

# How diversity helps us live the ANZ values



## The Bank with a Human Face

In order to be **the Bank with a Human Face**, ANZ's employee base should be **representative** of the community in which we live and work. Australia is one of the most diverse nations in the world - over 160 nationalities make up our community.

### Trust

Trust is an important part of the ANZ culture. Of the four elements of trust (openness, congruence, reliability and acceptance) **acceptance** is one of the most relevant to diversity.

All people want to feel accepted. Acceptance means more than just tolerating difference. When you accept someone you are **not judging or criticising** them, you are accepting them as they are and for what they are.

### Breakout, be bold and have the courage to be different

Why is **difference** important? Each of you brings different skills and attributes to your teams. While they may not be used all of the time, without them, the team would not function as well. We should respect each other's differences as **valuable assets** to our teams - the more differences we have in a team, the more creative and innovative our team will be, and the more responsive our team will be to different situations and challenges.

## Put our customers first

**Accepting diversity** helps us put our customers first. If you were to make assumptions or judgements about your customers based on their differences, these would get in the way of you **servicing** them.

Having a diverse workforce also helps us put our customers first. A **diverse workforce** brings **special skills and ideas** to ANZ that help us meet the needs of our customers. For example, employees who can speak different languages will be able to communicate more widely with customers from different cultures, while mature age workers can both relate to that segment of our customer base and also give advise to younger customers, based on their wealth of experience.

## Earn the trust of the community

ANZ has been recognised as an **Employer of Choice for Women**, which strengthens our **employment brand** and has seen us **earn the trust** of the Equal Opportunity for Women in the Workplace Agency, as well as women in the employment marketplace. As approximately 50% of the workforce are women, earning their trust is an important step in **attracting talent** to ANZ.

We are also earning the trust of the Australian Indigenous community through the **National Indigenous Cadetship Program** (NICP). The program allows ANZ to sponsor Indigenous Cadets through their university qualifications and provide them with paid work through the summer holiday period. At the end of the cadetship, we hope to enter the cadets in our ANZ Graduate Program. So not only will this program help us **earn the trust** of the community, it will also contribute to our workforce diversity.

## Lead and inspire each other

It is up to each one of us to transform ANZ into an organisation that embraces diversity. **Anyone can lead and inspire** others to **embrace and value difference**, and accept others. You do not have to be a CEO or an executive manager to make a difference. Everyone has the power to **champion change**, the power lies in your ability to choose to do so.

## Perform and grow to create value for our shareholders

By embracing diversity and our cultural transformation, we have been able to improve **staff satisfaction**. A positive response of almost 82% was recorded in 2003. This level of staff satisfaction means that people are more likely to stay with the organisation, which means **we save on retaining and recruitment costs**.

Another great example is the work we have been doing on **life balance**. Giving staff more flexibility around parental leave has meant that we have increased our rates of return from parental leave. This has contributed to a **decrease in ANZ's general turnover** rates, which translates into significant cost savings for the business.