



Progressing Women





Progressing and progressive women

ANZ's strategy is to become a super regional bank, strengthening our businesses in Australia, New Zealand and the Pacific while establishing a significant presence in key markets in Asia.

Our 48,000 employees globally serve around eight million retail and business customers, providing the right financial solutions and insights to help them progress. We are also uniquely placed to support our customers who increasingly want to bank and do business within and across our region.

Having the best connected and most respected people as part of the ANZ team is a critical foundation for achieving our goals. Since launching our super regional strategy in 2007, our CEO Mike Smith has driven diversity – and more specifically gender balance – as a business imperative.

We've made progress in improving the representation of women at certain levels – 55% of all employees are women and 38% of all management roles are held by women. However, like many businesses, further increases are now hard won and largely incremental.

We are bringing new momentum to our goal to reach at least 40% representation of women in management. This means looking at every aspect of our business to ensure we are tapping into and connecting with all of our current and future employees and customers.

“With more women in our leadership pipeline and senior executive ranks, we are tapping into a much broader range of leadership styles, experiences, market insights and skills to manage our business and achieve our goals.

It's also about building a better, more connected and innovative business for our employees and customers to benefit the communities we serve.”

Mike Smith, Chief Executive Officer, ANZ



Building a gender-balanced business

The business case for advancing more women into leadership is clear for companies globally. Whilst this is an issue of equality, it's also about accessing markets, productivity and economic opportunity.

ANZ has made good progress: three women sit on our Management Board; 38% of all management roles and 24% of our most senior executive positions are held by women; and females lead key global businesses and countries in our super regional growth strategy.

There is however much more for us to do at ANZ to deliver on our aspiration to build a truly gender-balanced business.

Extensive local and international research tells us there is no "silver bullet" to advancing more women into leadership. Our approach therefore is to focus on gender balancing our business with a "fine tooth comb."

For example, we are working to ensure women have access to a breadth of critical experiences and development opportunities throughout their careers to position them well for senior executive roles into the future. We have set targets for at least 40% female representation amongst participants in our key recruitment, talent and development programs, in addition to our medium-term goal to achieve at least 40% representation of women in management overall.

More broadly, our senior women consistently cite an inclusive and supportive line manager as a defining factor in their progression. It follows that if we want more women in our senior ranks, constructive, inclusive and supportive leaders should

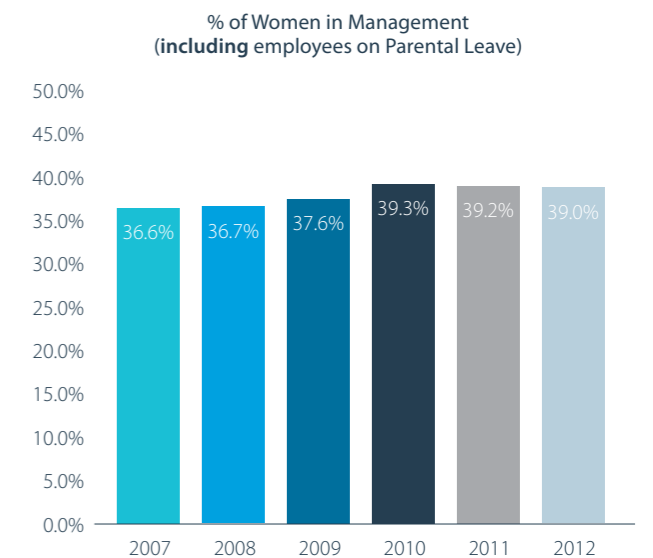
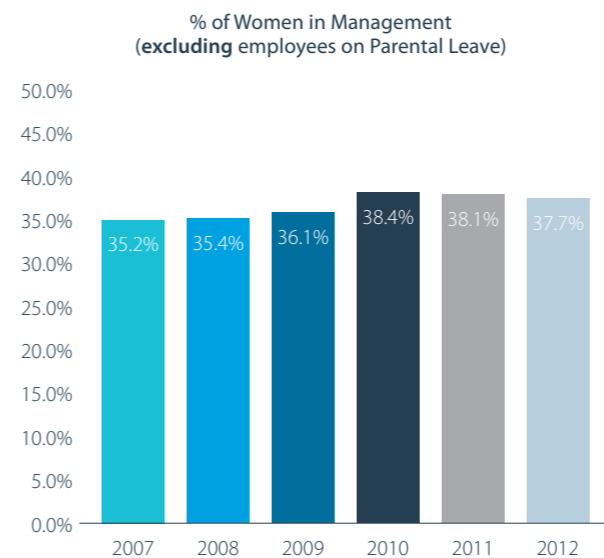
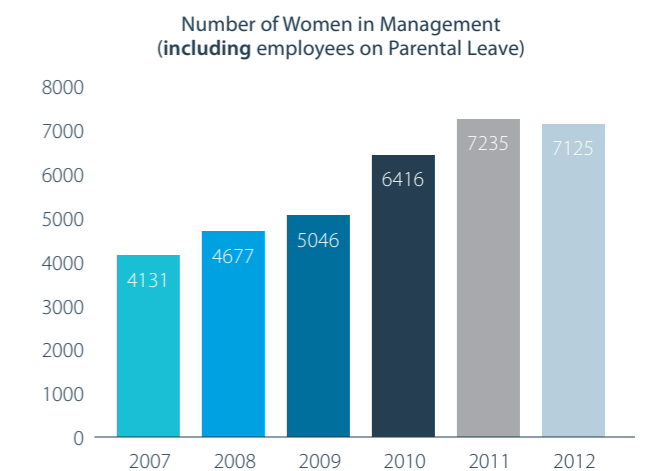
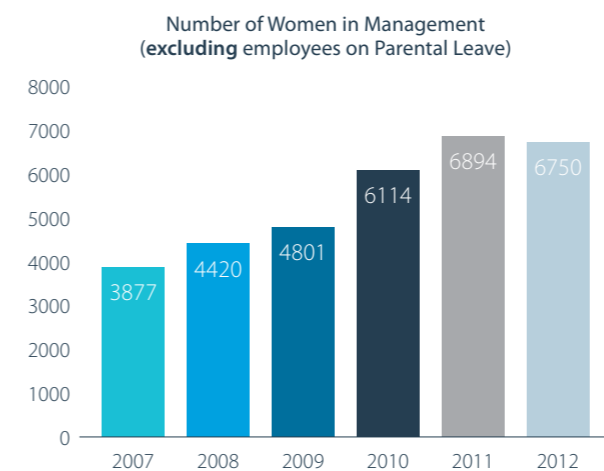
be the norm in our business rather than the exception. Our extensive Leadership Pathway programs – where around 46% of participants are female – aim to achieve this.

Recognising and supporting people with caring responsibilities must form part of any discussion about women's careers. We are working with our peers through forums such as Male Champions of Change and Chief Executive Women, to explore and identify options for more accessible, flexible and affordable childcare. At the same time, we recognise that the flexible work options we offer go some way to helping our people balance their work and life commitments. However, there's more we can do to role model and promote flexibility – especially as such practices help to create a more agile, productive and capable workforce.

I will continue to drive the advancement of women as a business imperative. In the meantime, here is the story of our approach, progress and challenge in creating a gender-balanced business. It includes the experiences of some of our people who are bringing our super regional strategy to life.

Michael Smith
Chief Executive Officer, ANZ

Track our progress – Women in Management





Rather than separate “diversity” or “women’s” programs, ANZ has prioritised gender balancing our business.

We are doing this through targeted action to address recognised and unconscious bias in recruitment, promotion and talent identification; specific initiatives to improve gender balance in key policies, programs and segments; while also building our brand as an employer and bank of choice for women.

Our progress – 2012

- ▶ Three women (**27%**) sit on our Management Board; in 2006 there were none.
- ▶ **24%** of our most senior positions are held by women who lead global businesses such as Wealth; Relationship Banking; and Loans and Transaction Banking.
- ▶ Women lead **five** key countries in our Asia Pacific growth markets: Hong Kong; Malaysia; Philippines; Thailand and American Samoa.
- ▶ **38%** of all management roles are held by women globally.
- ▶ **43%** of management positions in our Australia Division are held by women.
- ▶ **44%** of participants in our “Generalist Banker” accelerated development program are women.
- ▶ **53%** of our 2013 graduate intake are women.
- ▶ **46%** of participants in all Leadership Pathway development programs are women.
- ▶ **57%** of winners in our prestigious CEO recognition program for frontline and junior managers are women.
- ▶ Employee engagement amongst women overall is equal to men while engagement amongst our most senior women has increased from **75%** to **82%** over the past year.
- ▶ **79%** of our employees believe that we value difference in the workplace.
- ▶ **80%** of our employees believe we support their efforts to balance work and life commitments.
- ▶ 710 people have accessed a lump sum payment childcare allowance since its introduction in 2010 to help our Australian employees with transitional childcare costs as they return to work following periods of parental leave. This has resulted in a female retention rate of **89.7%**.

- ▶ The gender pay differential between males and females (with comparisons based on like-for-like job size) continues to be minimal, and reductions in the gender differentials in fixed pay have been achieved.
- ▶ Globally, ANZ offers flexible work arrangements for both men and women, where they can access a variety of breaks from work and support to help balance life priorities with work and to manage careers. These include: compressed work weeks; flexible start and finish times; job sharing; telecommuting; part time work arrangements; and lifestyle leave which offers up to four weeks unpaid or reduced leave for any purpose.
- ▶ If both parents are working for ANZ, they are both eligible for paid parental leave in Australia and we also cover payment of superannuation on all forms of paid parental leave assistance. In addition, managers have access to ANZ systems and a laptop if they choose while on parental leave.

ANZ was recognised as an Employer of Choice for Women for the eighth time by the Equal Opportunity for Women in the Workplace Agency (EOWA).

We are a signatory to the United Nations Women’s Empowerment Principles. The Women’s Empowerment Principles are a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community.

In 2012, we were also assessed as the lead bank globally on the Dow Jones Sustainability Index for the fourth time in five years. The assessment recognised our strong focus on diversity – with particular mention made of our full public disclosure of workforce diversity; our high retention of females in our more senior management positions; and the minimal gap between the average female and male salary.

Progressive Women

Meet some of the talented women delivering ANZ's super regional strategy and helping our customers, employees and community to progress.

Case Study 1



Since joining ANZ, **Sue Dillon**, General Manager, Australian Branch Network Greater Sydney Region, has grown ANZ's market share and customer satisfaction through a highly engaged and productive team of more than 1000 staff in 124 branches across Sydney.

"My main responsibility is to increase market share for ANZ in a productive and sustainable way. I do this by leading a high-performing team that is focused on making banking easy and empowering for our customers and making a difference to their lives by meeting their total financial needs."

"Banking is a fast-paced and dynamic business and this creates great opportunities. I encourage my team to look for examples of best practice in customer service in industries outside banking and think about how these ideas can be applied to create a great banking experience for customers. I guide my team to constantly improve their own knowledge and skills and strive to achieve a 'personal best' in all their work goals," says Sue.

Prior to joining ANZ, Sue worked for a number of banks in Australia and overseas in Retail and Wealth roles. Under Sue's leadership the Greater Sydney team has become one of the most highly performing teams in ANZ's Branch Network.

Case Study 2



Susan Yuen, Chief Executive Officer for ANZ's Hong Kong branch says she has found an organisation that resonates with her own values.

"As part of the role that I'm in, I'm able to give back to society. That's a very important part of my life. Success to me is about a legacy. The legacy may not necessarily be in monetary form. It can be in the form of how do I add to the lives of our staff, our shareholders and the community," she says.

ANZ has offered Susan a platform to be able to do this. Whilst building a strong business as head of our Hong Kong hub, Susan is also leading and engaging her people in responsible business practices and supporting the local community.

Susan's team has developed priorities for the bank in Hong Kong which include implementing a tailored version of our MoneyMinded financial education program for underprivileged children in Hong Kong with many ANZ staff acting as facilitators for the program.

"This to me is success," says Susan. "We are supporting our local community, our people are engaged and proud of the Bank's efforts and we leave a legacy in the lives that we impact."

Case Study 3



Jo Mikleus, Head of Commercial Sales and Service within our Corporate and Commercial Business started her career as a cadet while studying for her economics degree. Over the course of almost 10 years she held many roles in retail, lending, back office support, marketing, risk and people leadership.

Jo went on a career break for 2 ½ years to be a full-time mother and re-entered ANZ as a Regional Coordinator on the South Coast of NSW and soon moved to Sales Effectiveness Manager – both roles offered the flexibility she needed to balance work and family commitments at the time. After a deliberate decision to reignite her career she was successfully promoted to a Regional Manager and relocated to Mildura to take on this role. She later took a second role in Mildura as Regional Executive leading the Agri, Commercial and Business Bank Relationship Managers for a region spanning the north-west of Victoria and Riverland in SA. Within this role she faced challenges such as a large geography, a lot

of time on the road, the latent affects of a 12-year drought, diverse personalities and exposure to a range of industries.

"I learnt a lot about resilience, influence, risk management and how to overcome adversity over those years," Jo reflects. "This period proved that I could balance these challenges with the demands of a young family."

In 2010, Jo and her family relocated to Melbourne and she now leads the Commercial Sales and Service Centre. The team is dynamic and diverse with 300 people including Remote Small Business Managers, Inbound and Outbound sales, servicing and middle office support teams.

After some 20 years at ANZ, numerous roles and the birth of three children, Jo's insight is that "people often look for the fast route to the top but sideways moves have been just as helpful as promotions for my career development. They have helped me develop maturity, solid networks and a deep breadth of knowledge in my business".

Case Study 4



Kerri Thompson, Managing Director, Retail, at ANZ New Zealand is addicted to the change that she can make and the impact she has as a leader.

"When the role at ANZ came along, it was a perfect fit. I like big teams. My team includes about 4,000 people spread across New Zealand. It was an opportunity to own my success and make a difference."

Ask Kerri what drives her from a business perspective, and the answer is fairly straightforward: mortgage market share.

"I passionately believe that when we help our customers buy a home with a mortgage, save for retirement and protect their assets through insurance we help New Zealand prosper."

Kerri is making great progress. Her team is amongst the most highly engaged in ANZ and her mortgage market share goals are well within her team's reach.

"I've found that to be successful in banking, you really need to be interested in people and care about what they want for their careers and lives."

Leanne Lazarus

Case Study 5



Leanne Lazarus is Managing Director of ANZ's Operations hub in Bangalore, India. She was promoted to this role after a career in Banking Operations in New Zealand and South Africa spanning 20 years including General Manager of ANZ's New Zealand Operations where she was responsible for the country's largest – and award-winning – contact centre.

Today, Leanne leads more than 6,000 people in Bangalore providing Operations and Technology support to ANZ's business globally. She is also a member of ANZ's Corporate Responsibility and Diversity Committee which is chaired by CEO Mike Smith.

Leanne says she is fortunate to have been exposed to the various disciplines within

banking which have helped broaden her experience and develop her technical skills, however her real passion is leading and engaging people.

"I've found that to be successful in banking, you really need to be interested in people and care about what they want for their careers and lives," she says.

Her philosophy is that the key to quality leadership is forming good people relationships based on respect and trust. This means having a vibrant and inclusive workforce, and Leanne is leading the way with a specific focus on recruiting more people with disability to work in our business in Bangalore and the Philippines.

Case Study 6



Belinda Goederee, Head of Distribution Services in our Australian Retail Distribution Business, was one of the pilot participants in the Diversity Leadership Skills Training Program (DLSTP) we conducted as part of our partnership with Melbourne Business School's Gender Equality Project. One of the main objectives of this work is to advance gender balance and address issues of "unconscious bias" in the workplace.

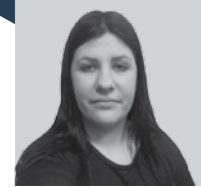
"The program provided a great opportunity to understand more deeply the impediments to true gender balance and provided the 'space' to think through potential solutions for our business", Belinda says.

Through the program, Belinda realised we needed to provide more opportunities for mid-career, high potential women to gain accelerated development opportunities in the breadth of roles necessary for future careers as senior frontline leaders.

Belinda worked with leaders in her division to develop and introduce the Accelerating Banking Experiences for Women program which commenced in October 2012. It provides talented female managers with three six-month rotational secondments aimed at building breadth of experience, confidence, exposure and networks across the core disciplines of Frontline, Credit Risk, and Operations/Product. It includes experiential learning, personal development, mentoring and networking opportunities particularly with senior leaders in areas outside their current business.

"One of the things that struck me through the DLSTP sessions was that I can't sit around and hope for someone else to gender-balance our business. I have the power and the responsibility to my business to advance more women into leadership roles," she says.

Case Study 7



Since 2003, ANZ has provided traineeships and employment opportunities to more than 650 Indigenous people across Australia.

Denysa Marshall is a Personal Banker in Mandurah, Western Australia, and one of our Indigenous Employment program participants. She initially joined ANZ as an Indigenous School Based Trainee.

"While many young Indigenous people can get a job, ANZ's Traineeship gave me a start for a career – whether it's in a branch or as a Business Specialist or a Financial Planner.

"The traineeship helped me set life goals and encouraged me to start thinking about my future in a more mature manner – so for example, instead of spending all my money, it taught me the importance of saving.

"The highlight of my career so far has been completing my two-year traineeship with a Certificate II in Business – and winning Trainee of the Year at the end of the program. It made me feel like I had achieved a huge accomplishment in my life," says Denysa.

In 2012, ANZ was recognised by the Australian Human Resources Institute (AHRI) for excellence in the employment of people with disability and Indigenous Australians.



Since 2003, ANZ has provided traineeships and employment opportunities to more than 650 Indigenous people (75% of whom are women) across Australia.



Banking for women

ANZ is focused on better understanding and addressing the needs of our female customers.

Globally, the gender distribution of wealth is changing. The number of wealthy women is growing at a greater rate than men (8% annual growth rate). Wealth controlled by women in Asia is growing at a rate of 30% annually. This growth is fuelled by the increasing number of women in employment, graduating from university, divorce rates, inheritances and higher life expectancies than men¹.

Through our research and conversations with women over a number of years, ANZ has learned:

- ▶ Women have lower money confidence, and this can affect their financial circumstances. For example, our 2009 *Women & Money Confidence Report* showed 56% of women didn't save money on a regular basis, while more than half said they would last less than three months on their current savings if they lost their job.

- ▶ While women found banks less approachable, they weren't looking for different products or service models. Instead they want to engage with money matters and banks in a specific way.

- ▶ Women tend to gather more information before making a decision but prefer word of mouth and discussing financial matters with friends and family as the primary source of information.

In response, ANZ has developed a range of unique customer initiatives to help women in our Retail, Corporate and Wealth businesses share financial information in a lifestyle context to help achieve their goals.

Rather than pink products and services, we are focused on supporting women's life, business and career goals and using the power of women's own voices to ignite and maintain conversations on money matters.

Case Study - Consumer Wealth

We have partnered with Pacific Magazines to run a comprehensive national study into the financial wellbeing and confidence of Australians.

Australia's Money Confidence Survey ran from 1 October to 23 November 2012 and asked participants how they feel about their money. The survey covered:

- ▶ confidence in managing their money and planning for the future
- ▶ debt and comfort with owing money
- ▶ sources of advice on money
- ▶ financial independence for people in relationships
- ▶ contingency plans for surprise events
- ▶ money tensions for small business owners
- ▶ online shopping.

From a business perspective, it makes sense for us to have more financially confident customers, and this survey is an important

gauge on how people are thinking and feeling about their money across different life stages, segments and genders.

Early indications from the survey reveal people are concerned about their finances, with the global financial crisis taking its toll on women in particular. Our last *Women & Money Confidence Report* ran in 2009, so we are interested to see what's changed in the current climate and to understand where else women might differ in their financial realities and aspirations from men.

ANZ will release the findings of this research in early 2013 and the results will be used to focus and improve our products, services and customer communication. Our goal is to help people progress, feel more in control of their finances and to keep conversations about women and money confidence on the agenda.

Case Study - Small Business

There are more than 650,000 female business owners in Australia today (source: ABS 2011)

In 2011, ANZ relaunched The Small Business Hub (www.thesbhub.com.au) which provides a range of financial tools, templates and practical information to make it easier for anyone thinking about planning, starting, managing or growing their small business. The Small Business Hub enables business owners to connect with each other through an associated LinkedIn group to build their profile and network. We also established a panel of industry experts and entrepreneurs to share their insights through the Small Business Hub Blog. Kate Sykes, founder of careermums.com.au, regularly posts on hot

topics for "mumpreneurs" – mothers who also manage their own small businesses.

The Small Business Hub recently partnered with the Women as Entrepreneurs Group to host a networking event for female business owners to share tips and advice to grow their businesses.

ANZ is also sponsoring the Innovzy START program, a three-month intensive program to accelerate small business innovation and growth, with six of the 10 participating businesses including a female founder or co-founder.

¹ Damisch P, Kumar M, Zakrzewski A, Zhiglinskaya N, 'Leveling the Playing Field: Upgrading the Wealth Management Experience for Women', *BCG Perspectives*, The Boston Consulting Group, July 2010.

Empowering women in our community

We are contributing to the economic empowerment and wellbeing of the communities we serve through building financial literacy and inclusion.

Our focus is on building money-management skills and savings of disadvantaged and vulnerable groups both in Australia and across our region; more than 80% of participants are women.

Our flagship financial education program, MoneyMinded, was developed in Australia in consultation with the community sector, educators and government with the goal of improving people's skills, knowledge and confidence in managing money effectively. MoneyMinded has since been adapted for use across our region. The program is now delivered in 13 countries and in 2012 we ran new pilots in India, Indonesia, Solomon Islands, Timor Leste, Vietnam and New Zealand.

In New Zealand, we are partnering with the Solomon Group in South Auckland to pilot MoneyMinded. Eleven Solomon Island staff received accreditation as MoneyMinded facilitators in 2012 and 70 clients have already completed the pilot program.

This year, RMIT University evaluated the impacts of MoneyMinded on participants who completed the program in Fiji and Papua New Guinea.

Key findings are:

- ▶ 74% increased their monthly savings deposits and nearly all (97%) reported a greater capacity to make ends meet
- ▶ 91% encouraged their children and family members to save
- ▶ participants 'feeling completely satisfied with life' increased 51%.

More than 200,000 people have participated in MoneyMinded and more than 6,000 facilitators have been trained to deliver the program internationally since 2005, but there is still much to be done. Working with our partners, we aim to reach a further 200,000 people over the next five years.

Saver Plus is ANZ's financial education and matched savings program developed with the Brotherhood of St Laurence (BSL) and delivered by BSL, Berry Street, The Benevolent Society, The Smith Family and other local community organisations. Since 2003, it has assisted more than 14,000 Australians to develop a savings habit. A further 10,000 Australians are expected to participate in Saver Plus between 2012 and 2014.

More than 87% of Saver Plus participants have developed a savings habit, continuing to save at the same rate or more for up to three years after completion.

Delphi Anderson is one of the many people who have benefited from MoneyMinded and Saver Plus.

"I can see us actually having a good future now, and not one where we're struggling from pay cheque to pay cheque. It's through doing Saver Plus and MoneyMinded that I'm a lot more driven to save. I look at what I can achieve now and I know that the program helped me get to where I am today. I feel like I've won the financial war."





Partnering for change

We recognise that advancing women in leadership is an issue and opportunity for our business and society. We are working with our peers and community partners to make a lasting difference.

EOWA 2012 Australian Census of Women in Leadership

ANZ is the primary sponsor of the EOWA 2012 Australian Census of Women in Leadership. 2012 is the tenth year of the Census, led by a new research partner, the University of Technology, Sydney. For the first time it will extend to the top 200 and 500 ASX-listed companies. ANZ was also recognised as an Employer of Choice for Women for the eighth time in March 2012. The citation was awarded for 2012 and 2013.

Chief Executive Women

ANZ is the Principal Business Partner of Chief Executive Women (CEW), Australia's pre-eminent member-based organisation for over 200 leading business women. Our partnership includes a focus on advocacy and thought leadership on issues such as building financial capability and economic empowerment of women, and accessible, flexible and affordable childcare.

Male Champions of Change

Our CEO, Mike Smith, is a member of the Male Champions of Change (MCOC) program established by the Australian Sex Discrimination Commissioner, Elizabeth Broderick in April 2010. The program encourages and supports male CEOs and Directors to use their individual and collective influence to ensure the issues of gender equality and women's representation in leadership are elevated on the national business agenda. Mike is working with a group of the Champions to better understand and promote the conditions and culture that enable women to thrive in leadership.

Melbourne Business School

We are an industry partner in Melbourne Business School's gender equality and leadership training program. This collaborative project between researchers and industry partners will be conducted over three years with a specific focus on addressing gender inequality in mid-level to senior management roles. As part of our involvement we have access to the latest research, successful strategies and program design to improve gender equity. A number of Senior Executives in our Australia Division have participated in the Diversity Leadership Skills Training Program. Course content and learnings will be integrated into our Leadership Pathway programs to ensure maximum reach and impact amongst leaders and within our business.

Diversity Council of Australia

We are also a foundation member of the Diversity Council of Australia (DCA). Recently, we have supported DCA's research into intercultural capability in Australia which includes the first ever census of Cultural Diversity on Australian Boards.

Sustaining Women in Business

ANZ is a foundation partner of the Sustaining Women in Business (SWB) initiative for women in mid-level and senior management positions. SWB's annual flagship conference focuses on investing in women in business to inspire them to achieve their potential both personally and professionally. Now in its eleventh year, around 200 women and opinion leaders from across Australia and internationally participate in SWB.

The future: a gender-balanced business

ANZ is continuing to drive gender balance across our business.

Mindset and behaviours

We are undertaking a concerted program to address unconscious bias in all our policies, processes, practices and systems including our Leadership Pathway and Building Enterprise Talent programs, our recruitment processes, and reward and promotion criteria.

Flexibility

We will implement an integrated strategy to maximise usage of (and value placed upon) our leading flexible workforce policies for all our people, across all aspects of the employee "life cycle".

Education and communication

We will educate all line managers and employees to enable the existing policies and processes to be used consistently and correctly, with practical tools to help them balance organisational demands with employee priorities.

Measurement

We will continue to drive accountability through setting targets and measuring performance across our business, governed by our Management Board and Corporate Responsibility and Diversity Committee.

ANZ's 2013 Public Gender Balance and Diversity Targets	Scope
Improve employee engagement to at least 73%, with a long-term target of 83%.	Global
Improve perceptions of "values-based leadership" amongst our employees to at least 70%, with a long-term target of 80%.	Global
Achieve a 1% increase in the representation of women in management in 2013, with a medium-term goal of 40% and a long-term target of 45% representation.	Global
Achieve gender balance and greater cultural diversity in our key recruitment, talent development and learning programs.	Global
Play a leadership role in advancing women in society and improving cultural diversity in business through high profile business, government and community partnerships.	Global

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