



INCREASING SOCIAL AND ECONOMIC INCLUSION

Despite years of economic growth, particularly in developed countries, some people still lack access to the resources, opportunities, goods and services that enable them to participate fully in mainstream life.

In some communities, this manifests as clear social and economic divides often based on gender, cultural background, disability and financial situation.

Large corporations like ANZ can assist in closing these gaps.

The most significant contribution we make is through the people we employ and the products and services we provide – particularly to under-represented and under-served segments of our community.

We are also focused on building the financial literacy and inclusion of low-income earners.

Results of our partnership programs demonstrate how improved financial skills can lift a person's confidence and self-esteem, giving them the opportunity to more fully participate in the economy, educational pursuits and community life.

Creating and building financial capability and independence is good for society and good for our business.

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CREATING A DIVERSE AND INCLUSIVE WORKFORCE

We have a long-term strategy to create a diverse and inclusive workforce that represents the communities we serve. An employee base drawn from a variety of cultural backgrounds and experiences will be more empathetic to the specific needs of our broader customer base. This is particularly important as we expand our business to new customer segments and new countries in our region.

And as a large employer, building better job opportunities for a wider range of people can help us contribute to a broader social inclusion effort. Workforce participation is one of the most important factors in building the financial independence, confidence and self-esteem of people previously excluded from mainstream life.

ANZ's global diversity and inclusion strategy is championed by the Group's Diversity Council which is chaired by our CEO. Our programs to build and improve employment opportunities for women, people with disability and Indigenous Australians have gained new momentum this year.

Advancing women

Women currently occupy 37% of management roles in Australia and New Zealand, despite making up 60% of our workforce. While we have made good progress in employing and advancing women in our organisation, responses to our second diversity census at the end of 2007 revealed that some female respondents still believe there is unconscious bias in job promotion decisions.

We've since stepped up our strategy to create a workplace where gender differences are understood and valued, and where there is a collective effort to remove traditional barriers to career progression and business success for women.

For example, we offer external career training for female managers to help them identify their long-term career goals and core strengths. It highlights potential career pitfalls and provides strategies and techniques for building resilience in the face of career challenges.

"Ultimately, it's about getting women into key business and strategic roles," says Susie Babani, Group Managing Director, Human Resources.

"We now know much more about the differences in the way men and women achieve results. It is vital that we value these differences explicitly and have the courage to focus on women's unique strengths when we make hiring decisions, particularly at senior levels."

FEMALE EXECUTIVES

AUSTRALIA

2008	25%
2007	25%
2006	22%
2005	19%

NEW ZEALAND

2008	21%
2007	13%
2006	12%

ASIA PACIFIC

2008	27%
2007	14%

INDIA

2008	14%
2007	22%

Employing Indigenous Australians

Among a long list of indicators describing the disadvantage faced by Indigenous Australians, is that only 54% aged between 15 and 64 are represented in the labour force, compared to 73% of non-Indigenous people.

Last year, we commenced an ambitious recruitment program as a practical step we could take to improve the job chances of Indigenous Australians. Specifically, we wanted to create a pathway to long-term employment for Year 11 and 12 Indigenous students.

Since then, we have recruited 106 young Indigenous trainees to work in our branches as part of a traineeship program in partnership with a number of specialist workplace placement providers, including the Aboriginal Employment Strategy (AES).

Seventy-five per cent of trainees who complete the program have gone on to gain full-time employment at ANZ.

Meeting our target of 100 trainees per year is not easy and requires regular refinement to the program and support structures available to the students. For example, we became concerned earlier this year when 22% of our 2008 intake 'dropped out' of the program after only a few months.

Further investigation revealed that some trainees and their families did not fully understand the expectations and time commitment involved in the program before signing up.

To remedy this, we have introduced a number of initiatives, including a short work experience component giving trainees a taste of the program before they join us. AES is also boosting the mentoring it provides to help trainees manage family matters and other issues that may distract them from successfully completing their traineeship.

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Improving opportunities for employees with disabilities

In 2007 we announced 33 commitments, as part of our Disability Action Plan, to make our business more welcoming and inclusive for people with disabilities.

People with disabilities in Australia have higher rates of unemployment and significantly lower rates of workforce participation than those without a disability. While around 20% of the Australian population experience some form of disability, only three per cent of ANZ employees self-identified as having a disability in our 2007 diversity census.

In response we are doing more to recruit, develop and support people with disabilities. We employed three people in our 2008 Graduate Recruitment program who self-nominated as having a disability and began advertising job opportunities with relevant disability action groups and websites. We also announced a public goal to employ an additional 35 people with disabilities in 2009.

Feedback from our people through our diversity census told us a significant workforce capability remained untapped because we were not taking advantage of the unique skills and experiences of our employees with disabilities.

A first step in addressing this feedback was to involve more than 100 employees with disabilities and their managers in the development of ANZ's submission to the Australian Government's National Mental Health

and Disability Employment Strategy discussion paper, which recommended ways the Government can improve employment opportunities and support for people with disabilities.

CONNECTING WITH UNDERSERVED CUSTOMERS

We know that our customers, across all ages, incomes and geographies, value simple, uncomplicated products and services that meet their individual needs.

This is especially relevant to our efforts to better reach those at risk of financial exclusion in our community.

This year, we set out to determine how we could assist more **Indigenous Australians** to buy a home. Consultation with over 400 stakeholders, including Indigenous people, community groups and government agencies revealed home ownership is as strong an aspiration for Indigenous Australians as it is for other Australians and that we should approach the issue as a potential business opportunity.

Rather than producing new products and services, our research suggested we focus on improving interactions with Indigenous customers, through more tailored marketing and personalised services. We are also working with specialist Indigenous home loan providers to transfer as many customers as possible to mainstream loans.

We are doing more to understand and better serve female customers. ANZ

research conducted this year revealed that **women** tend to have lower levels of confidence when dealing with financial institutions and are heavily influenced in their financial decisions by specific life stages and experiences.

In response, we launched Australia's first financial website for women, www.bemoneyconfident.com, incorporating budgeting tools and a series of 'LifeGuides' designed to help women approach major financial and life choices, like buying a home or coping with separation and divorce, with confidence.

For our **customers with disabilities** we introduced audio queue ticketing machines in our branches and audio-enabled 323 ATMS, bringing the total to 2,123 or 85% of our network in Australia. We also adapted nine of our most commonly used product documents for customers for Braille, large print and audio CD format. Four of these are accessible online in electronic text and audio MP3 format. In addition, ANZ Royal in Cambodia recently launched its first Disability Access Policy requiring all new branch and office designs and renovations provide equal access to all staff and customers.

Several new initiatives aim to meet the needs of **migrant customers**. ANZ WorldWide, for example, makes banking easier for students in China moving to Australia to study. It allows families to save money in China, set up a bank account ready for their child when they

ANZ'S RESEARCH INTO FINANCIAL LITERACY AND INCLUSION





MORE ABOUT ANZ'S APPROACH:

- Diversity at ANZ
www.anz.com/diversity
- ANZ Disability Action Plan
www.anz.com/dap
- Indigenous Home Ownership
www.anz.com/iho
- Adult Financial Literacy Survey
www.anz.com/finlit-research
- Financial literacy and inclusion programs
www.anz.com/finlit

“Saver Plus can play a key role as part of a broader social inclusion strategy. We have seen first hand the change it has made to thousands of people and its potential to link low-income families, currently living on the fringes, back to the mainstream.”

— TONY NICHOLSON, EXECUTIVE DIRECTOR OF THE BROTHERHOOD OF ST LAURENCE

arrive in Australia and transfer funds from their Chinese account into their child’s Australian account when needed. In New Zealand, our retail brands ANZ and the National Bank became the first two banks to offer multilingual ATMs offering Japanese, Korean and Chinese language options in response to a growing Asian-speaking customer base.

“Customers are looking for a bank that listens and adapts to their individual needs. In the process we are accessing customers and business opportunities that might have otherwise been invisible to us,” says Carolyn Bendall, Head of Customer Segmentation and Network Marketing, Australia.

FINANCIAL CAPABILITY A SPRINGBOARD TO SOCIAL INCLUSION

We conducted our third, bi-annual ANZ Survey of Adult Financial Literacy in Australia in 2008. The research again found a strong link between low levels of financial literacy and low socio-economic status.

Since the research began in 2004, we have focused our community investment, resources and expertise on improving the money management skills of tens of thousands of mostly low-income people in communities around Australia.

The results of our programs such as Saver Plus, MoneyMinded and Progress Loans consistently show that improved financial capability triggers greater confidence, self-esteem and independence for those who may previously have existed socially and financially on the fringes of society.

The Saver Plus experience

Our flagship matched savings and financial literacy program, Saver Plus, demonstrates that while financial education encourages low-income earners to think beyond ‘financial survival’ and save money, the real value of the program is the sense of renewed confidence and control over their lives participants gain.

Saver Plus participants – many of them women, migrants and people with disabilities – attend compulsory financial education classes covering basic budgeting and savings skills. At the same time they are working toward achieving a savings goal – putting what they learn in classes into action straight away. Upon their reaching that goal, ANZ matches their savings dollar for dollar up to a total of \$1000.

Research by RMIT University¹ this year concluded that this ‘learning by doing’ program design was one of the key reasons why over 70% of Saver Plus participants continue to save the same

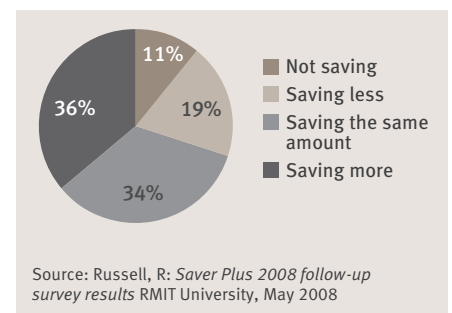
amount or more two to three years after the program, making it one of the most successful matched savings programs in the world.

“Saver Plus can play a key role as part of a broader social inclusion strategy,” said Tony Nicholson, Executive Director of the Brotherhood of St Laurence, one of Australia’s most respected community organisations which jointly developed Saver Plus with ANZ.

“We have seen first hand the change it has made to thousands of people and its potential to link low-income families, currently living on the fringes, back to the mainstream.”

This year, more than 1,500 low-income earners participated in Saver Plus, bringing the total to more than 5,000 since the program began in 2003.

SAVING BEHAVIOUR OF SAVER PLUS PARTICIPANTS 2–3 YEARS AFTER PROGRAM



1 Russell, R. (2008) Saver Plus: It’s more than saving. Report for ANZ