

In your world

ANZ Corporate Responsibility Review 2009

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Our 2009 Corporate Responsibility (CR) reporting comprises this Review and information on our website.

It covers our performance to 30 September 2009 in all our operations globally unless otherwise stated.

Country brochures covering our approach and progress in our key markets of Australia, New Zealand, Greater China, Indonesia, Vietnam and the Central Pacific region will be available in 2010.

Assurance

ANZ has used the AA1000 Assurance Standard AA 1000AS (2008) principles in the preparation of our 2009 reporting. Corporate Citizenship has provided an external assurance statement in keeping with the International Standard on Assurance Engagements ISAE 3000 and AA 1000AS (2008).

anz.com/assurance

GRI

We used the Global Reporting Initiative (GRI) Sustainability Guidelines (including the Financial Services Sector Supplement) and our engagement with stakeholders throughout the year, including customers, governments, regulators, employees, NGOs and external experts in determining the content for our reporting.

anz.com/gri

LBG

ANZ uses the London Benchmarking Group (LBG) framework for measuring and reporting community contributions and achievements. Positive Outcomes has provided an assurance statement on LBG.

anz.com/lbg

We live in your world

We are interested in your views on how we report our CR performance, whether it is specific to your experiences with us, or suggestions on how to make our business or reporting better.

Your feedback is always welcome.
aboutus@anz.com

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What's on anz.com/cr

About us

Detailed information about ANZ, our business and where we operate.

anz.com/aboutus

Our governance of CR

Our approach to understanding and managing economic, social and environmental issues and opportunities in our business.

anz.com/crgovernance

Our programs and initiatives

Case studies of how we have responded to key issues, our progress in 2009 and what we see as our future priorities.

anz.com/cr

Our performance

How we tracked against our CR targets and more detail about the work we did towards them.

anz.com/crperformance

Assurance and GRI

Details of the external assurance of our reporting and a directory of how we have responded to GRI indicators.

anz.com/assurance

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A message from the Chairman

ANZ's business is entering an exciting new phase and our approach to corporate responsibility is evolving with it.

Our commitment to responsible business practice has helped ANZ navigate an extraordinary year for the global financial system and the world economy.

Careful management of our capital and funding positioned us to weather the financial storm. We delivered a solid financial result – supported by strong revenue growth and a statutory profit after tax of A\$2,943 million.

We took advantage of consolidation in the industry resulting from the global financial crisis to further strengthen our business.

We acquired selected banking operations of the Royal Bank of Scotland in Asia and moved to 100 per cent ownership of our ING Australia and ING New Zealand joint ventures. Our acquisition from AWB of the Landmark loan and deposit books will increase our reach in rural and regional Australia.

Keeping momentum on CR

Amidst the difficult conditions of 2009, it is pleasing to note ongoing momentum in embedding responsible business practices throughout our operations.

We introduced new ANZ Values, a strengthened Code of Conduct and Ethics for our employees and a new Corporate Responsibility framework which we are communicating and integrating throughout the organisation, including our expanding operations in Asia and in wealth management.

In Australia, we again achieved the highest level of customer satisfaction of any of the major banks.

We exceeded our target to reduce our Lost Time Injury Frequency Rate - a standard measure of health and safety performance – by over 20% in both Australia and New Zealand.

We are focused on improving employee engagement. An important first step is a new program encouraging a deeper understanding of our super regional strategy and how all our employees can contribute to achieving our growth objectives.

During the year, both the Bank and our staff responded with great speed and compassion in the wake of the bushfires in Victoria and natural disasters in Asia and the Pacific. Donations, skilled volunteering and on-the-ground emergency relief were just some of the ways our people showed their support for local communities and people in need.

We are expanding Saver Plus, our program assisting people on low incomes to build their financial skills, knowledge and confidence and develop a savings habit. Significant financial support from the Australian Government announced this year will help us and our community partners to more than double the number of Saver Plus participants across Australia.

The Government support is recognition of the hard work of our partners over several years and our joint efforts to build a model that is helping to improve people's saving habits and financial security over the long-term.

We successfully met our two-year targets to reduce our environmental footprint in Australia. There were particularly pleasing results in the areas of water consumption and paper usage.

By early 2010, over 6,500 employees will have moved into our new headquarters in Melbourne's Docklands, one of the most environmentally progressive office buildings in Australia and a significant, long-term investment in urban sustainability.

Outlook

ANZ's business is entering an exciting new phase and our approach to corporate responsibility is evolving with it.

We will continue to focus on the issues most relevant to our business, customers and employees and use our resources and expertise to respond to the important issues facing communities in the region.

Charles Goode
Chairman

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A message from the CEO

We are focused on growing our business responsibly, managing risks rather than taking them and approaching our role in society with a heightened sense of duty and care towards the customers and communities we serve.

A tumultuous year for the global financial system and the world economy served as an important wake-up call for many banks around the world.

Some household names in banking in the United States and Europe faltered and the world faced the most difficult economic conditions since the Great Depression.

Although our region – Asia Pacific – has been resilient with continued economic growth and a strong banking sector, the consequences of the global financial crisis and the economic downturn has been significant for many individuals, businesses and communities.

It demonstrates the impact of business models and management decisions which focus solely on producing results for the short term and what can happen when banks don't pay sufficient attention to their wider purpose in society.

While ANZ has remained strong and among the best capitalised banks in the world, the global financial crisis exposed some weaknesses in our business. Over the past two years we have recognised these and invested heavily in major change programs to strengthen governance, set clear standards and improve decision-making at every level of our organisation.

This work responds to legacy issues, such as our involvement in securities lending in Australia and is fundamental to building trust with stakeholders as we pursue our regional growth strategy.

Stronger governance

This year we affirmed our commitment to corporate responsibility (CR). Our new CR framework and priorities support our strategy to strengthen our franchise in Australia and New Zealand and significantly grow our Asia-Pacific business. It will inform how we do business everyday and respond meaningfully to the lessons emerging for all banks out of the global financial crisis. I will Chair ANZ's CR Committee to personally guide implementation of the framework across our business.

At the highest levels of the organisation we started a new dialogue about values and ethics, providing senior executives with practical and explicit guidance on navigating ethical dilemmas and making balanced decisions.

Our organisational values of Integrity, Collaboration, Accountability, Respect and Excellence describe a shared vision of what we stand for – easy to understand and to apply to decisions everyday.

An enhanced Code of Conduct and Ethics for employees and an organisation-wide approach to recognising and responding to reputation risks are two further measures we have taken to continue to build an ethical and 'risk-aware' culture.

These initiatives are designed to help ensure that our interactions with stakeholders are consistent, responsible and ethical wherever we operate..

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A message from the CEO

Being there for our customers

Practical, timely and sensitive service to customers has never been more important - it's what our customers expect from us, especially in difficult times. It's also at the heart of our new brand promise - 'We live in your world' - to understand their world better than anyone else and deliver people-focused and uncomplicated products and services.

We invested in more resources and staff training to support customers having difficulty paying their loans and committed to making A\$8 billion in new lending available to viable small businesses, signalling our ongoing support for this critical sector.

While we are seeing signs of recovery, we remain cautious. Global economic conditions will continue to be volatile for some time as the crisis and its aftershocks work their way through the system.

We will therefore continue to develop and embed products, services and support initiatives to help our customers manage through this challenging and uncertain environment.

Setting a course for the future

We intend to pursue our strategy to become a major financial services organisation in Australia, New Zealand and Asia Pacific with a deep sense of the purpose we serve in society.

Our new CR framework, outlined in detail on the following pages, describes this purpose, our priorities and the commitments we have made to ensure a consistent and focused approach to CR investments and initiatives across our business. It also gives our people around the world the flexibility to identify and respond to the most pressing local issues.



Delivering on our commitments

Our 2010 CR targets have been set to deliver on this new approach and we will continue to keep you informed of our progress through our monthly e-bulletin and interim and annual CR reporting.

In the meantime, I encourage you to read this Review, which includes details on our performance against the targets we set ourselves this year and short case study examples of our response to some of the significant economic, social and environmental issues facing our business in 2009.

As always, I welcome your feedback and look forward to your guidance and support as we enter this new phase of CR at ANZ.

Mike Smith
CEO

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Contributing in your world

This year we set out to develop a new CR framework to support and strengthen our business strategy, brand and values and ensure we are making a significant and focused contribution to the world we live in. Our Board, Management Board and CR Committee provided leadership and oversight at all stages of the development process.



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Research & Engagement

Research

We commissioned research across a sample of key markets – Australia, Indonesia and China - which showed that despite different cultures, there are strong similarities in consumer expectations of responsible corporations. Being honest and transparent, treating employees fairly, providing responsible products and services, and contributing to local community issues and causes were consistently identified as threshold issues.

Environmental concerns varied across countries and related to local challenges such as fresh water shortages, water sanitation, air quality and traffic congestion.

We also reviewed findings from extensive focus groups undertaken with more than 1,300 customers and 250 staff to develop our new global brand. This brand research found that regardless of age, gender and geography, customers want their bank and bank products to be people-focused and uncomplicated.

In addition, we researched the agendas of governments, NGOs (local and international) and multilateral organisations to understand their respective views on the most pressing economic, social and environmental issues and opportunities facing specific countries and the region more generally. We considered their medium to long-term strategic priorities and assessed where we, as a bank, could make the most constructive contribution.

Engagement

It was important to engage with local stakeholders to develop a CR framework that would resonate with our employees, customers, communities, governments and regulators wherever we operate.

In addition to day-to-day stakeholder conversations, we formally consulted with almost 600 people through face-to-face workshops conducted in seven countries as part of this process. This became one of the most significant engagement exercises undertaken by the Bank.

We listened to people's concerns for their own lives and communities, and their expectations for a bank that shares their world. Consistent themes emerged:

- As the global financial crisis played out in each of our markets, all stakeholders urged ANZ to grow responsibly by treating our customers and employees fairly and with care; providing the right products and services to meet customer needs; and to take greater account of economic, social and environmental issues in our business decisions.
- Education and employment opportunities are key to changing people's lives and are highly valued by individuals and in the development priorities of governments throughout the region.

ANZ listened to almost 600 people across seven countries in our region in developing our new approach to corporate responsibility.

- Bridging rural and urban economic and social divides is perhaps the most significant challenge for many governments and communities, particularly in Asia and the Pacific. Banking access and financial inclusion are strategies where we can make a difference.
- Supporting and building financial resilience, capability and wellbeing amongst customers and improving access to mainstream products and services for under-served and unbanked communities was considered a core responsibility for banks in every market.
- Improving urban sustainability is an important priority for governments and communities and, increasingly, our customers live in urban centres and are faced with congestion, air quality and sanitation challenges.

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Our approach

A framework emerges

The material issues raised through this research and stakeholder engagement process were then analysed and mapped against our business objectives, helping us to articulate our purpose in society and CR priorities.

ANZ's new CR Framework was released in September 2009. It provides clear direction for our initiatives and investments, allowing flexibility to suit the specific needs of our diverse geographies and markets.

Purpose	Contribution
Individual Prosperity	For people: Helping to create pathways to security and prosperity through our products and services and innovative education and employment programs for the disadvantaged.
Thriving Communities	For local communities: Championing the development of local leaders and contributing our skills and resources to help create solutions to important community issues.
Navigating Responsible Growth	For our business and region: Being a role model for responsible business growth and business behaviour, and making decisions that balance economic, social and environmental considerations in every market across our super region.



Our five key priorities and long term commitments

We have identified the following priorities and long-term commitments to guide our initiatives and investments in the coming years. Our 2010 CR targets will contribute to the achievement of these goals (see pages 33-34).

1/ Responsible practices

- Make responsible practices the foundation of our decision making.
- Foster a deeper understanding of the social and environmental issues relevant to our clients so that together we can effectively manage the risks, and make the most of the opportunities.

2/ Education and employment opportunities

- Strengthen and expand our programs to create education and employment opportunities to improve economic and social inclusion.

3/ Helping bridge urban and rural social and economic divides

- Support the social and economic development of rural communities in key markets in Asia and the Pacific by working with governments, multi-lateral organisations and NGOs to pilot and share the most effective ways to bring basic banking services to unbanked and under banked rural communities.

4/ Financial capability

- Continue our long term commitment to help build financial capability so that more low-income earners benefit.
- Take our most successful approaches from Australia and New Zealand and adapt them for use in our Asia and Pacific businesses.

5/ Urban sustainability

- Seek to better understand the social and environmental pressures on the urban environment and identify how we can help to improve urban sustainability.



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Each year we set public targets and a business-wide program of work to respond to the most material corporate responsibility issues and opportunities for our industry, customers, employees and the community.

Our approach and results saw ANZ assessed as the leading bank globally on the 2009 Dow Jones Sustainability Index – the world's most widely accepted benchmark of sustainable business practice.

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Responsible products, services and decisions

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



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Responsible products, services and decisions (2 of 4)

Goal	Location	Progress	Outcome
Conduct a review of ANZ's approach to responsible retail lending, including the way we offer and market retail credit, to ensure consistency with the principles of responsible money management and use of credit.	Australia	An independent review of our customer hardship processes is complete. ANZ's response to the report findings includes piloting an independent debt advice service for customers in difficulty. An ethical marketing workshop led by Professor Pascale Quester (Professor of Marketing, University of Adelaide) was held with product and marketing staff from our Australia Division in September with a focus on direct mail marketing. Findings are being used to develop a set of ethical marketing guidelines.	
Resolve 90% of all customer complaints within five working days and improve customer satisfaction with our complaint resolution processes.	Australia	91.7% of customer complaints were resolved within five working days this year. Research was conducted to identify key drivers of customer satisfaction with complaints processes. Improvements implemented include easily accessible information on our website describing how to make a complaint, together with simplified and clear complaint escalation processes for our branch and call centre staff. Monthly surveys of customers who have had a complaint resolved by ANZ commenced in November 2009 to regularly track customer satisfaction with our approach.	
Upgrade Internet Banking security and introduce new online products to assist customers to be more effective managing their money.	Australia	A major upgrade of Internet Banking security is underway and will be completed in 2010. Changes were made to Internet Banking to enable ANZ to recall transactions notified by our customer as potentially fraudulent. 50,000 users have registered for ANZ MoneyManager which provides ANZ and non-ANZ customers access to a single view of their financial information and automated budgeting and reporting tools.	
Ensure consistent social and environmental assessment processes across all client evaluation and credit approval systems in our Institutional business.	Global	A single tool is being developed to guide employees through the application of our reputational, social and environmental policies in day-to-day decision-making. Implementation of this tool is expected to be complete by end March 2010 and will include a comprehensive awareness program for relevant employees.	

Achieved
 Partially achieved
 Not achieved

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Responsible products, services and decisions (3 of 4)

Goal	Location	Progress	Outcome
Integrate social and environmental policy and Equator Principles requirements into Institutional wholesale credit training.	Global	Over 70 senior ANZ bankers in Melbourne, Sydney and Singapore participated in education sessions on the social and environmental issues relevant to our clients and region, including practical ways to help our large Corporate and Institutional clients manage these issues. Workshops were led by experts from WWF and Sustainable Finance Limited and included discussion of sustainability 'mega-trends' such as climate change, population growth and the impacts of consumption.	
Implement our new Group Code of Conduct and Ethics, including 100% employee completion of our Code of Conduct and Ethics Declaration training course, and agreement with the Code.	Global	Our new Code of Conduct and Ethics was introduced in October 2008. We recorded 43,296 completions of the Code training course this year, which represents completion by around 99% of ANZ staff. The Code applies to anyone who is employed by, or works at, ANZ including employees (both permanent and temporary), contractors and consultants. Staff are required to complete the new Code of Conduct and Ethics Declaration course annually.	
Implement an employee values and ethics training program, and ensure it is completed by 100% of senior executives globally.	Global	141 ANZ senior executives participated in a full-day workshop on organisational values and ethics designed and delivered by Dr Laura Hartman, an internationally recognised expert in business ethics from DePaul University in Chicago. A global leader-led Values and Ethics program is currently being implemented across our business.	
Reduce our LTIFR by a further 10% in Australia and New Zealand, and continue the implementation of our global health and safety program.	Global	Our Lost Time Injury Frequency Rate (LTIFR) was reduced in Australia from 2.4 in September 2008 to 1.9 (21% reduction); and in New Zealand from 2.0 in September 2008 to 1.5, a 25% reduction. LTIFR is now monitored in India, which is at 0.6. Occupational Health and Safety Operational plans were completed for all ANZ countries in Asia and the Pacific. Monitoring against these plans will commence in 2010.	

 Achieved
  Partially achieved
  Not achieved

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Responsible products, services and decisions (4 of 4)

Goal	Location	Progress	Outcome
Implement a training program on economically, socially and environmentally responsible sourcing decisions and ensure completion by 70% of Category Spend Managers across ANZ's global operations.	Global	An online training program on ANZ's approach to sustainable sourcing was launched in April 2009 and is now part of ANZ's standard risk training for relevant staff. Instructor-led workshops have also been delivered to over 70% of all Category Managers in Australia, New Zealand and India, together with members of the Global Sourcing leadership team.	
Develop an audit process to track supplier compliance with ANZ sustainability requirements and pilot the process with a high risk supplier.	Global	We developed new processes to verify supplier compliance with ANZ's sustainability requirements. We conducted an on-site audit of a high risk supplier and piloted an external verification process for supplier self-assessments for medium risk agreements. These new supplier verification processes are now being integrated into our global operations, as part of standard supplier management practice.	
Develop sustainability sourcing guidelines for six new ANZ spend categories.	Australia	Sustainable sourcing guidelines for office products, print services, travel, cards, advertising services, legal services and corporate wardrobe have been implemented during 2009. These guidelines are now informing the development of risk-based global sourcing strategies to mitigate the significant social and environmental impacts of our sourcing activities.	
Develop two-year environmental footprint targets for 2010 to 2011.	Australia & New Zealand	Two-year operational targets have been established for energy, carbon, water, paper and waste in Australia and New Zealand. An important aspect of our new targets will be achieving absolute greenhouse gas reductions through a combination of enhanced monitoring of energy consumption, infrastructure investment and behaviour change.	

 Achieved  Partially achieved  Not achieved

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Sustainable development

Contributing to economically, socially and environmentally responsible development.



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Sustainable development (2 of 4)

Goal	Location	Progress
Implement a strengthened Group Corporate Responsibility Charter.	Global	Our new global CR framework includes five priority areas for our programs, initiatives and investments - responsible practices; education and employment opportunities; bridging urban and rural social and economic divides; financial capability; and urban sustainability. It was developed following conversations and face-to-face workshops held over seven months with internal and external stakeholders in Australia, New Zealand, China, Vietnam, Indonesia, Fiji and Tonga.
Implement a Group-wide human rights policy and management system.	Global	A new Human Rights Statement has been developed following extensive internal and external consultation. Public release has been delayed to ensure greater awareness internally of the commitments in the Statement. Implementation into relevant policies and processes including our client and supplier screening tools, training programs and global HR policies has commenced. The Statement is planned for public release in early 2010.
Create a new Group-wide corporate community investment fund.	Global	A Group-wide community investment model has been created to support the implementation of our CR framework and brand positioning 'We live in your world'. The model will include a globally consistent approach to volunteering, payroll giving, community investment and disaster relief, aligned with our five CR priority areas. The full model will be implemented in early 2010.
Implement new products and services to assist Institutional clients with the transition to a lower carbon economy.	Global	A 'Carbon and Water Solutions' function in our Institutional Division was established to focus on developing sustainable solutions for clients facing added business costs relating to carbon and water. Given the lack of a definitive regulatory regime for carbon in Australia and other markets, demand for products has been weaker than expected.

Outcome



Achieved
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 Not achieved

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Sustainable development (3 of 4)

Goal	Location	Progress	Outcome
Complete the pilot of our mobile commerce product "WING" in Cambodia, and investigate opportunities to extend it to other markets in our region.	Asia Pacific	By September 2009, nearly 50,000 customers had signed up to our WING mobile banking service in Cambodia following its launch in February. An independent review found 56% of customers were previously unbanked. Our focus is on continuing to refine the program in rural areas of Cambodia with the support of a A\$1.5 million grant from the Australian Government.	
Implement a pilot model for community investment in Asia Pacific.	Asia Pacific	ANZ's first rural bank in Western China will improve the quality and accessibility of financial services for farmers and residents in Liangping County. The local ANZ team is also supporting a 12 month development project for local citrus farmers, co-ordinating workshops to help improve their farming and marketing practices and providing them with access to financial literacy programs to encourage best practice financial management.	
Review and recommend options to achieve our goal to become carbon neutral in Australia and New Zealand in 2009.	Australia & New Zealand	Following engagement with Government and other stakeholders, and in consultation with our Management Board, ANZ deferred becoming carbon neutral while the Australian Government finalised its climate change policy framework, including how a company can achieve carbon neutrality. We are now reviewing and finalising our strategy to ensure it complies with these Government standards. This will then be implemented retrospectively from 1 October 2009 to ensure we fulfil our original commitment and will cover our global operations.	
Improve our retail customer satisfaction in Australia and New Zealand.	Australia & New Zealand	ANZ retail customer satisfaction in Australia has decreased from 77.1% in September 2008 to 76.5% in September 2009 according to Roy Morgan Finance Monitor. We remain ahead of all major banks. ANZ New Zealand retail customer satisfaction is 61%, down 3% on the previous year. National Bank (NZ) is at 61%, down 11% on the previous year.	

 Achieved  Partially achieved  Not achieved

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Sustainable development (4 of 4)

Goal	Location	Progress
Maintain our position as the Number 1 lead Institutional Bank for Australia and New Zealand.	Australia & New Zealand	ANZ ranked second in the annual Australian Large Corporate and Institutional Relationship Banking Survey by Peter Lee Associates with 35% of lead relationships, 2% behind the lead bank. We maintained leadership on eight qualitative measures related to industry expertise, senior management support and understanding the funding needs of our clients. In New Zealand ANZ ranked first on the survey with 82% of lead relationships.
Implement a new approach to understanding and responding to employee feedback and achieve employee engagement levels above industry benchmarks.	Global	ANZ's My Voice employee survey is based on the model used by international human resource research and benchmarking company, Kenexa. It aims to identify the strongest interdependencies between employee engagement and business performance and the specific actions required to deliver improvements. An interim survey was conducted in August revealing an employee engagement level of 66%, slightly below industry benchmarks. An in-depth version of the new survey will be conducted early next year.
Achieve our two-year environmental footprint reduction targets by 30 September 2009:	Australia	ANZ has achieved its two-year environmental targets for electricity, water, waste and paper against the 2007 baseline:
5% reduction in electricity per FTE		Electricity consumption per Full Time Equivalent employee (FTE) has reduced by 6%.
5% reduction in water per FTE		Water consumption reduced by 16% per FTE based on data from 12 key sites.
10% reduction in waste per FTE		Average daily waste per FTE, as measured at 10 key sites, reduced by 11%.
10% reduction in paper per FTE		Paper consumption per FTE reduced by 22%.

Outcome



Achieved
 Partially achieved
 Not achieved

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Social and financial inclusion

Building a diverse and inclusive workforce; increasing the reach and impact of our financial literacy programs; and improving access to products and services for women, mature customers, people who have relocated from another country, Indigenous Australians and people with disability.

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Social and financial inclusion (2 of 3)

Goal	Location	Progress	Outcome
Implement new initiatives to improve the financial inclusion of women, older customers, Indigenous Australians, people from different cultural backgrounds and people with disability.	Australia & New Zealand	Retirement Banking Specialists are now available in 244 branches across Australia. An education program was implemented to improve the capability of staff to serve Chinese customers in Australia and we have improved the accessibility of our website and internet banking for customers with visual impairment. Credit card assessment criteria were refined for migrant customers to ensure relevant international income can be included in the assessment of their application. ANZ is waiving fees to Indigenous Traditional Credit Union (TCU) customers who use ANZ ATMs to access their funds. Our 'Be Money Confident' program provides tools and resources for women to feel more confident about managing their money.	
Achieve a minimum 2-3% increase in women in management positions in all major geographies.	Global	The overall percentage of women in management positions has improved slightly to 36.8%, however we did not meet our target. The result reflects the fact that attracting and promoting more women into management roles has been challenging in a year when we restructured our business and where voluntary turnover decreased. We have made good progress at some levels such as in our executive and senior management grades. This is particularly pleasing as these are the 'feeder' grades for our Senior Executive group. In addition, at the time of this report being published ANZ now has four women on its management board, the most of any major bank in Australia.	
Employ an additional 35 people with disability globally including 30 people in Australia.	Global	An additional 39 people who self-nominated as having a disability joined ANZ in 2009. Twenty-nine of these new recruits were employed in Australia, eight in New Zealand, one in India and one in our Asia Pacific Europe and America Division. We will release our second Disability Action Plan in early 2010.	
Employ an additional 100 Indigenous trainees.	Australia	ANZ recruited 102 Indigenous trainees this year. An important focus in 2009 has been improving the recruitment process to ensure candidates have the support they need to successfully complete their traineeship. Retention rates for this year are at 83% compared to 78% the same time last year.	

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Social and financial inclusion (3 of 3)

Goal	Location	Progress	Outcome
Increase the reach and impact of our flagship financial literacy and inclusion programs.	Australia & New Zealand	A\$13.5 million of Australian Government funding will help ANZ, the Brotherhood of St Laurence, and other partners to more than double the reach of the Saver Plus matched savings and financial literacy program to an additional 7,600 people on low incomes across Australia by 2011. The Progress Loans program received A\$1 million from the Australian Government to support the piloting of alternative delivery models.	
Enable our partners to enrol a further 1,500 people in Saver Plus and conduct behavioural research into the success of the program.	Australia	Our community partners enrolled 1,192 participants in the Saver Plus matched savings and financial literacy program this year. Some partners reported that general financial insecurity for people on low incomes had impacted participant numbers. Behavioural research on the program was completed and identified the factors contributing to the long term success of Saver Plus.	
Reach 30,000 people with our MoneyMinded financial education workshops.	Australia & New Zealand	28,409 people participated in MoneyMinded in 2009. 25,234 people participated across Australia this year, including 435 ANZ staff members who completed our online program. An additional 3,175 people participated in MoneyMinded in New Zealand, where we deliver the program in partnership with Plunket.	
Together with our community partners, achieve a further 300 participants in our Progress Loans program and complete a full evaluation of the pilot program.	Australia	278 new Progress Loans were provided this year. The program evaluation research has been completed, showing that Progress Loans is successful in meeting the needs of people on low incomes through providing access to safe and affordable loans.	
Conduct the second round of financial literacy research in New Zealand.	New Zealand	The second ANZ-Retirement Commission Financial Knowledge Survey, assessing whether the level of financial knowledge in the New Zealand community is improving, was completed with results publicly released on 22 June in a joint announcement by the New Zealand Retirement Commissioner Diana Crossan and ANZ National CEO Jenny Fagg.	

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Consistent, responsible, ethical decision making

We are embedding an ethical and risk-aware culture across our business as we learn from our mistakes, apply the lessons for all banks arising from the global financial crisis and continue to build trust with our stakeholders.

More information: anz.com/crgovernance



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Embedding a culture of ethical behaviour

This year our most senior ANZ executives participated in a one-day forum on values and ethics, designed and delivered by an internationally-recognised expert in business ethics. A similar workshop is being delivered to teams across the organisation. Participants are taken through a series of real-life ethical dilemmas and apply a decision-making process drawing on ANZ's organisational values and the STARS principles (see the page 21).

A new Code of Conduct and Ethics was introduced to help employees understand and deal with ethical challenges they may face at work. The Code applies to everyone who is employed by or works at ANZ, including permanent and temporary employees, contractors and consultants.

Supporting the new Code is training for all our staff, covering issues such as avoiding corrupt practices; recognising and preventing harassment and bullying in the workplace; and managing potential conflicts of interest. Everyone who works at ANZ is required to complete a Declaration related to the training course annually. This Declaration confirms that each employee understands the Code's principles, has complied with them over the previous 12 months, agrees to comply with them in the future and understands there are consequences if they fail to do so. We recorded 43,296 completions of the Code training course and declaration in 2009, representing around 99% of ANZ staff.

Breaches of the Code of Conduct and Ethics are tracked using an online reporting and case management system, with corrective action closely monitored. All breaches are reported quarterly to ANZ's Management Board and form part of regular risk reporting to the Operational Risk Executive Committee. In 2009 there was a total of 1,093 breaches of the Code, a significant increase from 2008, ranging from relatively minor breaches relating to inappropriate emails and use of internet - to more serious incidents involving fraudulent behaviour.

Our early investigations suggest the increase is the result of improved reporting systems across the Group and a stronger awareness within the organisation of the ethical standards expected of ANZ employees following the introduction of the new Code.

ANZ's Whistleblower Protection program provides an avenue for all employees, contractors and consultants to report concerns about conduct that may be unethical, unsafe or illegal in a confidential way without fear of reprisal, dismissal or discrimination. In 2009 we introduced measures to make it easier for staff to raise concerns under the Whistleblower Protection Policy, including a 24-hour external and independent hotline.

 anz.com/codeofconduct

 anz.com/values

Types of Code of Conduct and Ethics breaches 2009

ANZ's best interests/reputation impact	20
Compliance with Code, law and ANZ policies and procedures (mainly relating to use of email and internet)	822
Conflicts of interest	11
Honesty and integrity	167
Improper payments, benefits or gains	7
Personal transactions and gain	12
Privacy and confidentiality	33
Failure to report breaches of Code, law and ANZ policies and procedures	14
Treat others with respect; maintain safe workplace	7
Total	1093

Whistleblower Protection 2009

	2009	2008
Reports received	12	5
Reports closed	8	3
Reports still under investigation	4	2

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Building better bankers & Protecting and strengthening our reputation

ANZ's Building Bankers program aims to embed the concept that identifying and managing risk is everyone's responsibility. While everyone in the bank has different roles and expertise, all employees have a responsibility to make decisions that are balanced, ethical and conscious of the economic, social and environmental risks involved.

One of the goals of Building Bankers is to create a common set of principles to guide day-to-day business decisions and to make risk management easier to understand and apply. An early initiative is the STARS guide to be applied by all staff when making a decision on behalf of the bank.

Building Bankers will also work across the bank to deliver tools and practical training for ANZ leaders and employees.

The first of these is Business of Banking, a global employee learning program released in September 2009, explaining the fundamentals of banking and the importance of risk management. Further training will be delivered in 2010 to increase employee understanding of risk and their accountability for managing risk in their day-to-day work.

A new Reputation Risk Policy helps employees identify the day-to-day issues that can impact on ANZ's reputation as a trusted and respected organisation.

The Policy highlights decisions that are particularly important to ANZ's reputation, like designing or approving a product, lending money to a new client or entering a joint venture with a third party. It then takes employees through the types of questions they should ask to ensure the expectations of all stakeholders have been considered, for example:

- Would the transaction be considered open and transparent?
- Is the customer being treated fairly?
- Would a customer choose to do business with ANZ's intended business partner?
- Does the transaction meet with ANZ's social and environmental standards?

A Reputation Risk Committee, comprising nine senior executives, supports the Policy and provides a forum where employees can obtain advice on complex or controversial issues involving clients, transactions or products.

 anz.com/risk-management

STARS decision making principles

- S Stand back** Pause, be conscious that you are making a decision on behalf of ANZ.
- T Think** Do we really understand this customer or situation? What are the options and potential risk-reward trade-offs?
- A Ask** Ask for a second opinion if you think you need additional expertise.
- R Resolve** Make your decision.
- S Self-checks** Apply before you proceed – is this decision in the best interests of ANZ? What would I do if it were my money?

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Towards common goals

Regular and continuous engagement with stakeholders is integral to the success of our business. It helps us understand and respond to emerging risks and opportunities and the expectations of those who shape our operating environment.

Further examples of stakeholder engagement provided in our case studies (see pages 26-48) and at anz.com/stakeholders

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Pursuing our business strategy

ANZ announced its super regional business strategy in late 2007. Fundamental to this strategy is investment in a healthy, sustainable franchise in our markets in Australia and New Zealand and the significant expansion of our business in the Asia Pacific region – particularly in East Asia.

Achieving our growth plans in Asia requires much deeper and more regular engagement with governments and regulators in host countries as well as in Australia.

This year we were granted approval to incorporate locally in Vietnam - allowing us to further expand our business there - and a rural banking licence in China following detailed consultation with government authorities on our business plans in those countries. Close liaison with relevant regulators is continuing in relation to our acquisition of selected businesses in six Asian markets from the Royal Bank of Scotland which is currently underway.

Keeping the Australian Government updated on our plans and potential benefits of our regional investment for the Australian economy is also vital. The CEO of our Asia Pacific Europe and America business, together with a number of our country heads from the region, met regularly with Australian Government leaders and senior government officials to brief them on our operations and growth plans throughout 2009.

We conducted detailed research and engagement to understand the priorities and expectations of stakeholders across Asia as part of the development of our new CR framework. Workshops were held in Beijing, Ho Chi Minh City, Jakarta and Hong Kong with participants representing governments, regulators, local and international NGOs, academia, our customers, business associations and business partners.

In addition to helping us define our CR framework, workshop participants consistently encouraged us to share our policies, practices and experiences widely and to champion the development of local leadership in responding to important economic social and environmental issues (see page 4-6 for more detail).

We continue to be involved in efforts to advance Australia's trade policy agenda in the region, contributing submissions to free trade agreement negotiations and feasibility studies with ASEAN, China, Indonesia, India, Korea and the Pacific (the so-called PACER-Plus). We sponsored the inaugural Australia-Indonesia Conference in February 2009, which focused on building enhanced business partnerships and deeper bilateral economic and trade relations between the two countries. We also announced our platinum-level sponsorship of Australia's pavilion at Shanghai World Expo 2010.

 anz.com/ourprofile

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Stakeholder engagement

Working with Government

An active and constructive contribution to the public policy process is one of our most important responsibilities as a large corporation. This year, our engagement with the Australian Government in particular increased in frequency and importance in response to the global economic downturn.

While Australia fared better in the financial crisis than most countries, market downturns and fading investor confidence eroded investor wealth. Some households were feeling the effects of unemployment or reduced working hours, impacting consumer confidence. There were also fears that malfunctioning global financial markets would restrict credit to customers – causing further strain on the economy.

Our engagement was focused on keeping the Government informed of our perspective on the state of the economy, based on the trends we saw emerging in the behaviour of our customers.

Our CEO and the heads of our retail and commercial businesses regularly discussed economic conditions with politicians and senior government officials, providing immediate access to important economic indicators such as loan application numbers and customer default rates.

We also kept the Government informed of our approach to lending as economic conditions deteriorated. This involved maintaining access to appropriate credit for retail and business customers, thereby supporting economic recovery, while at the same time taking a cautious and responsible approach to lending in those areas hardest hit by rising unemployment and falling property prices.

We participated in industry roundtables co-ordinated by the Australian Federal Minister for Small Business to discuss the sector's concerns, particularly those relating to access to credit. Our public commitment to making at least A\$8 billion worth of new lending available to viable small businesses in 2009 was a signal of our confidence in the sector at a time of enormous uncertainty, and aimed to encourage economic growth and employment generally.

The Australian Government's guarantee to underwrite debt raisings of Australian banks on credit markets – mirroring similar action taken by other governments around the world – was an important and successful step in re-opening access for Australian banks to the wholesale funds they rely on to do business. Our submission to a Parliamentary Inquiry into Bank Funding Guarantees this year recommended that while the guarantee has instilled confidence in investors, it should be removed in an orderly way as conditions in wholesale funding markets improve.

We also worked with the Australian Treasury in response to the impact of the economic downturn on vulnerable customers. A set of principles adopted by the industry ensure appropriate support for home loan customers impacted by job loss or reduced working hours. This included up to 12 months relief from normal repayment obligations in some circumstances.

Key submissions are available on our website.

 anz.com/submissions

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Engaging on human rights

ANZ is developing a group-wide approach to understanding and responding to the human rights issues that could potentially arise in our business and operations. This is particularly important as we grow our presence in developing economies, where human rights risks and priorities may be different to those in developed countries such as Australia and New Zealand.

This year, we completed a detailed analysis of the global human rights standards relevant to our business and the countries where we operate. We also developed an ANZ Human Rights Statement and commenced integrating this approach into our communication, training, monitoring and reporting systems.

Relevant areas of our business were consulted on this work, benchmarking current practices against these standards to help identify instances where we might need to be make consideration of human rights more explicit in our policies and processes.

A number of NGOs and human rights experts were engaged as we identified the appropriate scope of our commitment, the most relevant human rights impacts and best practice implementation approaches.

Our analysis and consultation confirmed the importance of having clear standards and guidelines to avoid committing or being complicit in human rights abuses; developing a deep understanding of the issues most relevant to our operations, clients and suppliers across different cultures and contexts; and building our capability to support them in managing those issues.

Other human rights areas relevant to ANZ are: ensuring contracts with security services are consistent with international standards; preserving the rights of employees wherever we operate; ensuring effective implementation of our anti-corruption and bribery policies; taking preventative measures to minimise our impact on the environment; ensuring business practices are consistent with consumer protection principles; and engaging effectively with the community.

Importantly, implementation of our approach must recognise how the concept of human rights is understood differently across cultures. This requires careful consideration in the way we explain and uphold our standards with our clients, suppliers, business partners and within our operations in each of the countries where we operate.

The Statement will be publicly released in 2010.



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Getting back to basics

We focused on providing practical and timely support for customers impacted by the global financial crisis while navigating the most challenging economic environment since the Great Depression.

We had around 150,000 conversations with customers in Australia this year to help them manage through a period of financial difficulty.

While the global financial crisis had its origins in North America and Europe, there are lessons that apply to all banks around the world. One of the most important is to get the basics of banking service right for our customers.

For ANZ, this included exploring new ways to support customers who felt the effects of the economic downturn during 2009 – especially those impacted by job loss or reduced working hours – and by carefully listening and responding to what our customers are saying about our service.



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Conversations with customers

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Market pressures and responsible lending

Increased costs of doing business this year required some difficult decisions impacting our customers. These were nevertheless vital to ensure our business remained healthy in a challenging economic environment and that we continued to provide affordable credit to our retail and small business customers.

One of these decisions in Australia involved not reducing home loan interest rates in line with reductions in official cash rates made by the Reserve Bank throughout the year. This industry issue generated considerable media coverage and claims that banks were profiteering.

However differences between the interest rates we charge our customers and the official cash rate reflect how the cost of our two main sources of funding rose substantially this year, relative to the cash rate.

One source of funding is customer deposits which supply around half the funds we need to lend money. Due to greater competition for these deposits as a result of the global financial crisis, the profit or 'margin' we make on these deposits dropped dramatically – to the point where holding some shorter-term deposits was a cost to the bank. This made this source of funds more expensive over 2008 and 2009.

We also rely on international credit markets which were significantly disrupted, particularly in late 2008 when they were effectively closed. The Australian Government's guarantee of wholesale debt raisings was effective in helping re-open these markets, however they remained more costly to access than prior to the global financial crisis.

Passing part of these additional funding costs to customers is essential for ANZ to remain profitable and well-capitalised. It helps ensure we remain 'open for business' and able to provide our customers with affordable credit and a secure place to deposit money. This is particularly important in an environment where many banks globally, notably in the US and UK, are struggling to survive, coming under the effective ownership of governments.

We also have a corresponding responsibility to be alert to the impact of interest rates on our customers in the way we lend money.

Our credit assessment processes for retail and business customers automatically factor in a rate 'buffer' to ensure the applicant can not only afford the credit at the time of application, but also in the event of an interest rate increase down the track.

Our responsible lending commitments ensure we do not offer credit card limit increases to our most vulnerable customers (including those we know are on government benefits and customers showing recent signs of struggling with repayments).

And despite increasing costs to our business, there was justifiably an expectation on us to keep credit flowing to our customers, particularly to small business customers. This we did, with our level of lending to retail and small business customers comparable to previous years (see table below).

 anz.com/customers

Total lending in Australia (A\$ million)

	2007-08	2008-09	Change
Retail	\$137,772	\$151,129	+10%
Business & Small Business	\$17,910	\$17,781	-1%

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Help for customers facing financial difficulty

In 2010 we will pilot a program to offer customers in difficulty access to fast, free and independent advice about their financial situation from a qualified financial counsellor.



We have invested significantly in understanding and assisting customers suffering financial stress over many years. In 2009 we took further steps to improve the level of support we offer our customers, especially those feeling the impact of job loss or reduced working hours as a result of the global financial crisis.

We introduced a direct hotline for our personal and small business customers facing difficulty and doubled the number of staff trained to provide specialised hardship support through our Customer Connect program in Australia.

New Zealand branch staff have been trained to provide support to customers as part of our Financial Wellbeing program, including options to help them overcome their financial difficulty. Here our approach recognises that our New Zealand customers prefer to have these discussions face-to-face rather than over-the-phone.

In addition, we commissioned independent experts in consumer issues to review the support we provide to customers in financial difficulty and benchmark it against international and Australian best practice.

The report concluded that while our approach was sound, we have room to improve in embedding the program into our processes and staff training, and promoting the service to our customers to encourage them to contact us proactively.

In response to the report's findings, we will pilot an independent debt advice service in partnership with a financial counselling organisation in 2010. This recognises that many of the customers we see in difficulty need help with their entire financial situation, not just the debts they have with ANZ.

We expect the debt advice service will act as a kind of 'circuit breaker' for these customers. It will offer them timely and direct access to an independent financial counsellor who can help them get a clearer picture of how they manage their income and expenses, what they can afford, how they should prioritise their payments and the most appropriate course of action for them.

We will also trial an early identification program to spot customers who may be slipping into financial difficulty so we can offer assistance at an earlier stage to help them avoid more serious financial problems down the track. A more flexible range of temporary relief options will also be developed in 2010.

Customers can call ANZ on 1800 252 845 (Australia) or 0800 240 438 (New Zealand) to discuss any difficulty they are having paying their loan, and temporary repayment arrangements that may help them while they get back on their feet.

 anz.com/r/lending

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More support for business customers

Support for the small to medium business sector has also been a priority during the economic downturn.

In Australia, we committed to making available at least A\$8 billion in new lending to small and medium sized businesses during the year.

A series of free workshops facilitated by industry experts were provided to thousands of small businesses across the country. The workshops offered strategies on preparing for the downturn as well as how to best position a business for more prosperous times ahead. Similar workshops were provided to around 5,000 business customers in New Zealand in 2009.

Online marketing was the most popular workshop subject, offering advice on how to encourage traffic to websites and maximise sales online. A cash flow management workshop explored the key financial drivers of business and how to remain resilient through lean times.

Workshops covering the value of a business's brand and sales strategies were also in demand. A customer-friendly format, focusing on topics small businesses want to know more about, proved to be a successful formula, with many sessions oversubscribed.

In 2010 we will provide the workshops in 'webinar' format, making them more accessible for micro enterprises and business operators in remote areas who find it difficult to attend in person.

We are also hiring 130 more small business specialists in branches and business centres around Australia by early 2010. Wherever possible we will hire people who have previously worked in a small business and have direct experience dealing with the issues facing our customers.

Small business workshops were free and provided both ANZ and non-ANZ customers advice on how to start, grow, and run a small business.

ANZ's small business hub allows business customers to access business tools, tips, market data and other market trends

 thesbhub.com.au

The National Bank's (NZ) online business Resource Centre provides business tools and templates, free business planning software and 160 guides on all aspects of running a business

 businessresourcecentre.co.nz

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Improving customer satisfaction

While our Australian retail customer satisfaction is still the highest of all major banks, analysis of the data suggests we lost some ground compared to our peers in 2009.

We know from our own research a customer's overall satisfaction with their bank largely depends on how we do the simple, everyday things, like responding to complaints, and how we manage our personal relationship with them.

Common issues requiring greater focus include resolving problems quickly and informing customers of progress; taking an interest in their situation; understanding their history better; and tailoring a service to meet their needs - in other words making banking as smooth and as easy as possible.

In response we established 'Voice of the Customer' - a team dedicated to understanding in detail what our customers are saying about our service and what we need to do to meet their expectations and improve customer satisfaction.

The team examines the feedback we receive through complaints, market research and customer surveys to uncover recurring service problems and instances where customers are being treated unfairly.

Everything from delays in branches returning customer phone calls, to larger issues such as our systems for managing customer complaints, are addressed and reviewed by a senior management forum for resolution.

One initiative involved working with one of our industry regulators, AUSTRAC, to exempt some customers of our superseded Esanda debenture product from having to attend a branch to identify themselves upon being migrated to a new ANZ term deposit.

The requirement was inconvenient for older debenture customers, particularly those with poor mobility. It was also, in practical terms, unnecessary. As customers of Esanda (a wholly-owned subsidiary of ANZ), they were, in effect, long-term customers of the wider ANZ group.

In 2010, the team's focus will be on capturing what staff see as barriers to excellent service at the 'coal face' in our branches.

If you have a suggestion on how we can improve, or our service doesn't meet your expectations, we want to know. Feedback is invited on 1800 805 154 (Australia) and 0800 269 296 (New Zealand).

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Building a super regional workforce

An inclusive and energised workforce is vital to the success of our business strategy to become a major financial services organisation in the region.

We are actively recruiting and developing employees with diverse attributes and backgrounds to help us serve an increasingly wide range of customers across multiple countries and cultures.

We are also undertaking a significant program to engage all our employees in the new direction of our organisation. We want to ensure they understand our strategy and the important role they play in

delivering it. This has included the release of a new set of values and Group-wide Code of Conduct to help our people arrive at consistent, responsible and ethical decisions in all aspects of their work.

Our people also want to clearly see how we are treating those impacted by our business decisions with compassion and respect.

ANZ values:

Integrity	Do what is right
Collaboration	Work as one
Accountability	Own your actions
Respect	Value every voice
Excellence	Be your best

Our new values were developed following a group-wide survey and detailed consultation to ensure they truly reflect the strongly-held values of our staff. Corresponding standards of behaviour require everyone at ANZ to pursue our business objectives in an ethical, responsible and sustainable manner.

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43,523 ANZ staff worldwide



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Our employees

Engaging employees in a time of change

Close to 1,000 ANZ staff were involved in developing the 'ANZ Story' - a unifying account of ANZ's business vision, values and promise to its customers which will be shared with staff globally throughout 2010.

The move to a new business structure and the fallout from the global financial crisis has resulted in a year of substantial change for many of our staff and also created challenging working conditions in a number of areas of the bank.

We are now organised around three key regions – Australia, New Zealand and Asia Pacific, Europe and America (APE&A) with Institutional operating as a global business. We have also put in place a simpler, less complex structure for Operations, Technology, Human Resources, Finance and Risk.

The restructure positions us to benefit from the considerable opportunities for growth in the region – improving our focus on our customers and key markets, creating fewer management layers and maximising the sharing of resources and expertise across the organisation.

This change was also a rapid and difficult one for some of our people. Up to 75% of our employees experienced a role change of some kind as a result of the restructure.

In addition, around 1,200 employees were retrenched in Australia and New Zealand.

Counselling, career advice and job searching assistance (including training to improve interviewing and communication skills) were offered to people impacted by job loss.

We also introduced 'New Beginnings' workshops, providing a supportive and 'safe' environment for teams impacted by the restructure to air concerns and better understand their role in the organisation and how they can most effectively work with new business areas and reporting relationships under the revised structure.

Throughout 2010 our senior leaders will work with their teams to encourage a deeper understanding about the 'ANZ Story'. This describes our new business strategy, its relevance to each area of the bank and how individuals and teams can contribute to achieving the organisation's goals.

Our objective is to energise employees around this new vision for our business and their opportunity to contribute to what is a truly transforming stage in ANZ's history.

 anz.com/employees

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Our employees

Developing and advancing women

Creating a workplace that attracts, retains and develops women has been one of our highest priority employee issues over a number of years.

We set specific and public targets to increase the number of women in management positions. Our progress is regularly reported to our Diversity Council, chaired by our CEO, and disclosed publicly in our reporting.

We want more women in strategic and line management roles across our business. In addition to their experience and professional qualifications, women bring unique capabilities to banking - including exceptional relationship building skills and inclusive decision-making. More female leaders will also help us to better understand, attract and support the growing female customer market.

In some cases, progress has been dramatic. ANZ now has four women on its Management Board - the highest proportion of any major bank in Australia. In our Asia business, four out of 12 country CEOs are women.

Overall however, our progress in increasing the number of women in management roles has been gradual, particularly in Australia and New Zealand, with numbers improving only slightly in 2009. This is not surprising in a year when we restructured our business and voluntary turnover decreased. We made good progress at some levels such as in our Executive and Senior Management grades. This is particularly pleasing as these are the 'feeder' grades for our Senior Executive group.

2009 also saw a concerted effort to address instances of unequal pay between men and women, which can be one manifestation of gender bias in an organisation.

Managers in each of our business divisions were provided detailed data about the remuneration of their staff and asked to ensure there was no unconscious bias against female employees reflected in the way they are remunerated.

The objective was to confirm that female employees were fairly compensated against male peers based on their role type and wage band. Where unjustified discrepancies were identified, managers were asked to adjust remuneration within their team accordingly. This ensures detailed gender pay information is formally factored into our review of remuneration across the group.

As a result of this approach, the gap in base salary pay between men and women continued to decrease in favour of women at executive, senior manager and manager levels.

Internal womens' networks provide a source of professional and personal development information and peer support to help women build long-term careers at ANZ. New Zealand has one of the most active groups, organising workshops on presentation skills and career development and establishing a female mentoring program over the past 12 months.

Read more about our women in management results:

anz.com/gender-diversity

The difference in base salary remuneration between men and women decreased across the majority of levels in 2009. This table describes the percentage difference at each level before and after the 2009 Remuneration Review.

Employee Level	Before Review	After Review	Favours
Senior Executives (Level 1)	5.0%	5.0%	Male
Executives (Level 2)	2.5%	2.2%	Male
Senior Managers (Level 3)	4.2%	3.8%	Male
Managers (Level 4)	3.2%	2.8%	Male
Non-managers (Level 5)	1.8%	1.4%	Female
Non-managers (Level 6)	4.9%	4.7%	Female

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Our employees

Supporting staff for life after ANZ

ANZ has grown its wholly-owned operations in Bangalore, India, over the past six years – a significant investment in a technology and operations centre serving our business globally.

This approach has involved relocating or ‘offshoring’ some existing roles, predominantly from our Australia and New Zealand businesses.

In total, an additional 894 Full Time Equivalent (FTE) roles in Australia and 359 FTE in New Zealand have been transferred to Bangalore since October 2008.

We understand our responsibility to treat staff impacted by these changes with compassion and respect. Our priority and preference is to find those affected a new role in our business. In Australia for example our success rate at redeploying individuals wishing to stay at ANZ was up to 70% by November 2009.

However this will not always be possible. During 2009, 202 full time employees were made redundant and 353 contract roles finished in Australia, while in New Zealand 187 full time staff were made redundant and 55 contract roles finished (see table).

Where we are unable to find an alternative position for those impacted, and the employee leaves ANZ, we are now helping them re-train for their next job.

This year we committed up to A\$10 million to a New Career Training Fund, developed with the Finance Sector Union (FSU) in Australia and the New Zealand union, FINSEC, offering impacted staff funding for vocational training of their choice to prepare them for a new career.

Over A\$100,000 was granted between August and November 2009 to help employees transition to new careers. Some have used the funding to build on the expertise they developed during their time at ANZ. Others are taking the opportunity to change direction and acquire skills for a completely new work life in areas such as nursing, aviation and photography.

A Committee comprising representatives from ANZ, the FSU and FINSEC assesses applications and disperses monies from the Fund.

A Past Employee Care Fund also established this year offers one-off cash grants to retrenched employees who are unable to meet their living expenses after leaving ANZ. Employees typically use the grants to improve their financial stability as they search for a new job.

 anz.com/offshoring

A new ANZ New Career Training Fund is helping employees impacted by offshoring transition to new careers.

Total number of employees and contractors in Australia and New Zealand impacted by offshoring decisions in 2009.

	Australia	New Zealand
Permanent staff made redundant	202	187
Contractors whose contracts finished	353	55

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Our employees

Building a diverse and inclusive workforce

Three recruitment programs in Australia are providing a model for how we can extend employment opportunities to marginalised and disadvantaged groups in our community.

Our Indigenous school-based traineeship program offers young Aboriginal and Torres Strait Islander Australians invaluable workplace experience.

One hundred and two Indigenous trainees were recruited in branches around Australia, exceeding our public target. A further 163 joined the program as part of our December 2009 intake, bringing the total number of trainees recruited since 2003 to 423. We also expanded the program to branches in Victoria and Tasmania this year.

While building recruitment numbers are important, we know the program will not achieve its objective of providing a pathway to long-term employment opportunities unless trainees remain motivated to see the program to its end.

This year we changed our recruitment processes to ensure trainees and their families are clear about the commitment involved. Trainees now spend a trial week in their future branch before their traineeship starts.

We also know trainees need a supportive workplace. Before placing a trainee with a branch, we take staff through cultural awareness activities to ensure they understand some of the pressures and challenges that face the trainee and are ready and able to provide on-the-job advice and support when needed.

Our recruitment partners help mentor trainees through what can be, at least initially, a daunting experience.

We are now beginning to see how this approach – with its focus on partnerships with recruitment experts as well as close on-the-job support and mentoring – can be adapted for the employment of other under-represented groups.

This year we piloted partnerships with specialist employment agencies to identify potential employees with disability to join ANZ and have established a dedicated staff hotline for employees having difficulty accessing the technology they need to do their job.

While we exceeded our target to employ an additional 35 people with disability this year, the pilot identified several potential improvements. These include providing greater education and support for line managers recruiting people with disability and offering more flexible options for employees who need modifications to their workspace.

A fresh start for refugees is the focus of Given the Chance, a work experience program offered in partnership with the Brotherhood of St Laurence. Recruits are recommended by the Brotherhood and are matched with an ANZ mentor and 'buddy' to guide them through the first days in their new role and workplace.

Indigenous trainees work at least one day a week as service consultants during school term and additional days during holidays; gaining valuable workplace and banking experience along the way. So far 60% have secured permanent roles with ANZ after their traineeship.

So far, 26 people have received valuable experience through Given the Chance to help them transition to a new working life in Australia. Twenty of those have gone on to secure full-time employment with ANZ. In the process, ANZ has gained enthusiastic and resilient employees who are determined to make the most of their opportunities.

 anz.com/diversity

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A sense of community

We have an important role to play in the economic and social development of communities in each of the countries where we operate.

We employ locals and provide products and services that help people save, build wealth and secure their futures. In addition, we support the small and large businesses providing the jobs and services that underpin thriving communities.

An effective community contribution also means understanding and responding to the broader social issues relevant to banks in each of our markets.

For example, we continue our long-term commitment to using our resources and expertise to build financial capability and improve access to fair and affordable basic banking products for disadvantaged, under-served and unbanked communities.

We also contribute to important local issues. The immediate and on-the-ground response of our people to several significant natural disasters in our region during 2009 emphasised the unique role we can play supporting relief and recovery efforts in times of need.



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Our community

Developing savings habits

The national expansion of Saver Plus will help thousands more Australians on low incomes develop a savings habit.



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Our community

Helping more low income earners to save

A\$13.5 million of Australian Government funding will help ANZ and our community partners The Brotherhood of St Laurence, The Benevolent Society, Berry Street, The Smith Family and other community agencies to reach an extra 7,600 people in over 60 sites around Australia by 2011.

The Saver Plus financial literacy and matched savings program developed in partnership with The Brotherhood of St Laurence helps people on low incomes strengthen their financial knowledge, skills and confidence and establish a long-term savings habit.

This year, the Australian Government included the national expansion of Saver Plus in its A\$50 million program to build financial capability and resilience in the community.

The involvement of the Australian Government will allow the Saver Plus partners to increase the reach of the program to a scale we could not have achieved on our own. It also demonstrates the value of bringing together the collective resources and expertise of business, government and the community sector to address important economic and social issues.

Saver Plus is based on the belief that given the right incentives, support and education, participants can think beyond just 'getting by' to actively managing their money so they can build assets and secure their future.

It provides participants with financial education, personal coaching and matched funds from ANZ for every dollar saved.

Qualitative research reveals the profound impact Saver Plus can have on the financial habits and overall confidence of people on low incomes.

Financial education classes provided throughout the program are highly valued by participants – offering budgeting tips and demonstrating the value of planning for the future – lessons they put into practice towards their savings goals straight away.

The personal satisfaction derived from achieving a goal they have set themselves, often for the first time, cannot be underestimated. For many participants, the program demonstrates that they can break out of their 'low income status', take control of their finances and participate in mainstream life. Often, the program is a trigger for other positive changes.

Research conducted this year delved deeper into why Saver Plus is working. We commissioned Chant Link to identify the attributes of the program that motivate participants to change their savings habits for the better.

The research found the factors crucial to the program's success include: the close mentoring and support for participants that comes from the relationship manager; the incentive of having savings matched, while keeping the saving goal psychologically achievable; and having a savings goal that is personally relevant and motivating to the participant, like providing for their children's education.

The findings will be used to fine tune Saver Plus, as it is expanded over the next two years. It may also inform the design and operation of similar savings programs in Australia and around the world.

Visit anz.com/saverplus for information about where the program is offered and eligibility criteria.

 anz.com/saverplus

How Saver Plus works



Participant
(86% are women)

Agreement

Meets with a Saver Plus worker from partner community organisation. Makes agreement to save an amount of money over a 10-month period.

Save

Opens an ANZ savings account and makes regular deposits.

Education

Attends financial education sessions developed by ANZ and receives support and encouragement from Saver Plus worker when required.

Matching

Reaches savings goal. ANZ matches savings dollar-for-dollar up to \$500. Money used for their children's or own education expenses.

Outcomes

- 70% continue to save same amount or more 2-3 years later.
- Over 5000 participants since 2003.
- 96% successfully complete program.

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Contributing to thriving communities

Helping bridge social and economic divides between urban and rural areas is the focus of two innovative ANZ community development programs in China and Cambodia.

Pomelo is the largest citrus fruit in the world and a major driver of the rural economy in Liangping County, the site of our first rural bank in China. It is also the inspiration for a major ANZ community investment initiative in the region.

In addition to providing rural banking services to the Liangping community, we are supporting a 12-month project to help improve the practices of local pomelo farmers.

A series of workshops throughout the coming year will deliver information and training on farming techniques, financial literacy, business management skills, product marketing and promotion of local enterprises.

Supporting this initiative ensures the local pomelo industry continues to thrive, improving the long-term prospects of the community and, in turn, our business there.

Our WING mobile payments service is bringing basic financial services to thousands of previously unbanked rural customers in Cambodia.


Nearly 50,000 Cambodians are registered to use the service which allows customers to transfer and store money using their mobile phone – making basic banking faster, cheaper and safer. Around 56% of WING customers were previously excluded from banking services due to cost and remoteness from branches and ATMs. Sixty-six per cent of WING customers are women.

WING is enabling greater access to low-cost, safe and affordable banking – a building block for social and economic development. And given the projected growth in mobile payments around the world, it also provides us with experience in this rapidly growing channel and a powerful model for reaching new customers.

A grant of A\$1.5 million from the Australian Government will help us deliver WING to more rural areas in Cambodia during 2010.

 anz.com/thriving-communities

The Chongqing Liangping ANZ Rural Bank is our first rural bank in China, providing deposit and loan products to largely agricultural businesses and individuals. Around 90% of Liangping County's 900,000 population live in rural areas.



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Supporting natural disaster victims

Significant natural disasters in our region this year highlighted the important role we can play supporting relief and recovery efforts in times of need.

Following the Black Saturday bushfires that devastated several Victorian communities in early 2009, ANZ mortgage and business customers whose home, stock or farm machinery were totally destroyed by bushfires were eligible for a A\$10,000 cash grant; or A\$5,000 where their assets were partially destroyed.

More than 160 grants valued at over A\$1.2 million were provided to home loan and agribusiness customers. These cash grants were put to immediate, practical use. Some customers purchased cars so they could take their children to school or continue working. Others, whose homes had been destroyed, used the grants towards caravans providing temporary accommodation with modern conveniences.

Branches, call centres and internet banking facilities were leveraged to collect more than A\$12.8m in donations from generous customers and the general public. Our employees donated A\$162,000 through payroll giving, matched dollar-for-dollar by ANZ, in addition to the A\$1 million we contributed to the Red Cross Bushfire Appeal.

Emergency relief has now made way for community rebuilding, with many challenges still ahead. We are working closely with the Victorian Bushfire Reconstruction and Recovery Authority to offer long-term support for affected communities. Our staff are providing financial and management mentoring for small businesses seeking to re-establish themselves in fire-affected communities and expert strategy support for local shires developing economic recovery plans for communities in the area.

Later in 2009, ANZ donated A\$275,000 to Red Cross and CARE Australia to help relief efforts in communities in the Pacific, Indonesia, the Philippines and Greater Mekong affected by natural disasters. Further donations of A\$250,000 collected through our branches across the region reflect the generosity of our customers, staff and the wider community in response to these tragic events.

Again, our staff mobilised to support their customers and communities. For example, our staff in Samoa, American Samoa and Tonga ensured basic banking services were maintained for impacted customers needing quick access to their finances following the Pacific Tsunami in September.

Many victims headed straight for their ANZ branch where they were provided with clothing donated by staff and access to a phone to contact family and friends. Our New Zealand team sent a contingent of staff to provide additional resources to support the branch and local community with their recovery efforts.

A Disaster Relief and Recovery Policy developed in 2009 sets out the range of measures we can offer affected communities, including donations, financial assistance for impacted customers and/or staff, together with a decision-making process to ensure ANZ's response is fast, effective and appropriate.

 anz.com/thriving-communities

The total amount contributed by ANZ through grants and one-off donations to disaster relief in 2009 was almost A\$3.4 million.



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Getting smarter about the environment

Environmental considerations are embedded in our everyday decision making – from how we manage our business relationships with clients and suppliers to investment in our workplace and branches.

We continue to invest in training for our people so they better understand the social and environmental issues facing our clients in the regions where we operate. This is not just about managing risk to our business. Demand for services to help manage the cost impact of future carbon constraints will potentially create a significant business opportunity for us.

Managing our own environmental footprint will increasingly become an issue for our 'bottom line', including in Australia, where rising energy and water prices over the coming years may further increase the costs of doing business. A focused approach to measuring our energy usage in our office buildings has already translated to real dollar savings over the past 12 months.



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ANZ Centre



Solar Power

1,000 m² of solar cells on the building's roof supply renewable energy.



Tri-generation

Electricity will be generated on-site using natural gas. Heat from the process feeds air conditioning absorption chillers in the summer, and the boilers for heating in the winter.



Underfloor Air Conditioning

Energy efficient air conditioning system maximises the use of fresh air.



River Cooling

Air conditioning systems use cool water from the Yarra River, reducing demand on cooling towers.



Wind Turbines

Roof mounted wind turbines supplement electricity generated on-site.



Stormwater Re-use

Rainwater harvested from the building's upper roof area is used to irrigate surrounding gardens.



Passive Sun Shading

Exterior sun shading maximises daylight while reducing heat gain and loss.



Black Water Recycling

Wastewater is recycled for use in building infrastructure, such as toilet flushing.

ANZ Centre has been designed to produce 70% less GHG emissions than a standard commercial office building

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Better measurement, better management

'Smart' meters installed in office buildings and branches around Australia provide a source of information about how we use energy – helping us to identify the changes we need to reduce our energy footprint.

The meters and related reporting systems collect hour-by-hour data on our energy consumption, allowing building managers in each of our sites to recognise patterns of energy use and where energy is being used unnecessarily or inefficiently. Energy 'leaks' are reported to ANZ management with recommendations on how to correct them.

ANZ has fully integrated smart meter findings into 'business as usual' building management.

And because the information collected is so detailed, we can identify not only what needs to be done to improve our energy efficiency but also the dollar benefits we stand to gain from the investment – making it easier to establish the 'business case' for efficiency measures.

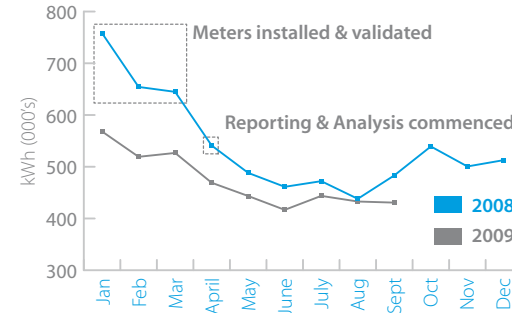
Most commonly the meters pick up problems in the operating hours of air conditioning or lighting systems – including excessive energy use after hours and on weekends and holidays - and thermostat settings that regulate air conditioning. This information is used to change control systems or plant operating times to reduce energy consumption and CO₂ emissions.

Changes made to cooling and heating systems and lighting at our call centre building in South Melbourne - recommended from data collected by 25 smart meters - have helped reduce consumption by 25% in 2009, a cut to our energy bill of around A\$150,000. Further efficiency changes like co-locating teams that operate 24 hours to minimise the drain on building resources will be implemented in 2010.

We're now extending this approach to our branch network, our greatest opportunity for large-scale CO₂ reductions. This year we fitted meters to a representative sample of 18 branches across Australia, selected for a broad range of layouts, size and age. Findings from the data captured by these meters will be factored into designs for all new branches and the maintenance and refurbishment of our existing branches.

 anz.com/energy

Smart Meters have helped us reduce electricity consumption at our main Call Centre in South Melbourne.



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Responsible lending practices

Our four sector lending policies guide our discussions with clients on the social and environmental issues impacting their business.

We continue to integrate social and environmental considerations into our lending decisions for corporate and institutional clients.

This year, over 70 senior bankers in Melbourne, Sydney and Singapore participated in workshops on the world's sustainability 'mega-trends' and how they are impacting the sectors and geographies relevant to our business.

Delivered by sustainability experts, the workshops illustrated how trends such as population growth, the global economic transition to a lower carbon economy and poverty in developing countries can impact on economies, markets, our clients and our business decisions.

The objective was to develop a deeper understanding of these issues and how they impact our clients so we can identify strategies, products and services to help them manage and respond to these challenges.

The sessions included detailed discussion of the practical ways to assess sustainability risks in lending decisions and case studies of how ANZ has worked with clients on these issues.

The content and application of the Equator Principles and ANZ's social and environmental lending policies for sensitive sectors (introduced in 2008) were also covered together with examples of the benefits these policies and standards can bring to both ANZ and our clients.

We continue to apply the Equator Principles to all project finance proposals, regardless of their size or geographic location and report our interim and annual performance against the Principles on anz.com

 anz.com/responsible-bus-lending

 anz.com/equator

 anz.com/policies

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Working with our customers towards a lower carbon future

The transition towards a lower carbon economy will involve significant challenges for economies, businesses and households around the world.

In Australia for instance, 80% of the nation's energy needs are derived from coal-fired power generation. This proportion is greater in some states.

Given the realities of energy demand and available energy sources in Australia, reducing the dependence on carbon – and in particular coal – will take time.

ANZ is a significant lender to this industry in Australia. For some of our stakeholders, this is a source of concern. A small proportion believes we should walk away from business in this sector given its environmental impact.

'Turning off' our support for existing high-emitting customers is not in the best interests of Australians who rely on the energy provided to run households, businesses and industries, nor to the thousands of individuals employed in the sector.

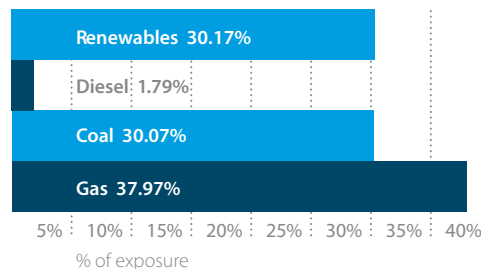
However, we do have a responsibility to support clients committed to managing their impact responsibly and planning for the future. Effective risk management requires us to factor the current or likely future price of carbon into lending decisions.

We're continuing to build our expertise in financing renewable and lower carbon energy projects, ensuring we are equipped to support a growth industry as well as existing high-emitting energy clients who, in the medium to long-term, are seeking to diversify into a wider range of energy sources.

We were one of the financiers of the first project financed wind farm in Australia in 2003 and since then we've supported projects generating a total of 818 mega watts of wind energy in Australia, New Zealand, United Kingdom, United States and South East Asia. This includes around 378 mega watts of wind farm energy in Australia in 2009 alone.

 anz.com/responsible-bus-lending

Breakdown of ANZ project finance of energy generation projects by resource type (September 2009)



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An update on carbon neutral

In May 2007, we announced our objective to become carbon neutral in Australia and New Zealand by the end of 2009.

While we remain committed to this goal, due to significant regulatory developments in Australia and the re-shaping of our business over the past two years, we have delayed finalising and implementing our strategy.

For much of 2009, there was lengthy consultation on a National Carbon Offset Standard (NCOS) - a benchmark on how companies like ANZ can become carbon neutral. The NCOS will prescribe how emissions are measured and the types of market instruments we can use to offset those emissions.

Delaying our plans was a difficult decision, particularly as we had made a public commitment to be ready by 2009. However, to proceed before the finalisation of the Australian NCOS risked taking an approach that might not have ultimately aligned with Government policy.

The delay has also given us the opportunity to rethink the scope of our commitment. Given our business strategy to become a significant financial service provider in the region, we think it's now appropriate for our carbon neutral program to cover all of our operations globally. We will apply the Australian standard to this global commitment given this is the location of the majority of our emissions.

We are now in the process of gathering data about our emissions outside Australia and New Zealand. Once this work is completed, we will implement our carbon neutral plan to cover our operations globally. Carbon offsets purchased as part of this plan will offset our global emissions retrospectively from 1 October 2009, thereby achieving our original target date.

 anz.com/carbon

Our new headquarters in Melbourne's Docklands – ANZ Centre - was recognised as a 'world leader' in environmentally sustainable design by the Green Building Council of Australia with a 6 Star Green Star rating.



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Ensuring we deliver

Our 2010 CR targets have been set to support our business strategy and the long-term commitments set out in our CR framework. We will report our progress regularly to stakeholders via our monthly e-bulletin, interim and annual CR reporting.



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Our targets for 2010

Goals (1 of 2)

Responsible practices

Goals	Location
Implement our new CR framework across the Group with a specific focus on programs and initiatives in the Greater Mekong region.	Global
Implement our revised Human Rights Statement across our business.	Global
Pilot a debt advice service for retail customers in financial difficulty.	Australia
Implement consistent social and environmental assessment processes and guidance for the evaluation and credit approval of sensitive sector Institutional clients in our Asia Pacific operations.	Global
Improve our retail customer satisfaction in Australia and New Zealand.	Australia & New Zealand
Improve our performance on the Peter Lee and Associates survey of corporate and Institutional clients.	Australia & New Zealand
Reduce our Lost Time Injury Frequency Rate in Australia and New Zealand by a further 10% and continue the global implementation of our health and safety system.	Global

Goals	Location
Achieve an employee engagement score of 69% in 2010.	Global
Implement a new Group-wide community investment model and enable staff to contribute 100,000 hours volunteering.	Global
Implement our revised sustainable sourcing framework and publicly report on verification, audit processes and spot checks used to assess compliance and corrective actions required.	Australia & New Zealand
Implement products and services to assist clients and customers with the transition towards a lower carbon economy.	Global
Implement a tailored learning program and tools for senior leaders and employees to further embed a strong risk management culture across ANZ.	Global

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Our targets for 2010

Goals (2 of 2)

Education and employment opportunities

Goals Location

Increase the percentage of women in management across all levels of our business.	Global
Employ an additional 180 Indigenous trainees.	Australia
Employee an additional 35 people with disability across our global business.	Global

Financial capability

Goals Location

Work with our community partners and the Australian Government to enrol 7,600 people in our Saver Plus program over two years.	Australia
Reach an additional 30,000 low-income and disadvantaged people with our MoneyMinded financial education program in partnership with community organisations.	Australia & New Zealand
Work with the Brotherhood of St Laurence to write 1,000 new Progress Loans over two years using funding from the Australian Government to pilot new approaches to support long-term financial and social sustainability.	Australia

Helping bridge urban and rural economic and social divides

Goals Location

Complete and release an evaluation of our programs supporting rural financial inclusion in Cambodia (WING) and the Pacific (Banking the Unbanked).	Asia & the Pacific
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Urban sustainability

Goals Location

Implement our carbon neutral strategy and become carbon neutral globally in line with the Australian Government's National Carbon Offset Standard.	Global	
Review our Environmental Management System (EMS) for implementation across our key markets.	Global	
Work towards achieving our two-year environmental goals in Australia and New Zealand:		
	Australia	New Zealand
Absolute reduction in GHG	-6%	-2%
Premises energy per FTE	-6%	-2.5%
Paper consumed per FTE	-10%	-10%
Water use per FTE	-10%	Establish baseline
Waste recycled	+10%	+10%

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Key indicators

ANZ has identified a number of indicators to measure our corporate responsibility performance. This chart includes a selection of these indicators.

Global indicators

	2009	2008	2007	2006	2005	2004
Financial indicators						
Net profit (\$m)	2,943	3,319	4,180	3,688	3,175	2,815
Earning per share (cents) ¹	168.3	175.9	210.3	194.5	171.8	161.1
Cost to income ratio (%)	42.2	44 ²	44.9	45.6	46.6	45.3
Dividend per share (cents)	102	136	136	125	110	101
Total shareholder return (%)	40.3	-33.5	15.6	17.1	32.6	17
Market capitalisation (\$m)	61,085	38,263	55,382	49,331	43,834	34,586
People indicators						
Permanent and temporary employees (FTE)	39,676	36,926	34,353	32,256	30,976	28,755
Total employee headcount	43,045	40,075	37,037	35,544	34,380	32,274
Employee engagement (ANZ Culture and Engagement Survey)	66 ³	62	64	60	-	60
Community indicators⁴						
Total value of contributions (\$m)	22.2	18.9	17.8	13.8	8.3	6.6
Cash (\$m)	12.6	12.1	10.7	8.1	6.4	-
Management costs (\$m)	2.0	1.5	1.3	1.2	0.7	-
Time (\$m)	5.2	4.1	3.3	2.5	1.2	-
In-kind (\$m)	2.7	1.1	2.4	2.1	-	-
Financial literacy and inclusion (\$m)	4.5	4.5	4.7	4.4	2.4	-
Volunteering time (hours)	58,097	79,620	73,098	50,735	24,934	7,337

As at 30 September 2009, figures are global unless otherwise stated and figures expressed in millions of dollars have been rounded.

¹ 2008 and 2009 are presented on an underlying basis and all other years on a cash basis. These are adjusted for abnormal items to reflect the ongoing operations of the Group, including one-off gains and losses, gains and losses on sale of businesses, non-continuing businesses, timing differences on economic hedges and acquisition related costs.

² Restated to correct a reporting error.

³ 2009 results are not comparable with previous years due to a change of provider. While a full ANZ Culture and Engagement survey was not conducted in 2009, results from an interim survey were still considered statistically valid. The next full survey will be conducted in early 2010.

⁴ Community indicators represent global operations in 2009 - 2007, Australian and New Zealand operations in 2006, and Australia only in 2005 and 2004.

For definitions and notes on this data see anz.com/definitions

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Key indicators

Australian indicators (2 of 4)

	2009	2008	2007	2006	2005	2004
Customer indicators						
Number of branches (including agencies)	817	821	819	785	760	746
Number of ATMs	2606	2,496	2,287	1,887	1,557	1,240
Retail customer satisfaction (Source: Roy Morgan Research - Main Financial Institutions)	76.5	77.1	77.2	75.5	76.6	73.5
Number of retail customer complaints received by our Customer Response Centre	44,994	41,490	36,889 ²	21,483	22,429	30,003
People indicators						
Employee engagement (ANZ Culture and Engagement Survey)	61 ³	60	64	60	-	60
Women in executive management positions (%)	25.7	25	25	22	19	17
Staff turnover (voluntary) (%)	9.6	14.3	13.3	12.9	11.6	-
Lost Time Injury Frequency Rate	1.9	2.4	3.0	3.8	4.2	4.9
Environment indicators						
GHG emissions (tonnes CO2-e)	180,107	181,187 ²	181,796 ²	184,550	175,251	-
Total energy consumed (MWh)	145,582	147,737 ²	148,617	141,890	139,128	-
Paper (tonnes)	3,200	3,912	3,951	3,114	3,921	-
Water from 12 key sites (KL)	123,063	132,210	138,603	150,440	125,498	-
Recycling (paper tonnes)	1,542	1,364	1,276	1,383	1,329	-

As at 30 September 2009, figures are global unless otherwise stated and figures expressed in millions of dollars have been rounded.

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Key indicators

New Zealand indicators (3 of 4)

	2009	2008	2007	2006	2005	2004
Customer indicators						
Number of branches	319	318 ²	312	309	307	303
Number of ATMs	748	749	745	705	-	-
Retail customer satisfaction - National Bank (%) <small>Source: AC Nielsen</small>	61	68	72	71	73	73
Retail customer satisfaction - ANZ (%) <small>Source: AC Nielsen</small>	61	59	64	59	59	54
Number of disputes before the Ombudsman - ANZ	293	85	18	19	25	57
Number of disputes before the Ombudsman - National Bank	68	29	45	31	23	37
People indicators						
Employee engagement (ANZ Culture and Engagement Survey)	67 ³	64 ²	65	60	-	-
Women in executive management positions (%)	23.1	21	13	12		
Staff turnover (voluntary) (%)	9.6	13.9	10.9	12.6		
Lost Time Injury Frequency Rate	1.5	2.0	1.6	3.6		
Environment indicators						
GHG emissions (tonnes CO2-e)	19,169	20,623 ²	19,732 ²	20,020 ²	-	-
Total energy consumed (MWh)	53,562	55,144 ²	56,674	56,909	-	-
Renewable electricity (%)	65	67 ²	65	65	-	-
Paper (tonnes)	1,307	1,551 ²	1,646	1,680	-	-
Recycling (paper tonnes)	1,366	984 ²	598 ²	579 ²	-	-

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Key indicators

Asia Pacific indicators (4 of 4)

	2009	2008	2007
Customer indicators			
Asia - Number of branches	51	36	
Pacific - Number of branches	61	66	
Asia - Number of ATMs	242	211	
Pacific - Number of ATMs	219	186	
People indicators			
Asia - Employee engagement (ANZ Culture and Engagement Survey)	72 ³	55	58
India - Employee engagement (ANZ Culture and Engagement Survey)	78 ³	67	63
Pacific - Employee engagement (ANZ Culture and Engagement Survey)	73 ³	73	72
India - Lost Time Injury Frequency Rate	0.6		

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Find out more



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