

2015-16 public report form submitted by Australia And New Zealand Banking Group Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	Australia And New Zealand Banking Group Limited
	ABN	11005357522
	ANZSIC	6221 Banking
Organisation details	Trading name/s	ANZ
	ASX code (if relevant)	
	Postal address	833 Collins Street DOCKLANDS VIC 3008 AUSTRALIA
	Organisation phone number	(03) 8655 0000
Reporting structure	Number of employees covered in this report submission	22,753
	Other organisations reported on in this report	

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	2	7	9
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	16	31	47
		Full-time contract	0	0	0
		Part-time permanent	0	2	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	11	25	36
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	9	9
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
-5	Full-time permanent	1	0	1	
	Full-time contract	0	0	0	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	0	0	

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Senior Managers	-1	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	9	4	13
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	37	109	146
		Full-time contract	0	1	1
		Part-time permanent	8	2	10
		Part-time contract	0	0	0
		Casual	0	1	1
	-4	Full-time permanent	33	130	163
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	1	0	1
		Casual	3	6	9
	-5	Full-time permanent	6	57	63
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Casual		2	9	11	
-6	Full-time permanent	0	1	1	
	Full-time contract	0	0	0	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	1	1	
Other managers	-2	Full-time permanent	6	1	7
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	38	68	106
		Full-time contract	0	0	0
		Part-time permanent	8	1	9
		Part-time contract	1	0	1
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-4	Full-time permanent	135	287	422
		Full-time contract	2	3	5
		Part-time permanent	35	4	39
		Part-time contract	1	0	1
		Casual	0	0	0
	-5	Full-time permanent	125	379	504
		Full-time contract	1	2	3
		Part-time permanent	40	5	45
		Part-time contract	0	1	1
		Casual	0	0	0
	-6	Full-time permanent	29	91	120
		Full-time contract	1	2	3
		Part-time permanent	5	0	5
		Part-time contract	0	0	0
		Casual	0	0	0
	-7	Full-time permanent	8	19	27
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			570	1,263	1,833

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	3,671	5,509	42	44	0	0	9,266
	Full-time contract	124	190	0	0	0	0	314
	Part-time permanent	670	46	0	0	0	0	716
	Part-time contract	80	6	0	0	0	0	86
	Casual	13	12	0	0	0	0	25
Technicians and trade	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	3,502	2,651	0	0	0	0	6,153
	Full-time contract	56	64	0	0	0	0	120
	Part-time permanent	3,330	342	0	0	0	0	3,672
	Part-time contract	79	11	0	0	0	0	90
	Casual	363	115	0	0	0	0	478
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		11,888	8,946	42	44	0	0	20,920

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.5 Talent identification/identification of high potentials?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.6 Succession planning?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.7 Training and development?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.8 Resignations?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.10 Gender equality overall?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Corporate Sustainability and Diversity Committee

ANZ's Corporate Sustainability and Diversity Committee is a strategic leadership body that works with our Executive Committee to oversee and advise on our corporate sustainability and diversity priorities.

The Committee is chaired by ANZ's Chief Executive Officer, Shayne Elliott. Members are responsible for agreeing our public targets, integrating policies and management systems, and delivering results in their business. These responsibilities have been formalised in the ANZ CSD Committee Charter.

The committee has set a public target to achieve a 3% increase in the representation of women in management by 2018.

Gender Balance Priorities

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 in order to attract and retain women.

Our four main focus areas are consistent with our Male Champions of Change priorities:

1. Stepping up as leaders - In 2015 we revised our Group-wide Special Leave Policy to include new support provisions for employees experiencing domestic violence (including unlimited paid special leave). In addition we launched a domestic violence intranet page, which includes guidelines for line managers and employees on how to support colleagues experiencing domestic violence.

Our branch and customer contact centre employees are being trained to respond appropriately when they become aware that a customer is affected by domestic violence. We aim to treat our customers experiencing family violence with dignity and respect.

2. Creating accountability - In 2014 we introduced KPI's for senior leaders to drive leadership accountability for attracting, recruiting and retaining women at management levels. In the same year we formalised linking achievement of our women in management targets to Executive Committee, and CEO-2 level remuneration

3. Disrupting the status quo - In 2015, ANZ launched the Equal Futures campaign. Equal Futures aims to advocate for financial equality for women, help staff bridge the gender gap in retirement savings, and provide customers with financial information and advice. We offer free super and insurance advice for people with less than \$50,000 in superannuation and have trained 700 frontline staff in women's unique financial attitudes, behaviours and preferences. To assist female employees, who generally have lower superannuation due to breaks from the workforce, as part of this initiative we make an annual \$500 lump sum superannuation contribution to permanent and fixed-term female employees in Australia.

ANZ is promoting workplace flexibility. Our 'All Roles Flex' initiative, across Australia, New Zealand, Bengaluru, Hong Kong, Singapore, Laos and the UK, means all roles are

considered flexible ‘for anyone, for any reason’. 87% of our employees work flexibly, exceeding our target of 50%.

We endeavour to remove gender bias from key people processes and report progress in achieving gender pay equity across the organisation. The HR Committee reviews annual performance and remuneration outcomes to ensure there is no systemic bias in related processes.

Gender balanced recruitment practices have been implemented and gender balance is reviewed during organisational changes / restructures within the business.

Our key talent development and leadership learning programs aim for gender balance – this includes our Graduate program, Generalist Banker accelerated development program, and Building Enterprise Talent program.

4. Dismantling barriers to carers - We have improved the parental leave benefits available to employees. Employees in Australia and New Zealand commencing parental leave are paid superannuation and KiwiSaver contributions during the full period of approved parental leave (both paid and unpaid) up to 24 months.

We have changed our Long Service Leave Policy in Australia to enable Long Service Leave to accrue for the full period of approved parental leave up to 24 months.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	161	226	3638	2978

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

(‘Promotion’ means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	57	105	1294	1148
Permanent/ongoing part-time employees	4	0	227	35
Fixed-term contract full-time employees	0	1	15	13
Fixed-term contract part-time employees	0	0	4	0
Casual employees	0	0	15	8

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

(‘Resigned’ refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	35	60	552	724
Permanent/ongoing part-time employees	5	0	478	79
Fixed-term contract full-time employees	1	0	36	48
Fixed-term contract part-time employees	0	0	13	4
Casual employees	0	0	116	57

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”.) For the purposes of reporting under the Act, this question relates to the ultimate or ‘highest’ governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

- For private or publicly listed companies, you will have one or more directors or a board of directors.
- For trusts, the trustee is the governing body/board.
- For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.
- For organisations whose governing body/board is the same as their parent entity’s governing body/board, it is still deemed to have a governing body/board.
- For religious structures, you may have a canonical advisor, bishop or archbishop.
- For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation’s governing body/board is the same as your parent entity’s governing body/board, you will need to enter your organisation’s name but the details of your parent entity’s governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
01	Australia and New Zealand Banking Group Limited	0	1	2	5	30	2017
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
22							
23							
24							
25							
26							
27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Do not have control over governing body/board appointments (provide details why):
- Not a priority
- Other (provide details):

2.3 Do you have a formal selection policy and/or formal selection strategy for governing body/board members for ALL organisations covered in this report?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, in place for some governing bodies/boards
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over governing body/board appointments (provide details why):
- No, don't have expertise
- No, not a priority
- No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

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

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees paid market rate
- No, not a priority
- No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- Yes (provide details in questions 3.2 and/or 3.3 below)
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements

- No, non-award employees are paid market rate
- No, not a priority
- No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

- 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 pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

- Yes. When was the most recent gender remuneration gap analysis undertaken?
 - Within last 12 months
 - Within last 1-2 years
 - More than 2 years ago but less than 4 years ago
 - Other (provide details):
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- No, non-award employees are paid market rate
- No, not a priority
- No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below: An organisation-wide like-for-like role gap analysis was conducted as part of the annual performance and remuneration review.

- 4.1 Were any actions taken as a result of your gender remuneration gap analysis?
- Yes - please indicate what actions were taken (more than one option can be selected):
 - 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 ratings to ensure there is no gender bias (including unconscious bias)
 - Analysed performance pay to ensure there is no gender bias (including unconscious bias)

- Trained people-managers in addressing gender bias (including unconscious bias)
- Set targets to reduce any like-for-like gaps
- Set targets to reduce any organisation-wide gaps
- Reported pay equity metrics (including gender pay gaps) to the governing body/board
- 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
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

- No
- No unexplainable or unjustifiable gaps identified
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):

- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

By paying the gap between the employee's salary and the government's paid parental leave scheme

By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

As a lump sum payment (paid pre- or post- parental leave, or a combination)

- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers.

12

Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below:

5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?

0

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount – in months)?

0

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

	Primary carer's leave
Percentage:	100

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater (please go to 6.1)
- Yes, less than one week (please go to 6.2)
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.

1

6.3 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

	Secondary carer's leave
Percentage:	100

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

No cell should be left blank, please enter '0' (zero) where there is no data.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	59	14	0	38
Non-managers	1226	289	18	449

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

	Female	Male
Managers	0	0
Non-managers	9	11

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

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, don't offer flexible arrangements
- No, not a priority
- No, other (provide details):

9.1 You may indicate which of the following are included in your flexible working arrangements strategy:

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

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

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

- Yes (you can select policy and/or strategy options)
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please select "Available at all worksites"):

- Employer subsidised childcare
- Available at some worksites only
 - Available at all worksites
- On-site childcare
- Available at some worksites only
 - Available at all worksites
- Breastfeeding facilities
- Available at some worksites only
 - Available at all worksites
- Childcare referral services
- Available at some worksites only
 - Available at all worksites
- Internal support networks for parents
- Available at some worksites only
 - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).
- Available at some worksites only
 - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
- Available at some worksites only
 - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
- Available at some worksites only
 - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums

- Available at some worksites only
- Available at all worksites
- Support in securing school holiday care
 - Available at some worksites only
 - Available at all worksites
- Coaching for employees on returning to work from parental leave
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting mothers
 - Available at some worksites only
 - Available at all worksites
- Parenting workshops targeting fathers
 - Available at some worksites only
 - Available at all worksites
- None of the above, please complete question 11.2 below

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

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

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (please provide details):

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place (more than one option can be selected):
 - Employee assistance program (including access to a psychologist, chaplain or counsellor)
 - Training of key personnel
 - A domestic violence clause is in an enterprise agreement or workplace agreement
 - Workplace safety planning
 - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
 - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
 - Access to unpaid leave
 - Confidentiality of matters disclosed
 - Referral of employees to appropriate domestic violence support services for expert advice
 - Protection from any adverse action or discrimination based on the disclosure of domestic violence
 - Flexible working arrangements
 - Provide financial support (e.g. advance bonus payment or advanced pay)

- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>							
Compressed working weeks	<input checked="" type="checkbox"/>							
Time-in-lieu	<input checked="" type="checkbox"/>							
Telecommuting	<input checked="" type="checkbox"/>							
Part-time work	<input checked="" type="checkbox"/>							
Job sharing	<input checked="" type="checkbox"/>							
Carer's leave	<input checked="" type="checkbox"/>							
Purchased leave	<input checked="" type="checkbox"/>							
Unpaid leave	<input checked="" type="checkbox"/>							

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

Child Care Allowance

All employees in Australia who return to work full-time, or part-time after a period of at least 18 weeks parental leave will receive a Child Care Allowance of \$4000 (pre-tax). We recognise that families manage child care arrangements in many different ways (e.g. in-home care, child care centres, family support, etc), and therefore the Allowance will be paid directly to employees who can use it in the way that best suits their needs.

The Child Care Allowance aims to support primary care givers (predominantly female employees) transition back to work and help them manage their family and professional commitments in that critical first year. ANZ offers this Allowance to employees as we believe it is beneficial in helping the organisation to retain women and fully utilise the skills and experiences they bring to the work place, at all phases of their life journey.

This Allowance became available on 1 October 2010.

ANZ offers additional types of flexible working arrangements in the form of; Career Break - A career break is extended unpaid leave of six months or more that eligible employees may apply for.

Volunteer Leave - Employees may apply for one day of paid volunteer leave per year to assist community-based, not-for-profit organisations. Line Managers may approve additional unpaid volunteer leave at their discretion. Flexible working practices are being mainstreamed to enable greater workplace flexibility.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

In 2015 ANZ launched 'All roles flexible', an initiative to mainstream flexible working and allow anyone to work flexibly, for any reason. As part of this initiative we have launched a 'My Flexibility Plan' which allows employees to submit flexible working requests direct to their line managers for consideration. We have also developed a training course 'Implementing Flexibility for Success', and have filmed a series of flexibility stories featuring leaders and employees from all levels within the organisation, talking about how flexibility works for them, and for their customers. In our most recent employee engagement survey, 87% of employees identified as working flexibly.,

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

We publish our Women in Management data on our internal networking social media site, MaxConnect, where employees are able to comment and share information.

15.2 Please indicate what categories of employees you consulted.

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)

- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?

- Yes (you can select policy and/or strategy options)
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):
 - At induction
 - At least annually
 - Every one-to-two years
 - Every three years or more
 - Varies across business units
 - Other (provide details):
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

Diversity and Inclusion is a cornerstone of ANZ's business and people strategies. Our CEO and leaders are passionate about gender equality, and we continually look for new and innovative interventions to generate discussion, but also real change, within and outside our organisation.

Below outlines some of the successful and innovative programs we continue to sponsor within ANZ:

- Building the voice of women in the media – Our Notable Women and Aspiring Notable Women programs
- Mainstreaming flexibility – launching our all roles flexible initiative in Australia and NZ
- Building our pipeline of capability - Accelerated Banking Experiences for Women program and new senior appointments
- Policy and systems changes – new requirements for recruitment, changes to superannuation, our domestic violence policy

Building the voice of women in the media

Notable Women, Aspiring Notable Women and Panel Pledge

At many business events both internally and externally, organisers often can't find women to participate on panels or as keynote speakers. This lack of visibility and lack of confidence and skills is often cited as a contributor to any slowdown in women's career paths.

Despite years of experience, deep expertise and access to exclusive research our senior women had, it was noted that there was a lack of visibility in the media.

The "Notable Women" program was developed to train senior executives to be recognised as an expert in their field and build skills and confidence around contributing to internal and external forums, including BlueNotes, social media, panels, events and traditional media.

While the intention was to increase confidence and visibility of our senior women, one of the surprising outcomes from the program was that 81% of the participants reported feeling more inspired and confident taking on leadership positions.

Following completion of the program, female leaders were more likely to put their hands up to speak as an expert (91 per cent) and 97 per cent are now actively looking out for visibility opportunities. All the women said they understand the need for a professional profile in a social world. Furthermore, the women could all articulate their own global expertise, understood how digital media had changed business and communications and had committed to a visibility plan.

Given the success of the program, it was extended both within and outside the bank, and the "Aspiring Notable Women" program was launched to high potential mid-level female managers at ANZ.

The "Aspiring Notable Women" program builds on the Notable Women program, by helping create a strong pipeline of female capability, role models and voices to support diversity of gender, thought and leadership at ANZ.

In addition, ANZ's own external publication, BlueNotes, has a target of 40% content to be written by women, or about women subjects, or citing women experts.

Our Notable Women program has won been recognised externally, taking out the following awards:

1. The International Association of Business Communicators, Gold Quill Award 2016
2. The International Association of Business Communicators, Jake Wittmer Award (Awarded to the entry that showed the most outstanding approach to research in addressing a communication issue or opportunity.)
3. PR Week Asia Award 2015 (Employee Communications Campaign of the Year)

4. Asia-Pacific Communications Awards 2015 (internal and change management and communications)

Mainstreaming flexibility at ANZ

All roles flexible initiative

Flexibility is critical to enabling our super regional strategy. It is key to our ability to attract and retain top talent and to facilitate the agility and productivity we need to succeed as a business.

Our Core Goals:

- › Mainstream Flexibility in Australia, New Zealand, Bengaluru, Hong Kong, Singapore, Laos and the UK – ‘all roles flexible’ and ‘anyone for any reason’. The implementation was CEO sponsored, business led, HR, Property and Technology enabled.
- › Extend Flexibility across our 33 Geographies – ensuring country due diligence (legal, regulatory, cultural, safety, financial etc. implications), driving locally tailored approaches and phasing

For our customers, flexibility relates to how we meet their changing needs, which increasingly requires us to be more mobile, available outside standard hours, travel at short notice, collaborate with 3rd parties, simplify what we do, and use technology and space to connect in a more agile, innovative and timely way

For our employees, flexibility is about supporting our people in delivering results in the most productive way possible, while balancing these commitments with personal priorities.

Flexibility options will depend on an employee's role, business need, geography and available technology.

Building our pipeline of capability

Accelerated Banking Experiences for Women

Now in its fourth year, the “Accelerating Banking Experiences for Women” program is an exciting initiative designed to give more of the talented women in our Australian business the opportunity to develop broad-based banking careers at ANZ.

The “Accelerating Banking Experiences for Women” program aims to build a breath of experience, confidence, and capability across core banking disciplines. For each intake, a number of participants will be selected to move through three six-month rotational secondments to build their practical experience across Frontline, Credit Risk, Operations and Products and Marketing.

The program also features three leadership development components:

- Experiential learning – professional and ‘on-the-job’ development
- Theoretical learning – personal development, and
- Mentoring and networking – access to senior leaders in areas outside their current line of business and building extensive networks.

Participants who successfully complete the full program are included in Divisional and Business Unit level succession planning discussions.

New senior appointments - ANZ identified the need for a new approach to attracting, recruiting and onboarding senior women with transformational capabilities. Financial Services was being reshaped and thus ANZ identified the need for a new set of capabilities:

- Emphasis on capabilities such as digitisation, industry disruption and customer service required to lead the transformation
- Requirement to cast a broader net to identify where candidates with these capabilities are found, in particular, outside of the banking industry
- CEO wrote 3 pages detailing the capabilities required such as agility, service, innovation, potential

In the spirit of hiring for diversity ANZ made two top team hires from outside of the banking industry: Maile Carnegie, former CEO of Google ANZ, to lead Digital Banking and Catriona Noble, former Chief

Restaurant Officer, McDonalds, to lead Retail Distribution. These appointments not only improve our gender balance at the senior leadership level, they also ensure diversity of thought in our leadership team, by bringing in those with capability outside the banking industry.

This was a great example of a leader investing time to redefine core capabilities required for their top team, which sent a powerful message across the organisation, as do the 'bold hires'.

Changes to superannuation and entitlements

Superannuation is predicated on time spent in employment, and women typically take time out of the workforce to have children, but also return to work in ways that may reduce their contributions to superannuation, for example, through part-time or contract work. This means they are disadvantaged at retirement, with much lower superannuation balances than men. We know that women retire on average, with around half as much superannuation as men, and that one in five women will retire with no superannuation at all. ANZ is taking the lead on addressing this imbalance and will pay an additional annual \$500 lump sum contribution to permanent and fixed term female employees in Australia who are on our payroll in January each year. From 1 October 2015 we will also extend the period for which we continue to pay superannuation in Australia during the unpaid portion of parental leave, and we have changed our Long Service Leave policy to reflect continuity of service up to 24 months for employees in Australia. These changes to parental and long service leave benefits will benefit both our male and female employees.

Our recruitment process

ANZ reports monthly on our progression against our women in management targets and recruitment was identified as an area that has a great impact on our overall representation of women. Historically we have worked with our panel providers to improve the numbers of female candidates coming through the pipeline, however in order to create real change it was decided a hard target would be implemented. ANZ therefore now requires shortlists to be gender-balanced, and for some levels this is mandatory. In addition, every interview panel must include a woman.

This is a great example of ANZ identifying a systemic issue and one in which a mandated target has seen a shift in our hiring practices. To support this, monthly HR operational reports are provided to the HR leadership team, highlighting the performance against these. In addition, these are included in the Service Level Agreements for our recruitment providers and regular reviews are undertaken to track compliance.

Domestic Violence

Domestic violence continues to be an issue that affects many Australian women, and one which has attracted increased media attention in the last two years. ANZ has recognized the need for action in this area and has undertaken to lead action and raise awareness through the following means:

- participating in discussions in external forums such as Male Champions of Change, and highlighting the issue in our Sustainability e-bulletins
- ANZ has entered into a consulting agreement with Australian domestic and family violence campaigner and 2015 Australian of the Year Rosie Batty.
- Rosie Batty has delivered awareness raising sessions to employees and ANZ has also published an article by Rosie on Blue Notes, ANZ's external publication.
- Marking International Day for the Elimination of Violence against Women (White Ribbon Day) through organisation-wide communications
- Holding information and capability building sessions at our Head office for HR on the issue of domestic violence
- Relaunching a revised Global Special Leave policy to provide clear provisions for employees suffering from domestic violence
- launching a domestic violence page, which includes guidelines for line managers and employees on how to support colleagues experiencing domestic violence. The site includes links to our

Employee Assistance Program and external providers who are dedicated to assisting sufferers of domestic violence

- ANZ are offering a new service for employees - The Domestic and Family Violence Support Service. This is a specialist service created to address the unique needs of employees and managers exposed to domestic and family violence situations in Australia. The service is

provided by expert clinicians that have an extensive background in the domestic and family violence field

- Providing additional funding and support for our Financial Inclusion delivery partners (Berry Street, Kildonan Uniting Care), including working on research around the impact of Financial Inclusion programs for sufferers
- Ensuring our branch and customer care employees are aware of how to support customers who have disclosed they are experience financial hardship due to domestic violence
- Providing a submission in support of the Royal Commission into Family Violence
- Providing access to Financial Literacy programs (MoneyMinded, Saver Plus) to disadvantaged groups, including those impacted by domestic violence

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes **after** you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 54.9% females and 45.1% males.

Promotions

2. 55.2% of employees awarded promotions were women and 44.8% were men
 - i. 36.5% of all manager promotions were awarded to women
 - ii. 56.4% of all non-manager promotions were awarded to women.
3. 20.6% of your workforce was part-time and 9.2% of promotions were awarded to part-time employees.

Resignations

4. 56.0% of employees who resigned were women and 44.0% were men
 - i. 40.6% of all managers who resigned were women
 - ii. 56.7% of all non-managers who resigned were women.
5. 20.6% of your workforce was part-time and 26.2% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 0.7% of all women who utilised parental leave and ceased employment before returning to work
- ii. 1.4% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 0.5% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations

CEO sign off confirmation

Name of CEO or equivalent	Shayne Elliott
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Confirmation CEO has signed the report	Yes
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CEO Signature:

Date: