

Innovating our approach to gender



We are supporting new initiatives to increase the representation of women in management and ensure a work environment that values and benefits from the perspectives and contributions of all employees.

Women currently make up around 56% of our total workforce and 38% of all management positions. Three women are part of our Management Board, where in 2007 there was none, and 54% of our 2011 graduate intake is female.

This progress follows a CEO-led commitment to setting and pursuing public targets for women in management; mentoring and awareness programs; and a range of flexible work policies to support employees with caring responsibilities. However, gains towards our goal of 40% female representation in management are now largely incremental.

Building capability

To bring new momentum to our agenda, we have conducted a series of education sessions led by Avivah Wittenberg Cox, a global expert in gender, leadership and business.

More than 500 managers, including 200 of our most senior executives, participated in the program designed to enhance leadership capabilities in understanding, building and benefiting from gender-balanced and diverse teams.

Avivah's approach draws on the strengths of both men and women to ensure we are optimising the male and female halves of our talent pool:

"Women are very different to men and we shouldn't treat them the same. In some ways, political correctness has been the biggest obstacle for women - and companies - and the biggest opportunity comes with learning what the differences are and managing men and women bilingually. Men and women have different motivations."

As part of her engagement with us, Avivah conducted briefings with our clients, members of Chief Executive Women; the Equal Employment Opportunity Trust in New Zealand; the Melbourne Business School Gender Equity Research project; and Women in Banking and Finance. In addition, Avivah delivered a keynote address at the Sustaining Women in Business 10th anniversary conference of which ANZ is a foundation sponsor.

Male Champions for Change

Our CEO Mike Smith also recently joined the 'Male Champions of Change' (MCC) program, established by the Australian Sex Discrimination Commissioner, Elizabeth Broderick.

Through the MCC, leading Australian CEO's and Directors are using their influence to ensure the issues of gender equality and women's representation in leadership are elevated onto the national business agenda.

"Although we have made good progress towards gender equality at ANZ, this is a much broader economic, business and community imperative," said Mike.

"The majority of university graduates in almost every field are now women so if companies are predominantly hiring and promoting men they are not fully capitalising on all the available talent.

"Women are also earning more, have more purchasing and influencing power, and bring new dimensions to the way we innovate, build relationships, make decisions and manage our business.

"Pretty soon it will be 'if not, why not?' for companies and countries that do not understand or adapt their policies and infrastructure – such as accessible, affordable and flexible childcare - to support and capitalise on this largely untapped resource.

"We also know from the work we do to build financial capability among women from disadvantaged backgrounds that greater economic empowerment leads to greater financial and social inclusion, asset building and significant improvements in their self-confidence and sense of self-worth. This is good for society and good for business," he said.

Mike will work with Commissioner Broderick to establish a Melbourne chapter of the MCC, while also encouraging members of his team to become ANZ Male Champions for Change.

These new efforts support existing initiatives to promote gender equality across our business, through our recruitment policies, flexible work practices, parental leave entitlements, affinity networks and mentoring programs, commitment to gender pay equity and Group-wide Diversity Council which is chaired by our CEO.

Learn more:

- [The Australian Human Rights Commission - Women in leadership](#)
- [Our approach to gender diversity](#)

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- [Building Indigenous careers](#)
- [Supporting rural and regional communities](#)

Building Indigenous careers



Our Indigenous traineeships continue to pave the way to promising careers for trainees.

Sinoma Gilbert has become the first Indigenous trainee to be appointed into a managerial role, joining the team at ANZ Broadway in Sydney as Branch Manager. Since then, Sinoma has taken a further step forward, into an expanded managerial role, as Service Quality Manager for Sydney.

Sinoma started with us as an Indigenous trainee at age 16, working one day a week while simultaneously completing her studies at Mudgee High School. After completing her HSC, Sinoma was offered a permanent role as a personal banker at our Mudgee branch and since then her career has gone from strength to strength.

“At 16, the ANZ team in Mudgee became my second family; they nurtured me, fed me with plenty of knowledge, let me make mistakes and helped me to learn from them,” Sinoma said.

“Most importantly, they opened my eyes to a career path I would not have thought possible, had I not become a trainee. Now, I have great ambitions for my future and hope in five years to be in a senior management role with the bank.” Sinoma said.

Sinoma is one of 578 Indigenous Australians who have undertaken one of our Indigenous traineeships. Almost half of all Indigenous trainees who have completed their traineeship have subsequently gone on to take up roles across our business.

This year, in addition to offering 100 new Indigenous traineeships, we have also broadened our focus from traineeships to include recruiting Indigenous people directly into permanent positions with us. Over the next two years, we hope to attract at least 180 Indigenous Australians into permanent positions.

Learn more:

- [Indigenous Traineeships](#)

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Supporting rural and regional communities



A grant from our Seeds of Renewal program is helping children living on remote properties across Queensland access pre-prep education for the first time.

The Longreach School of Distance has offered education from Prep to Year 10 for nearly 25 years – but lacked a pre-prep level until the school applied for a 'Seeds of Renewal' grant to help develop a program.

One year on, new pre-prep kits have been introduced containing parent learning guides, activities, resources and toys to promote hands-on learning for pre-school age children, living in remote communities.

Rowena Arthur from the Longreach School of Distance, said, "Early years learning is a vital part of every child's educational journey and we were concerned that a lack of access to pre-prep was placing younger children at an educational disadvantage. This program also helps mothers with younger children in the property school room, to provide a quality program for their four year olds, while their older brothers and sisters are completing their school work."

"The Seeds of Renewal grant provided a much-needed injection of funding to help us establish the kindy-level program, which is now being used as a key learning tool by parents of young children living on large, and often, remote properties," Rowena said.

Seeds of Renewal provides small grants of up to \$15,000 for Australian communities with a population of 15,000 or less. We partner with the Foundation for Regional and Rural Renewal (FRRR) to run the program, with FRRR managing the inquiry and assessment process for applications.

Our General Manager of Regional Commercial Banking, Tania Motton said, "The program gives local projects a funding boost to help them get off the ground. Since its inception eight years ago, Seeds of Renewal has provided more than \$2.5 million in small grants and assisted around 568 projects around regional Australia."

Applications for the 2011/12 Seeds of Renewal program are now open and will close at 5pm on Friday, 23 September, 2011. This year, preference will be given to applications that help advance education and employment opportunities for disadvantaged and under-represented groups in regional communities. Successful applicants will be notified in November, 2011.

Learn more:

- [Apply for an ANZ Seeds of Renewal grant](#)

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