



ANZ has released its [2008 Corporate Responsibility Review](#) describing our performance against the goals we set ourselves this year and our response to material CR issues for our business and sector in 2008. We have also announced our future CR priorities to support our strategy to become a major financial services organisation in our region.

More detail, including assurance statements and a Global Reporting Initiative Index, are available on our new CR website at www.anz.com/cr.

MESSAGE FROM THE CEO

Since I joined ANZ late last year, the global economy and the banking sector in particular have faced the most serious financial crises of our time.

Our first responsibility is to remain profitable for our shareholders and help our business and retail customers adjust to the changing economic conditions. We took action earlier this year to position ANZ for this new environment by increasing capital, strengthening the balance sheet and improving liquidity.

Additional challenges

The year also held some unique challenges for ANZ requiring us to translate commitments to responsible business practice into business reality.

We provided an open and transparent account of issues related to ANZ's securities lending business and our involvement with broking firm clients.

Our potential financing of a controversial pulp mill involved listening and responding to the full range of interested parties, from our employees and retail customers to environmental and community non-government organisations.

New beginnings

While coordinated action by governments, regulators and the banking sector has restored some stability to the international financial system, global market conditions will remain difficult in 2009.

In many ways, this is an opportunity for a new beginning for ANZ when our commitment to being a responsible, sustainable business is more important than ever. In fact, I believe it will be integral to achieving the ambitious goals we have set ourselves in the coming years.

Our 2008 CR results along with the public goals we have set ourselves for next year are summarised below.

For more detail, I encourage you to read our [2008 Corporate Responsibility Review](#) and as always thank you for your support and welcome your ideas and input.

Michael Smith
Chief Executive Officer



- [Message from the CEO](#)
- [2008 Performance snapshot](#)
- [Goals for 2009](#)

2008 PERFORMANCE SNAPSHOT

Each year we set CR goals and report our progress on priority issues for our industry, customers, employees and the community. Below is an extract from our [2008 Performance Summaries](#):

Customers

- Maintained highest customer retail customer satisfaction of all major Australian banks
- Introduced Customer Connect, a program to improve the way we assist customers in financial difficulty
- Introduced four new social and environment policies to guide our Institutional lending decisions

Employees

- Exceeded women in management targets in New Zealand, but fell short of Australian targets
- Recruited 106 Indigenous trainees
- Achieved record low Lost Time Injury Frequency Rate in Australia

Community

- Conducted and released our third bi-annual research into adult Australian financial literacy
- Continued to expand the reach of our financial literacy and inclusion programs
- Achieved or made progress on all 21 commitments in our Reconciliation Action Plan

Environment

- Electricity consumption per FTE reduced by 4% and water consumption reduced by 11%
- Social and environmental screening conducted for a further 77 suppliers and sustainability clauses included in all supplier contracts negotiated as a result of tender processes

GOALS FOR 2009

Our [2009 CR goals](#) are aligned to three core themes and include the following:

Responsible products, services and decisions

Providing simple, uncomplicated products and services and business decisions that take into account economic, social and environmental issues and opportunities

- Conduct a review of ANZ's approach to responsible retail lending
- Ensure consistent social and environmental assessment processes across all client evaluation and credit approval systems in our Institutional business
- Implement our new Group Code of Conduct and Ethics

Sustainable Development

Contributing to economically, socially and environmentally responsible development

- Implement a Group-wide human rights policy and management system
- Implement new products and services to assist Institutional clients with the transition to a lower carbon economy
- Implement a pilot model for community investment in Asia Pacific

Social and financial inclusion

Improving the social and financial inclusion of disadvantaged and under-represented groups in our community

- Implement new initiatives to improve the financial inclusion of women, older customers, Indigenous Australians, people from different cultural backgrounds and people with disability
- Achieve a minimum 2-3% increase in women in management positions in all major geographies
- Employ an additional 35 people with disability globally, including 30 people in Australia
- Enable our partners to enrol a further 1,500 people in Saver Plus