



## **ANZ Reward Principles**

Following are ANZ's current reward principles. These form part of ANZ's Remuneration Policy which is reviewed and approved by the Board on a regular basis. In light of Stephen Sedgwick's independent review of product sales commissions and product-based payments in Australian retail banking, the principles were updated in early 2017 to further reinforce the focus on customer best interests. In 2018 our reward principles were updated and simplified to better reflect ANZ's strategic direction and culture.

Our Reward Principles support the achievement of ANZ's purpose and strategy through programs that:

- Attract, motivate and keep great people;
- Reward our people for doing the right thing having regard to our customers and shareholders;
- Focus on how things are achieved (values, culture and risk) as much as what is achieved (performance);
- Are fair and simple to understand.