



## Summary of ANZ's Gender Balance and Diversity policy

### 1. What is diversity?

A diverse workforce is one that recognises and embraces the diverse skills and perspectives that people bring to the organisation through their gender, origin, ethnicity, culture, disability, age, sexual orientation and/or religious beliefs. Diversity also encompasses the many ways people differ in terms of their education, life experience, job function, work experience, personality, location, marital status and carer responsibilities.

ANZ understands that the wide array of perspectives resulting from such diversity promotes innovation and business success. Managing diversity makes us creative, responsive, productive and competitive and creates value for our customers and shareholders.

### 2. Diversity at ANZ

Consistent with our organisational values (including *Respecting People and Communities – ANZ's approach to human rights*) and strategic goals, ANZ's diversity agenda focuses on gender, ethnicity/culture, disability and flexibility as key levers linked to building a high performing and sustainable organisation.

In valuing and managing diversity, ANZ applies the following principles to meet compliance, talent management and corporate citizenship objectives as well as deliver value to our customers and shareholders:

- facilitate equal employment opportunities based on relative ability, performance and potential
- build and maintain a safe work environment by taking action against inappropriate workplace and business behaviour (including discrimination, harassment, bullying, victimisation and vilification)
- develop flexible work practices to meet the differing needs of our employees at different stages of their life cycle in the context of business requirements
- attract and retain a skilled and diverse workforce as an employer of choice
- enhance customer service and market reputation through a workforce that respects and reflects the diversity of our customers
- make a contribution to the economic, social and educational well-being of the communities we serve
- improve the quality of decision-making, productivity and teamwork
- meet the relevant requirements of local legislation and the Board
- align with world leading practice, and
- create an inclusive workplace culture

The way we bring these principles to life is through a combination of:

- Diversity targets
- leadership and culture programs
- employee networks
- HR policies, systems and processes



- Sponsorships and events
- internal communications and awareness campaigns

### **3. Diversity Council**

The ANZ Group Corporate Responsibility and Diversity Committee, led by the Chief Executive Officer, enables the business to outperform by:

- promoting diversity as an important strategic asset to achieve business objectives across the organisation
- influencing strategic direction of diversity including setting measurable objectives for diversity including gender.
- providing leadership in identifying current and emerging opportunities to advance the diversity agenda
- removing barriers to achieving diversity goals and commitments
- performing a governance role to achieve effective diversity management

Divisional Diversity Councils are accountable for leadership and approval of local diversity initiatives to ensure relevance and ownership across all business segments and geographies.

### **4. The Board**

The Board's Human Resources Committee has an overarching role to:

- review, note and monitor the effectiveness of the Diversity policy
- review and approve the measurable objectives for achieving diversity, including annual gender diversity targets and
- annually review both those objectives and progress in achieving them, including the relative proportion of women at all levels

However the Human Resources Committee's role does not extend to diversity matters in connection with the Board, and in this respect it is the responsibility of the Governance Committee to:

- monitor the effectiveness of the Diversity Policy to the extent it relates to Board diversity
- review and approve measurable objectives for achieving gender diversity on the Board, and
- annually review both those objectives and progress in achieving them