive Sponsor for the duration of this RAP.
	Australia Division Inclusion team members to document a minimum of 40 hours of learning relating to reconciliation per year.	✓ Met	Throughout the duration of this RAP, all Inclusion Australia team members documented the minimum number of hours of learning relating to reconciliation.

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 were completed each year.
	Provide all Australia-based employees access to current RAP progress.	✓ Met	All ANZ employees can access RAP progress via a RAP Progress Tracker.
	Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer and grow ANZ participation by 15% from last survey.	✓ Met	We've participated in Reconciliation Australia's biennial Workplace RAP Barometers survey in 2022 and 2024. Participation rates increased by 217% in 2022, and 49% in 2024.
	Report progress summary against our RAP commitments annually in our Environment, Social and Governance (ESG) report.	✓ Met	High-level summary of progress against RAP commitments has been outlined annually in ANZ's ESG Supplement.
	Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	✓ Met	Progress against RAP commitments are published in ANZ's annual RAP Progress Report available on www.anz.com/reconciliation .
	Report against ESG target half yearly to the Ethics and 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	In consultation with Reconciliation Australia, our next RAP will be developed alongside our inaugural First Nations Australia Strategy. Design and definition of further actions will commence early 2025.





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