

# ANZ Corporate Responsibility Report

INTERIM REPORT 2013

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We live in your world



# A Message from the CEO

Being the best connected, most respected bank across the Asia Pacific region is dependent on managing our business responsibly. This begins by living our five values of integrity, collaboration, accountability, respect and excellence.

I am pleased to present our 2013 interim Corporate Responsibility (CR) Report, which demonstrates that the hard work and dedication of our people has seen us continue to perform, despite some challenging conditions.

Our super regional strategy is focused on capturing growth opportunities by strengthening the core markets of Australia and New Zealand and building our Asian Pacific business, and driving productivity through our hubs and shared platforms for scale and control.

This half, our strategy saw us achieve a very good performance with cash earnings up 8% half on half and 10% on the prior corresponding period. The interim dividend of 73 cents per share fully franked is 11% higher than our 2012 interim dividend.

In this report, we provide case studies on how our values, behaviours and actions support our growth strategy. We set out our current performance against the targets to which we publicly committed for 2013.

We are making good progress against the majority of our targets. For example:

- We launched an online application form for customers experiencing hardship. This new online form simplifies the process and reduces waiting time for customers already facing a difficult situation. We received our first online application within 18 minutes of its launch.

- Our financial education programs continue to help customers gain control of their finances. MoneyMinded, our flagship program, is now delivered by ANZ and community partners in 17 countries. MoneyMinded has reached over 200,000 people, with 40,000 in the last year.
- 55% of all employees and 38% of all management roles are held by women. Three women sit on our Management Board while others lead major ANZ businesses in key countries in our growth strategy. Earlier this year we launched the 'Plus One' Pledge, inviting all our leaders to commit to increasing the number of women in their teams by at least one member as roles become available – working towards a gender balanced team. More than 700 leaders have signed up, as we work towards our goal of 40% women in management.

Finally, I would like to thank all of our staff for the hard work and commitment everyone has shown to bring our strategy and values to life, across all the communities in which we serve.

With best wishes,



**Mike Smith**  
Chief Executive Officer



## ANZ VALUES

- Integrity** → Do what is right
- Collaboration** → Connect and work as one for our customers and shareholders
- Accountability** → Own your own actions, make it happen
- Respect** → Value every voice, bring the customer's view to ANZ
- Excellence** → Be your best, help people progress, be business minded

**We are reviewing our CR Framework to ensure its activities are still consistent with our purpose and are effectively aligned with our commercial interests. Progress will be reported in our CR newsletter and in our annual CR report. We welcome your comments and feedback on this process.**

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# Responsible Growth

Our approach to responsible lending is led by our Code of Conduct, Values & Behaviours. It is supported by clear policies and guidelines, screening tools and resources, staff training and education.

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## RESPONSIBLE GROWTH

# Our approach

**“Increasingly companies look to their business partners to bring new perspectives and benefits to relationships. Helping our customers to understand and meet the expectations of a wide range of stakeholders is an important way in which we are adding value to them.”**

**Drew Riethmuller,  
Managing Director, Global Relationship Banking**

Our ability to compete today, progress towards our goals, and sustain growth in the future, depends on employing highly skilled, motivated people, equipped to make responsible decisions. We work to ensure that all our employees are trained to support companies that meet our high standards.

We are committed to having deep knowledge of our clients' businesses, including understanding the social and environmental impacts of sectors and specific operations that we bank. We want to ensure that our customers understand and manage the social and environmental impacts arising from their business.

We recognise that the most valuable contribution we can make is to inform and work with our customers to understand risks and opportunities, and to support them in managing social and environmental impacts.

We look to work with companies that operate at best-in-class standards, see benefit in achieving such standards, and value a bank that partners with them to achieve that goal. This is particularly important as we expand in the fast-growing Asia Pacific economies, where accepted norms, government oversight and regulation vary widely.

Our financing decisions take into account social and environmental impacts before and during customer relationships. These are monitored on a continuous basis through our 'Reputation Risk Radar'. Notable incidents and allegations inform regular Early Alert Review meetings, which consider social, environmental, governance and credit risks. Regular dialogue between our relationship managers and customers alert us to issues that may arise.

Our 'sensitive sector' policies help ANZ staff to better manage the social and environmental risks and opportunities of our clients' businesses. They guide our decision-making in sectors that can have particularly significant impacts: energy, extractive industries, forestry and forests, hydroelectric power and water.

These policies apply wherever we operate and are designed to guide decision-making on client acceptance, transactions and business strategies. They also inform external stakeholders of our approach to these industries, and support our engagement with customers.

Our revised Sustainability Leadership Program training course, aimed at staff in the International and institutional (IIB) Division is designed to increase IIB staff awareness and understanding of

the sustainability issues that impact our clients, and the sectors and geographies in which we operate. It aims to improve the ability of staff to identify, understand and resolve social and environmental issues and to make informed decisions for the future. Delivered to 170 people since it was relaunched, we are well on our way to meeting our target of training an additional 200 senior bankers this year.

This program complements other training for IIB and Commercial staff, such as our Online Social and Environmental Risk training. ANZ's Values and Behaviours, sensitive sector policies and approach to human rights are incorporated in to this training; so too is how and when staff should identify and escalate potential issues.

The support our staff are able to give our customers, as a result of the knowledge gained through these courses, supports our purpose: "Responsible growth and prosperity for our customers, shareholders, people and communities."

**The case studies below illustrate our approach in practice.**

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## RESPONSIBLE GROWTH

### CASE STUDY 1

# Agribusiness

ANZ has been financing agribusiness for over 150 years. Earlier this year a consortium approached us to finance an established agriculture business that had changed ownership.

As part of our due diligence process we discussed with the potential client the business' social and environmental issues.

Engagement with the client's management included assessing whether their processes would meet the social and environmental standards required of them before, during and after our potential financing. We jointly explored their level of understanding of, and commitment to, responsibly managing the impacts of the business.

Our analysis identified social, environmental and reputational concerns. The business needs a significant amount of water for growing and processing product, attracting concern from a range of stakeholders. We applied our Water Sensitive Sector Policy, which focuses on the concept of stewardship across the water management cycle, to consider whether we should provide the finance.

We engaged an environmental engineer to review the company's water management plans and practices. The analysis that was conducted identified that while these were managed well in parts, improvements should be made. For example, different water access arrangements throughout the site required different water management processes. These improvements were prerequisites of our financing.

We also asked the potential client to engage consultants with expertise in stakeholder engagement, and to develop a stakeholder engagement strategy and implementation plan.

The client recognised the benefits of well managed social and environmental risks as a value driver beyond a compliance measure. As a result, the project application was approved and our terms were accepted by the client.

This depth of engagement and analysis allows us to deliver benefit to our customers, shareholders and communities.

The customer has already reported benefits of a more sophisticated and transparent approach to engaging its stakeholders.

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CASE STUDY 2

# Customer Connect

Through life-changing events, people can quickly become financially vulnerable. Our Customer Connect hardship team is designed to make it as easy as possible for customers struggling with their credit to get the help they need.

Earlier this year, Customer Connect received a call from Mrs. W, who explained that her household income had significantly reduced and she and her husband were finding it increasingly difficult to keep up with their mortgage and credit card repayments.

Mrs W had recently lost her job in the retail industry, and her husband was working reduced hours after suffering a back injury. Mrs. W. told the Customer Connect operator that her husband's recovery time was uncertain, and she was not sure when, or if, she'd be able to find work.

After assessing the situation, Customer Connect offered Mrs. W reduced payments on her credit card and mortgage.

By temporarily reducing her repayment responsibilities, Customer Connect freed up much-needed funds for Mr and Mrs W, enabling them to afford important things to get back on track; for example, keeping the car filled with petrol to enable Mrs W to drive to job interviews.

Customer Connect kept in regular contact with Mrs. W who soon found a job.

Customer Connect extended the repayment arrangement to fall in line with Mrs W's first pay day - and as her husband had also increased his work hours as his recovery progressed, Mr and Mrs W were able to resume their standard repayments successfully when the arrangement with Customer Connect ended.

The front page of our website <http://www.anz.com> now has a direct link to information about financial hardship. The new step has been well received by customers, with around 1000 visits per week; an increase of 500%. We are the first Australian bank to have a link to hardship support on our homepage.

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## RESPONSIBLE GROWTH

### CASE STUDY 3

# Mining

In the first half of this year, a resources company approached us seeking funding for a mining operation.

In discussing the proposed application, we applied a range of screens, including our Extractive Industries policy. The policy requires customers to operate at internationally accepted standards. It also requires they demonstrate appropriate practices for particular high impact activities, or where specific adverse issues have the potential to arise; for example, the appropriate disposal of waste.

Our due diligence process involved seeing whether there was an integrated Environmental and Social Impact Assessment (ESIA) in place, and whether the ESIA met our expectations. It also assessed whether the company had the capacity to manage social, environmental and stakeholder issues, including appropriate stakeholder engagement, and the ability or willingness to integrate outcomes of engagement into their business decisions.

We discussed a number of subjects with the company, including: the extent to which they understood their social and environmental impacts; whether they had sound systems in place for the management of those impacts; and the company's track record in dealing with the impacts of its operations.

The proposed mining operation spanned different countries, demanding local and international standards and regulations to be adhered to, in addition to our own requirements.

Our review highlighted concerns, particularly regarding the company's social and environmental management processes and their stakeholder engagement. We advised the company that, in order to progress the funding application, we would require independent experts to review social, environmental, and technical aspects of the operation.

In this instance, the prospective client was unable to demonstrate that they:

- Were managing environmental issues well
- Were transparent in the way they disclosed information about their environmental performance
- Had a sound stakeholder engagement process in place.

As a result, despite significant engagement and a desire to work with the company to help them effectively manage these issues, we declined to finance the operation.

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CASE STUDY 4

# Training our staff in social and environmental risk

Katherine O'Connor, Manager, Project Structured Finance (Singapore), is one of our employees who this year benefited from our Sustainability Leadership Program.

Introduced to International and Institutional Business (IIB) staff in 2009, the half day course is delivered in partnership with WWF-Australia. It is designed to help our people make more informed decisions, considering the social and environmental contexts in which our clients operate.

The training helps our staff support our customers manage the social and environmental impacts of their business.

The Equator Principles, a step-by-step process for assessing environmental and social issues in project finance transactions, is discussed in the course. This framework helps staff ensure clients' proper assessment and mitigation of social and environmental issues. We have been signatories to the Equator Principles (EP) since 2006.

As someone with a deep understanding of the Equator Principles and their application, Katherine still saw value in the course. "The workshop reinforced what we do in our day to day work and described great case studies that we can refer to, for reminders, back in the office. It also provided a framework that we can follow when carrying out our analysis", she said.

The course examines our business through social and environmental lenses and emphasises the need to be alert to impacts our clients may have. It highlights opportunities in business and the importance of understanding such issues to support our clients and act as a partner of choice.

"We need to be confident about the decisions we make. This involves a continual process of due diligence, working with the client, colleagues, external independent advisors and stakeholders involved with and impacted by the project", Katherine said.

The Sustainability Leadership Program reminds people of all the processes they must use, including social and environmental screening tools applied to all new transactions, and annual customer reviews.

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# Diversity and Inclusion

The success of our super regional strategy depends on us having an engaged, diverse and inclusive workforce; employees who deeply understand and connect with their colleagues, our customers and communities, wherever we operate.

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## DIVERSITY AND INCLUSION

# Our approach

**“With greater diversity in our workforce, leadership pipeline and Senior Executive ranks, we are able to tap into a much broader range of skills, experiences, market insights and perspectives to manage our business and achieve our goals. We also want to build a better, more connected and innovative business for our employees and customers to benefit the communities we serve.”**

**Mike Smith**

**ANZ Chief Executive Officer**

Our goal is to build a workforce that reflects the diversity of the communities in which we operate. We believe that the unique experiences, perspectives and contributions of our people are the key to our business success.

As we build our business, we want to nurture a leadership team that is drawn from the regions where we operate. ‘Local’ leadership will have a deeper understanding of the needs and expectations of existing and potential customers across the Asia Pacific region. Some of the ways we are achieving this include:

- Building a workforce of the future focused on recruiting and developing inspiring, values-led leaders
- Valuing international mindsets
- Harnessing our diversity
- Connectivity, across all regions

Rather than separate ‘diversity’ or ‘women’s’ programs, we are focused on building a vibrant, diverse and inclusive workforce.

Our CEO Mike Smith has driven gender balance and diversity as a business imperative since launching our super regional strategy in 2007.

Developing a strong pipeline of senior female leaders is a priority. We provide opportunities for high potential women

to gain critical experiences in a range of banking roles and development initiatives, as a pathway to future careers as senior leaders in our business.

For example, women make up 53% of 2013 Graduate intake; 47% of our Generalist Bankers Accelerated Development program; 52% of our Enterprise Talent program; 46% of participants in our Leadership Pathway development programs and 57% of winners in our prestigious CEO recognition program for junior staff.

We work at a community level with organisations such as Chief Executive Women; the Australian Sex Discrimination Commissioner’s Male Champions for Change Initiative, where our CEO Mike Smith is an active member; and Melbourne Business School to promote gender equality in business and a better understanding of the conditions and culture that enable women to thrive in leadership.

Our CEO heads AsiaLink’s Asia Capable Workplace strategy and our employees participate in their Asia Literacy for Schools program in Australia. More than 14,000 employees globally participated in “A taste of harmony” in March this year, building cross-cultural understanding and celebrating the diversity of our workforce.

As a large employer, our employment decisions can significantly benefit the lives of disadvantaged and under-represented individuals, including people with disability, and among Indigenous and refugee communities.

- Our commitment to attracting, including and helping people with a disability to progress is reflected in the global policies, frameworks and governance mechanisms we have in place across our business. This is also highlighted in our recently released Accessibility and Inclusion action plan.
- Our Indigenous Action Plan outlines our specific commitments in the areas of Indigenous employment, cultural recognition and capability and financial inclusion and capability. It also reflects capacity building areas that are directly related to our business, our staff and the communities in which we operate.
- Our Given the Chance refugee employment program, provides refugees in Australia with skills and experience to enter the workforce.

**The case studies below illustrate our approach in practice.**

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## DIVERSITY AND INCLUSION

### CASE STUDY 1

# Women in management

Leanne Lazarus is Managing Director of ANZ's Operations hub in Bangalore, India.

Leanne was promoted to this role after a career in Banking Operations in New Zealand and South Africa.

Today, Leanne leads almost 6,000 people in Bangalore providing Operations and Technology support to our business across all regions. She is also a member of our Corporate Responsibility and Diversity Committee which is chaired by our CEO Mike Smith.

Leanne says she is fortunate to have been exposed to the various disciplines within banking which have helped broaden her experience and develop her technical skills, however her real passion is leading and engaging people.

"I've found that to be successful in banking, you really need to be interested in people and care about what they want for their careers and lives," she says.

Her philosophy is that the key to quality leadership is forming good people relationships based on respect and trust. This means having a vibrant and inclusive workforce, and Leanne is leading the way with a specific focus on recruiting more people with disability to work in our business in Bangalore and the Philippines.

Women Group General Managers lead our Global Loans and Transaction Banking business, as well as our Operations in Bangalore.

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## DIVERSITY AND INCLUSION

### CASE STUDY 2

# Women in management

Susan Yuen, Chief Executive Officer Hong Kong, says she has found an organisation that resonates with her own values.

Whilst building a strong business as head of our Hong Kong hub, Susan is also leading and engaging her people in responsible business practices and supporting the local community.

“As part of my role, I’m able to give back to society. That’s a very important part of my life. Success to me is about a legacy. The legacy may not necessarily be in monetary form. It can be in the form of how I add to the lives of our staff, our shareholders and the community,” she says.

Susan’s team has developed priorities for the bank in Hong Kong which include implementing a tailored version of our MoneyMinded financial education program, with many ANZ staff acting as facilitators for the program.

“This to me is success”, says Susan. “We are supporting our local community, our people are engaged and proud of the Bank’s efforts and we leave a legacy in the lives that we impact.”

Women lead businesses key to our growth strategy. Positions include country CEOs/Heads in Hong Kong, the Philippines, Thailand, Malaysia and American Samoa; and Managing Directors of our Australian Institutional business and Asia Pacific Commercial and Retail banking team.

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### CASE STUDY 3

# Accessibility

Pankajam Sridevi, Head of International Operations, India, is driving efforts to create a diverse and inclusive workforce in Bangalore.

We are building a workforce that reflects the customers and communities we serve, including a specific focus on employing more people with disability.

In India for example, we employed 15 people with a self disclosed disability in 2012 and a further 18 have been recruited over the last six months.

In Bangalore, a purpose built sign language dictionary was developed for five of these employees in our core operations, who have hearing and speaking challenges.

As Pankajam says "Universal sign language does not include banking terms, so the team created a library of sign language for those terms, which greatly helped in the training of these team members."

Seventy team members in Bangalore have been trained in sign language and two process trainers are certified to conduct the sign language training.

"When the recruitment team and Operations team commenced this recruitment program again in this financial year, we hired five candidates in the first round of interviews and found that there were many more deserving candidates who could be recruited into our wider operations," Pankajam said.

"We have now selected a further 13 candidates, taking the number of people hired with disability to 18 in the first six months of this financial year. The total number of people working with us who have a self disclosed disability is now 33, and we are continuing to hire in the following six months. This is a collaborative effort between Operations team and the Recruitment team in Bangalore."

Our 2013-2015 Accessibility and Inclusion action plan (AIP), launched in early May 2013, illustrates how we intend to shift our focus from having a Disability Action Plan to formally integrating the ideas of accessibility and inclusion across our business. In particular, we have 19 commitments under four key themes:

- Premises and facilities
- Products and services
- Employment & inclusion
- Inspiring Leadership and Governance

It builds on work arising from our previous Disability Action Plans, the first of which was launched in 2008.

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CASE STUDY 4

# Indigenous Employment Program

Sinoma Gilbert, Branch Manager, Sydney, feels that ANZ's Indigenous Employment provides an opportunity for young people to consider banking as a career, when they might not have thought it possible.

"I was inspired to apply for the ANZ Indigenous Employment Program by my high school career advisor and supervisor who said it was a great opportunity" Sinoma said.

"The experience helped me to mature beyond my years and I still have great relationships with colleagues I met during the traineeship."

"The program provides an opportunity for young people to consider banking as a career, which they might not have thought was possible. Two close friends and my sister have joined banking since, as a result of my experience." Sinoma said.

"There is a wealth of knowledge shared by staff in our branch, so I need to soak up as much as possible! ANZ placed great importance on my development and learning."

Sinoma's advice for others considering the program is to be ready to learn and don't expect everything to be handed to you. "You need to continually challenge yourself everyday and accept change gracefully whilst seeing it as an opportunity."

"The best bit about my role as Branch Manager is seeing the people I deal with every day succeed. We have over 20 different nationalities and languages, which makes us very super regional." She said.

Helping increase the social and economic inclusion of traditionally excluded groups and those from disadvantaged backgrounds is one of our performance targets. Since 2003 we have provided traineeships and employment opportunities to more than 650 Indigenous people across Australia. To date this year we have offered a further 37 permanent positions.

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# Building Financial Inclusion and Capability

We have made a significant, long-term commitment to help address issues such as financial exclusion, low levels of savings and unsustainable levels of personal debt, financial hardship and the personal distress these can create.

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# Our approach

**“Research and our own experience shows clearly that the families we support benefit from participation in financial literacy programs in terms of gains in home stability, improved emotional wellbeing and greater social connection. These programs build essential knowledge and skills to help families manage their limited resources more effectively and to achieve their financial goals.”**

**Wendy Field**

**Head of Policy and Programs, The Smith Family**

We are committed to making a significant contribution to the economic development and wellbeing of the communities we serve through building financial inclusion and capability.

This is the principal focus of our community investment activities. It aligns with our purpose as a bank and makes good business sense. Financially literate consumers tend to hold more financial products and choose products appropriate for their needs and circumstances.

ANZ pioneered financial literacy research in Australia a decade ago. Repeated every three years, the ANZ Survey of Adult Financial Literacy in Australia identifies groups with low levels of financial literacy and provides insight into the attitudes and behaviours which shape how a person perceives and manages their finances.

This is the only Australian survey of its kind and is Australia's national benchmark financial literacy survey.

The research findings drove our financial capability programs MoneyMinded, MoneyBusiness and Saver Plus. These three programs focus on building the money management skills and savings of people from disadvantaged groups in Australia, New Zealand and Asia Pacific.

**MoneyMinded** is Australia's most widely-used adult financial literacy program.

To date, more than 6,000 facilitators have been trained to deliver the program and over 200,000 people have participated in the program.

We are on track to meet our 2013 target of a further 40,000 participants, and have expanded the program to three new countries: Taiwan, Singapore and the Philippines.

**MoneyBusiness** is a financial literacy program designed to build the money management skills and confidence of Indigenous Australians and develop a stronger savings culture in remote communities.

MoneyBusiness is delivered by the Australian Government and in partnership with community organisations to approximately 5,000 people each year in over 215 communities across Australia.

**Saver Plus** assists people on lower incomes to strengthen their financial skills, knowledge and confidence and save for their own or their children's education.

Program participants receive financial education, personal coaching and \$1 from ANZ for every \$1 saved up to \$500.

More than 2500 people have enrolled in Saver Plus since October 2012.

In our most recent evaluation report released in December 2012, more than 7,000 individuals had successfully completed the Saver Plus program between 1 July 2009 to 30 June 2011, making Saver Plus one of the longest running, largest matched savings programs in the world.

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CASE STUDY 1

# Building Financial Capability- MoneyMinded

Eddie Sukanaivalu, Learning and Development Associate Fiji, has delivered MoneyMinded to 4,000 people across the Asia Pacific region in the last three years.

Based in Fiji, Eddie is one of ANZ's lead MoneyMinded facilitators and has seen first hand the positive impact the program has.

Through our focused programs such as MoneyMinded, we are able to help build the money skills and savings of lower-income adults across Asia, the Pacific, Australia and New Zealand.

"I see the results all the time." Eddie explains. "One example was a group of disadvantaged students who were experiencing problems. We took them through the MoneyMinded program and asked them where they would like to be and what they would like to be doing in their future. Two of the students have since managed their finances sufficiently to be able to return to college", Eddie said.

Eddie has trained our own staff in MoneyMinded in Fiji, Vietnam, Hong Kong, Singapore, Manila and most recently India so that they are confident talking about the program to customers and able to deliver it themselves. He has also trained staff from non government organisations to work as facilitators in India. In addition we have run pilots in Indonesia, Solomon Islands, Timor Leste, Kiribati, Papua New Guinea, Cook Islands, Samoa, Vanuatu and New Zealand.

One of the other results of MoneyMinded is that participants encourage their children and family members to save, after completing the program.

According to Eddie "The beauty of this program is that you see tangible results. It's now difficult to keep up with demand. When participants walk away I can't wait to see the changes, for them and their families."

Our latest MoneyMinded report 2012, reveals that the most commonly stated experience of program participants is their new found ability to save.

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CASE STUDY 2

# Building Financial Capability- Saver Plus

Michelle Ranginui used Saver Plus to build funds when her son started high school.

Michelle feels that Saver Plus presented an opportunity to re-focus the family's finances when her income reduced.

"It was really useful to have a savings goal, something you can work towards," Michelle said. "My son starting high school was expensive, uniforms etc all add up so quickly. It was really valuable to put the budget back on paper and make it longer-term".

Michelle and her son committed to saving \$25 each per month so he could have a laptop for high school. "We worked together to save the monthly amounts towards his laptop for high school," Michelle explains.

"He understood income was tight, but the program was a tool to teach my son about budgeting and saving and setting a goal. As he also contributed to the monthly savings amount, I hoped this would encourage him to have greater ownership over the laptop

and take care of it. We decided to save the maximum monthly amount, but it's great that this is also flexible depending on your income" Michelle continued.

"We both learnt to put the money aside, he did some lawn mowing for his share. We reminded each other to deposit each month and helped each other out if either was short that month" she said.

"I would recommend the program especially as a combined effort with your child; we kept the goal of a new laptop firmly in our minds to make sure we did not spend our money. It was very rewarding to finally purchase and use the computer" Michelle concluded.









Saver Plus has become one of the largest, longest running matched savings program in the world.

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# 2013 Progress Against Targets

## RESPONSIBLE GROWTH

**Status**  Did not or will not meet target  In progress / partially achieved target  Achieved or on track to achieve target




Goal	Progress	Commentary
<p>Improve customer satisfaction and achieve the No. 1 or 2 position amongst major banks in our core markets for our Retail, Commercial and Institutional businesses.</p> <p><b>Application:</b> Group</p>		<p>In Australia, Customer satisfaction increased in Commercial and Retail business units. We retained No. 1 Relationship Strength Index position for Lead Relationships in the 2012 Peter Lee Associates Large Corporate and Institute Relationship Banking Research (conducted annually).</p> <p>In New Zealand, customer satisfaction increased in Commercial, Retail and Business Banking. International and Institutional Banking continues to rank number one against our peers. Despite these improvements, we have not achieved our target.</p>
<p>Resolve 90% of customer complaints within 5 business days.</p> <p><b>Application:</b> Group</p>		<p>In Australia, Performance has continued to improve and is currently at 91%. In New Zealand, the resolution rate is 82%. Within this, retail business unit resolution rate (which accounts for 96% of total complaints received) is 89%.</p>
<p>Improve employee engagement to a target rate of 73% in 2013, with a long term target of 83%.</p> <p><b>Application:</b> Group</p>		<p>The My Voice survey results will be reported on in our full year report.</p>
<p>Improve perceptions of “values-based leadership” to 70%, with a long term target of 80%.</p> <p><b>Application:</b> Group</p>		<p>This is a key set of questions within our “My Voice” survey, mentioned above. We will report on progress in our full 2013 CR Report.</p>
<p>Increase our lower-carbon gas and renewables power generation lending by 15-20% by 2020.</p> <p><b>Application:</b> Project and Structured Finance, Group</p>		<p>This is a long term target and we are ‘on track’:</p> <p>Gas-fired: 37%</p> <p>Renewables: 30%</p> <p>Coal-fired: 33%</p>
<p>Implement across Australia our hardship awareness tools, which will help customers in distress by enabling our staff to identify at risk customers, and offer them targeted advice and support.</p> <p><b>Application:</b> Australia</p>		<p>We are approaching our 500th completion of our Hardship Awareness training.</p> <p>All relevant new staff in Australia and in our Manila hub are required to complete the training as part of their induction.</p>
<p>Improve our ability to manage social &amp; environmental risks by specialised training for a further 1,000 lending staff; and train 200 senior staff in our Sustainability Leadership Program.</p> <p><b>Application:</b> Group</p>		<p>The Sustainability Leadership Program is on track. Our social and environmental risk training is being re-launched following a change in technology provider and the target will be met.</p>
<p>Reduce the cost of remittances by increasing customer usage of our lower cost Pacific Money Transfer Card. (1500 initial target)</p> <p><b>Application:</b> Pacific</p>		<p>Changes are being made to the marketing strategy to drive more direct contact with Pacific Islanders in Australia and the Pacific regions; communicating low cost, simple processes and convenience of the product.</p>

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# 2013 Progress Against Targets

## DIVERSITY AND INCLUSION

**Status**  Did not or will not meet target  In progress / partially achieved target  Achieved or on track to achieve target




Goal	Progress	Commentary
<p>Achieve a 1% increase in the representation of women in management in 2013, with a medium term goal of 40% and a long term target of 45% representation.</p> <p><b>Application:</b> Group</p>		<p>Group-wide representation of women in management has remained steady at 37.7% against a target of 38.8%. We are currently focusing on driving further change through improved recruitment and promotion processes.</p>
<p>Help increase the social and economic inclusion of traditionally excluded groups and those from disadvantaged backgrounds, by offering 230 roles through traineeships, graduate program and permanent employment.</p> <p><b>Application:</b> Group</p>		<p>To date this year we have offered 147 roles:</p> <ul style="list-style-type: none"> <li>• 26 additional employees with disability recruited (4 in Australia, 7 in New Zealand and 18 in India);</li> <li>• 6 employees have been placed via our “Given the Chance” refugee employment program;</li> <li>• 78 Indigenous trainees are in place; and</li> <li>• a further 37 Indigenous Australians have attained permanent positions with us (12 via direct employment and 25 via graduate trainees).</li> </ul>
<p>Play a leadership role in advancing women in society and improving cultural diversity in business through high profile business, government and community partnerships.</p> <p><b>Application:</b> Group</p>		<p>We have a number of partnerships and activities in train across our network. The most visible is CEO Mike Smith’s hosting of the 2013 Male Champions of Change forum in Sydney.</p>

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# 2013 Progress Against Targets

## FINANCIAL INCLUSION AND CAPABILITY

**Status**  Did not or will not meet target  In progress / partially achieved target  Achieved or on track to achieve target

Goal	Progress	Commentary
<p>Help increase financial inclusion by introducing mobile phone banking in Papua New Guinea, Vanuatu, Samoa and Solomon Islands with a view to reaching 50,000 customers in 2013.</p> <p><b>Application:</b> Pacific</p>		<p>Following some initial implementation hurdles, the project is on track to be 'live' in all countries this year.</p>
<p>Increase reach of Australia's largest financial education and savings program, MoneyMinded, by a further 40,000 participants.</p> <p><b>Application:</b> Group</p>		<p>On track to meet target and have expanded the program to three new countries: Taiwan, Singapore and the Philippines.</p>
<p>Enrol at least 4,750 people in our Saver Plus program in Australia to achieve our 2014 target of 14,250.</p> <p><b>Application:</b> Australia</p>		<p>Over 2,500 people have been recruited towards our target of 4,750. Regular campaigns and engagement with community partners are addressing this gap.</p>

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## Find out more



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