



Date Created: 30-05-2023



Australian Government



**Workplace
Gender Equality
Agency**





Date Created: 30-05-2023

2022 - 23 Gender Equality Reporting

Submitted By:

Australia And New Zealand Banking Group Limited 11005357522

#Workplace Overview

Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?
 - Recruitment:** Yes
Policy; Strategy
 - Retention:** Yes
Policy; Strategy
 - Performance management processes:** Yes
Strategy
 - Promotions:** Yes.
Policy
 - Talent identification/identification of high potentials:** Yes Strategy
 - Succession planning:** Yes
Strategy
 - Training and development:** Yes
Policy; Strategy
 - Key performance indicators for managers relating to gender equality:** Yes Strategy
2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?
Yes Strategy
4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Governing Bodies

Organisation: Australia And New Zealand Banking Group Limited

1.Name of the governing body: Board of Directors

2.Type of the governing body: Board of Directors

Number of governing body chair and member by gender:

Chair	Female (F) 0	Male (M) 1	Non-Binary 0
Member	Female (F) 3	Male (M) 5	Non-Binary 0

4.Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 40

6.2 Year of target to be reached: 2023-09-30

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Policy; Strategy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

#Action on gender equality

Gender Pay Gaps

1. Do you have a formal policy and/or formal strategy on remuneration generally?

Yes

Policy; Strategy

1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?

Yes

To achieve gender pay equity; To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews); To implement and/or maintain a transparent and rigorous performance assessment process

2. What was the snapshot date used for your Workplace Profile?

2022-09-09

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Employer action on pay equality

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1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes

1.1 When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2 Did you take any actions as a result of your gender remuneration gap analysis?

Yes

Created a pay equity strategy or action plan; Identified cause/s of the gaps; Reviewed remuneration decision-making processes; Analysed commencement salaries by gender to ensure there are no pay gaps; Analysed performance pay to ensure there is no gender bias (including unconscious bias); Analysed performance ratings to ensure there is no gender bias (including unconscious bias); Reported pay equity metrics (including gender pay gaps) to the governing body; Reported pay equity metrics (including gender pay gaps) to the executive; Reported pay equity metrics (including gender pay gaps) to all employees; Reported pay equity metrics (including gender pay gaps) externally; Corrected like-for-like gaps; Implemented other changes (provide details):

Other: Refer to question 3 below for further details.

1.3 What type of gender remuneration gap analysis has been undertaken?

ANZ calculates and discloses our gender pay gap in the ESG Supplement report, using a two-pronged approach incorporating the following methodologies to better understand and explain the underlying reasons for our gender pay gap:

1. the 'category average' methodology which calculates average salary gaps between women and men by category, and can uncover issues such as women's access to senior and high-paying roles in an organisation; and
2. the 'like-for-like' methodology which compares the pay of women and men in the same or similar roles, and can highlight bias in pay decisions.

As part of our performance & remuneration review, we monitor remuneration outcomes by gender using the 'like-for-like' methodology (as we do in the ESG Supplement) in our Divisional / CEO sign off packs and Rem Dashboards (reviewed by the rem/leadership teams). If there are any signs of bias in pay decisions, these will be highlighted and discussed for any further remedial action before outcomes are finalised.

3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

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Other initiatives to address our gender remuneration gap analysis included:

- Continued to issue targeted communications to remind line managers of employees who are on or have recently returned from extended Leave (LWOP); including parental leave, about their eligibility to be considered for a salary increase during the annual performance and remuneration review.
- Continued to apply a gender lens throughout the implementation phase of the updated performance and remuneration framework, providing support and enhanced reporting to line managers through the decision-making process.

Employee Consultation

- 1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**

Yes

- 1.1 How did you consult employees?**

Survey

- 1.2 Who did you consult?**

ALL staff

- 2. Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?**

Yes

Strategy

- 3. On what date did your organisation share your last year's public reports with employees and shareholders?**

Employees:

Shareholder:

- 4. Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?**

No

- 5. If your organisation would like to provide additional information relating to**

employee consultation on gender equality in your workplace, please do so below.

#Flexible Work

Flexible Working

1. Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

No

Other

Other: We share our experience of flexibility with clients on a case by case basis.

Employees are surveyed on whether they have sufficient flexibility

Yes

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

No

Other

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Other: Targets have not been developed because the working mode allows our people work from where they need to be in order to best do their jobs, participate in teamwork and collaborate with others. Refer to Question 7 for further information.

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Yes

Leaders are held accountable for improving workplace flexibility

No

Other

Other: Targets have not been developed because the working mode allows our people work from where they need to be in order to best do their jobs, participate in teamwork and collaborate with others. Refer to Question 7 for further information.

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

No

Other

Other: Targets have not been developed because the working mode allows our people work from where they need to be in order to best do their jobs, participate in teamwork and collaborate with others. Refer to Question 7 for further information.

Team-based training is provided throughout the organisation

No

Not aware of the need

Other: No

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2. Do you offer any of the following flexible working options to MANAGERS in your workplace?

Carer's leave: Yes

SAME options for women and men Formal options are available; Informal options are available

Compressed working weeks: Yes

SAME options for women and men Formal options are available; Informal options are available

Flexible hours of work: Yes

SAME options for women and men Formal options are available; Informal options are available

Job sharing: Yes

SAME options for women and men

Formal options are available; Informal options are available

Part-time work: Yes

SAME options for women and men Formal options are available; Informal options are available

Purchased leave: Yes

SAME options for women and men Formal options are available; Informal options are available

Remote working/working from home: Yes

SAME options for women and men

Time-in-lieu: Yes

SAME options for women and men

Formal options are available; Informal options are available

Unpaid leave: Yes

SAME options for women and men Formal options are available; Informal options are available

3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?

No

7. If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Details for Question 1.1:

In addition to our existing flexible work practices and building on what we have learnt from the impact of COVID-19, ANZ has moved to a program called 'how

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we work'. Under this program ANZ employees work in a hybrid way at ANZ. This means our people work from where they need to be in order to best do their jobs, participate in teamwork and collaborate with others. For some of our people, this means 100% of their work is performed in an ANZ workplace. For others, it means being in the workplace is important to support meaningful interactions, working remotely may better suit quiet work and using tools like Teams supports inclusion.

In principle, our people will spend an average of half their work time in an ANZ workplace, with each division or business unit setting any specific rhythms for their teams based on the types of work they do. Of course, variations will apply across the bank, especially where there are local government or geographic requirements. As well as working in line with the hybrid rhythm set by their division, teams are also encouraged to commit to arrangements about how and when they come together. Targets have not been developed because the working mode aligns with customer needs.

Details for Question 6:

We provide hints and tips, and additional information to support effective hybrid working such as 'how to have awesome hybrid meetings', 'bite size learning courses on how we work', 'tips for making work more inclusive', 'how to host an inclusive virtual meeting' etc. We also provide a number of resources and guides for People Leaders to help them advocate, lead, and guide their teams.

#Employee Support

Paid Parental leave

1. Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?

Yes, we offer employer funded parental leave using the primary/secondary carer definition

1. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Support for carers

1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes

Policy; Strategy

2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

2.1. Employer subsidised childcare

Yes

Available at ALL worksites

2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No

Other

Other: Although a return to work bonus is not provided, Superannuation on any unpaid portion of parental leave and the Child Care Allowance are paid upon an employee's return to work.

2.3. Breastfeeding facilities

Yes

Available at SOME worksites

2.4. Childcare referral services

No

Currently under development

Estimated Completion Date: 2023-09-30

2.5. Coaching for employees on returning to work from parental leave

No

Not aware of the need

2.6. Targeted communication mechanisms (e.g. intranet/forums)

Yes

Available at ALL worksites

2.7. Internal support networks for parents

Yes

Available at ALL worksites

2.8. Information packs for new parents and/or those with elder care responsibilities

Yes

Available at ALL worksites

2.9. Parenting workshops targeting fathers

No

Not aware of the need

2.10. Parenting workshops targeting mothers

No

Not aware of the need

2.11. Referral services to support employees with family and/or caring responsibilities

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

Yes

Available at ALL worksites

2.13. On-site childcare

No

Not aware of the need

2.14. Other details: Yes

Available at ALL worksites

Provide Details: ANZ also provides employees with access to The Childcare Kit website (<http://childcare.worklifebalance.com.au/>) which contains a wealth of information about childcare and issues for working parents.

- 3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.**

Sexual harassment, harassment on the grounds of sex or discrimination

- 1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?**

Yes

Policy; Strategy

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?**

Yes

- 2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?**

All Non-Managers

Yes

Voluntary question: All Non-Managers

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.

Family or domestic violence

1. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes

Policy; Strategy

2. Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

A domestic violence clause is in an enterprise agreement or workplace agreement

Yes

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

Yes

Provision of financial support (e.g. advance bonus payment or advanced pay)

Yes

Flexible working arrangements

Yes

Offer change of office location

Yes

Access to medical services (e.g. doctor or nurse)

Yes

Training of key personnel

Yes

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

Yes

Access to unpaid leave

Yes

Is the leave period unlimited?

Yes

Provide Details: No

- 2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below**

Workplace Profile Table

Industry: Finance

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	1,711	2,435	0	0	4,150
	Full-time contract	64	73	0	0	137
	Part-time permanent	211	26	0	0	237
	Part-time contract	7	0	0	0	7
	Casual	0	1	0	0	1
Professionals	Full-time permanent	3,330	4,827	61	52	8,279
	Full-time contract	101	114	1	0	216
	Part-time permanent	498	51	1	0	550
	Part-time contract	16	7	0	0	23
	Casual	1	1	0	0	2
Clerical And Administrative Workers	Full-time permanent	2,522	1,966	0	0	4,493
	Full-time contract	49	49	0	0	99
	Part-time permanent	1,464	305	0	0	1,769
	Part-time contract	24	18	0	0	42
	Casual	142	50	0	0	192

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Non-binary

Workplace Profile Table

Industry: Finance

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	0	1	1
KMP	Full-time permanent	2	4	6
GM	Full-time permanent	30	55	85
	Part-time contract	1	0	1
SM	Full-time permanent	112	228	341
	Part-time permanent	4	2	6
OM	Full-time permanent	1,567	2,147	3,717
	Full-time contract	64	73	137
	Part-time permanent	207	24	231
	Part-time contract	6	0	6
	Casual	0	1	1

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	Managers	62	56	118
			Non-managers	697	627	1,335
		Fixed-Term Contract	Managers	1		1
			Non-managers	6	4	10
	Part-time	Permanent	Managers	2		2
			Non-managers	68	6	74
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers	115	126	243
			Non-managers	917	839	1,761
		Fixed-Term Contract	Managers		2	2
			Non-managers	16	16	32
	Part-time	Permanent	Managers	13	2	15
			Non-managers	164	19	183
		Fixed-Term Contract	Non-managers	2	1	3
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	1		1
			Managers	23	37	60
			Non-managers	932	1,015	1,954
		Fixed-Term Contract	Managers	1		1
			Non-managers	103	105	209
	Part-time	Permanent	Managers	1		1
			Non-managers	404	213	617
Fixed-Term Contract		Managers		1	1	
		Non-managers	29	14	43	

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	Managers	80	144	224
			Non-managers	517	747	1,264
		Fixed-Term Contract	Non-managers	62	58	120
	Part-time	Permanent	Managers	5	1	6
			Non-managers	404	121	525
		Fixed-Term Contract	Managers	9	2	11
			Non-managers	10	4	14
	N/A	Casual	Non-managers	79	37	116
	5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	83	68
Non-managers				936	467	1,403
Fixed-Term Contract			Managers	1		1
			Non-managers	4	2	6
Part-time		Permanent	Managers	14		14
			Non-managers	249	4	253
		Fixed-Term Contract	Non-managers	1		1
N/A		Casual	Non-managers	7		7
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?		Full-time	Permanent	Managers	1	55
	Non-managers			4	138	142
	Fixed-Term Contract		Non-managers		1	1
	Part-time	Permanent	Non-managers	1	1	2

* Total employees includes Non-binary

Workforce Management Statistics Table

Industry: Finance

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Managers	1	3	4
			Non-managers	34	9	43
	Part-time	Permanent	Non-managers	23		23
			Fixed-Term Contract	Non-managers	1	

* Total employees includes Non-binary