

2013-14 public report form submitted by Australia and New Zealand Banking Group Limited to the Workplace Gender Equality Agency

Organisation and contact details

Organisation registration	Legal name	Australia and New Zealand Banking Group Limited
	ABN	11005357522
	ANZSIC	6221 Banking
Organisation details	Trading name/s	ANZ
	ASX code (if relevant)	
	Postal address	833 Collins Street DOCKLANDS VIC 3008 AUSTRALIA
	Organisation phone number	(03) 8655 0000
Reporting structure	Number of employees covered in this report submission	22915
	Other organisations reported on in this report	

Workplace profile

Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	2	6	8
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	13	33	46
		Full-time contract	0	0	0
		Part-time permanent	1	1	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	13	34	47
		Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	5	5
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
Casual		0	0	0	

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-5	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-1	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	19	25	44
		Full-time contract	0	0	0
		Part-time permanent	7	0	7
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	71	189	260
		Full-time contract	1	2	3
		Part-time permanent	20	4	24
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	167	468	635
		Full-time contract	2	6	8
		Part-time permanent	42	2	44
		Part-time contract	0	2	2
		Casual	0	0	0
	-5	Full-time permanent	122	401	523
		Full-time contract	1	0	1
		Part-time permanent	31	4	35
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	16	58	74
		Full-time contract	0	3	3
		Part-time permanent	6	1	7
		Part-time contract	0	0	0
		Casual	0	0	0
	-7	Full-time permanent	7	29	36
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-8	Full-time permanent	0	0	0
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	1	0	1
		Casual	0	0	0
Other managers	-1	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	16	21	37
		Full-time contract	2	0	2
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	85	80	165
		Full-time contract	3	2	5
		Part-time permanent	27	2	29
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	210	373	583
		Full-time contract	6	9	15
		Part-time permanent	63	4	67
		Part-time contract	2	1	3
		Casual	0	0	0
	-5	Full-time permanent	755	1,310	2,065
		Full-time contract	38	41	79
		Part-time permanent	206	7	213
		Part-time contract	8	0	8
		Casual	0	0	0
	-6	Full-time permanent	1,484	2,314	3,798
		Full-time contract	27	41	68
		Part-time permanent	201	20	221
Part-time contract		6	3	9	
Casual		0	0	0	
-7	Full-time permanent	300	624	924	
	Full-time contract	22	39	61	
	Part-time permanent	73	10	83	
	Part-time contract	1	1	2	
	Casual	0	0	0	

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-8	Full-time permanent	47	131	178
		Full-time contract	3	13	16
		Part-time permanent	8	1	9
		Part-time contract	1	0	1
		Casual	0	0	0
Grand total: all managers			4,142	6,328	10,470

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	406	302	55	43	0	0	806
	Full-time contract	14	13	0	0	0	0	27
	Part-time permanent	68	2	1	0	0	0	71
	Part-time contract	1	1	0	0	0	0	2
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	4,009	2,794	0	0	0	0	6,803
	Full-time contract	63	58	0	0	0	0	121
	Part-time permanent	3,743	375	0	0	0	0	4,118
	Part-time contract	42	8	0	0	0	0	50
	Casual	338	109	0	0	0	0	447
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Labourers	Full-time permanent	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		8,684	3,662	56	43	0	0	12,445

Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.5 Talent identification/identification of high potentials?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.6 Succession planning?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.7 Training and development?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.8 Resignations?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.10 Gender equality overall?

- Yes
- Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
 - No, insufficient human resources staff
 - No, don't have expertise
 - No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Corporate Sustainability and Diversity Committee

ANZ's Corporate Sustainability and Diversity Committee is a strategic leadership body that works with Management Board to oversee and advise on our corporate sustainability and diversity priorities.

The Committee is chaired by ANZ's Chief Executive Officer, Mike Smith. Members are responsible for agreeing our public targets, integrating policies and management systems, and delivering results in their business. These responsibilities have been formalised in the ANZ CSD Committee Charter.

The committee has set a target of to achieve a 1% increase in the representation of women in management in 2014, with a medium term goal of 40% and a long term target of 45% representation.

Gender Balance Priorities

ANZ has prioritised gender balancing our business. We are doing this through targeted action to address recognised and unconscious bias in recruitment, promotion and talent identification; specific initiatives to improve gender balance in key policies, programs and segments; while also building our brand as an employer and bank of choice for women.

Our four main focus areas are:

1. Mindset and Behaviours ◦We are undertaking a concerted program to address unconscious bias in all our policies, processes, practices and systems including our Leadership Pathway and Building Enterprise Talent programs, our recruitment gateways and our reward and promotion criteria.

2. Flexibility ◦We are implementing an integrated strategy to maximise usage of (and value placed upon) our leading flexible workforce policies across the broad category of all our employees.

3. Education and Communication ◦We are raising awareness of our existing policies and benefits to more explicitly package and positively reposition these as a holistic offering as part of the "employee lifecycle". ◦We are educating all line managers and employees to enable the existing policies and processes to be leveraged correctly, with practical tools to help them balance organisational demands with people priorities.

4. Measurement ◦We will continue to drive accountability through setting targets and measuring performance across all diversity areas – gender, ethnicity, and disability.

Gender equality indicator 2: Gender composition of governing bodies

2 Does your organisation, or any organisation you are reporting on, have a governing body/board? (If you answered no, you will only be required to answer question 2.4, if applicable)

- Yes

No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, also indicate the gender composition of that governing body/board; and where in place, include what gender composition target has been set and the year the target is to be reached. **IMPORTANT NOTE:** where an organisation name has been entered in the table, you must enter the gender composition numbers of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a future date in the format of YYYY in the 'Year to be reached' column.

	Organisation name	Chairperson		Board members		% Target	Year to be reached
		F	M	F	M		
1	Australia and New Zealand Banking Group Limited		1	2	5	0	
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

21							
22							
23							
24							
25							
26							
27							
28							
29							
30							
31							
32							
33							
34							
35							
36							
37							
38							
39							
40							
41							
42							
43							
44							
45							
46							
47							
48							

49							
50							

2.2 For any governing bodies/boards where gender composition targets have not been set, you may specify why below:

- Governing body has gender balance (e.g 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Don't have control over board appointments (provide details why):

Not a priority

Other (provide details):

Gender targets for the ANZ board are not set as a percentage as the number of people on the board varies. Please see Section 19 for additional information

2.3 Do you have a formal selection policy or formal selection strategy for governing body/board members for ALL organisations covered in this report?

Yes

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

No, in place for some governing bodies

No, currently under development

No, insufficient human resources staff

No, do not have control over board appointments (provide details why):

No, don't have expertise

No, not a priority

No, other (provide details):

2.4 If your organisation, or any organisation you are reporting on, is a partnership please enter the total number of male and female EQUITY PARTNERS in the following table (if your managing partner is also an equity partner enter those details separately in the relevant row below). If you have a separate governing body/board of directors, please enter its composition in 2.1

	F	M
Managing partner		
Other equity partners		

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy or strategy on remuneration generally?

Yes

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy

No

No, currently under development

- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No non-award employees paid market rate
- No, not a priority
- No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy or formal strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees paid market rate
- No, not a priority
- No, other (provide details):

3.2 If you answered yes to question 3.1, please provide details on what gender pay equity objectives are included in your formal policy or formal strategy, and include timeframes for achieving these objectives:

Before remuneration decisions are finalised they are reviewed for gender neutrality with the option for adjustments to be made to the initial recommendations.

Post the remuneration review, full analysis of like for like roles is made to ensure continued progress on reducing gender gaps in pay.

There is direction provided in our Setting and Adjusting Remuneration policy as follows: "gender relativity comparisons for 'like' positions should be undertaken as part of ANZ's commitment to achieve gender pay equity across the organisation".

Our material for Line Managers as part of the performance and remuneration review process also provides similar direction. For example, "Managers should also pro-actively consider any gender bias that may exist in relation to their employees existing remuneration and/or the remuneration decisions they are making during the review process".

4 Has a gender remuneration gap analysis been undertaken?

- Yes - please indicate when this analysis was most recently undertaken
 - Within last 12 months
 - Within last 1-2 years
 - More than 2 years ago but less than 4 years ago
 - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees paid market rate
- No, not a priority
- No, other (provide details):

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

- Yes - please indicate what actions were taken:
 - Identified cause/s of the gaps

- Created an action plan to address causes
- Reviewed remuneration decision-making processes
- Reviewed individual remuneration outcomes
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

- No
- No gaps identified
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees paid market rate
- No, unable to address cause/s of gaps (provide details why):

- No, not a priority
- No, other (provide details):

Gender equality indicator 4: Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

- Yes
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the number of weeks of employer funded paid parental leave that are provided for primary carers.

12

5.2 How is employer funded paid parental leave provided to the primary carer?

- By paying the gap between the employee's salary and the government's paid parental leave scheme
- By paying the employee's full salary (in addition to the government's paid scheme) (regardless of the period of time over which it is paid for example, full pay for 12 weeks or half pay for 24 weeks)
- As a lump sum payment (paid pre- or post- parental leave, or a combination)

6 Do you provide employer funded parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater
- Yes, less than one week
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details)

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.

1

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the last reporting period?

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	336	138	14	36
Non-managers	429	70	15	18

8 What proportion of your total workforce has access to employer funded paid parental leave?

	Primary carer's leave	Secondary carer's leave
%	96	96

9 Do you have a formal policy or formal strategy on flexible working arrangements?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, don't offer flexible arrangements
- No, not a priority
- No, other (provide details):

10 Do you have a formal policy or formal strategy to support employees with family and caring responsibilities?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff

- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?

- Yes
- No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select 'Head office only'):

- Employer subsidised childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- On-site childcare
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Breastfeeding facilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Childcare referral services
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Internal support network for parents
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Return to work bonus
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Information packs to support new parents and/or those with elder care responsibilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Referral services to support employees with family and/or caring responsibilities
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- Targeted communication mechanisms, for example intranet/forums
 - Head office only
 - Other worksites only
 - Head office and some other worksites
 - All worksites including head office
- None of the above, please complete question 11.3 below

12 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
 - No, currently under development
 - No, insufficient human resources staff
 - No, included in workplace agreement
 - No, not aware of the need
 - No, don't have expertise
 - No, not a priority
 - No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place:
 - Employee assistance program
 - Access to leave
 - Training of human resources (or other) staff
 - Other (provide details):
- No
 - No, currently under development
 - No, insufficient human resources staff
 - No, not aware of the need
 - No, don't have expertise
 - No, not a priority
 - No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

Child Care Allowance

All employees in Australia who return to work full, or part-time after a period of at least 18 weeks parental leave will receive a Child Care Allowance of \$4000 (pre-tax). We recognise that families manage child care arrangements in many different ways (e.g. in-home care, child care centres, family support, etc), and therefore the Allowance will be paid directly to employees who can use it in the way that best suits their needs.

The Child Care Allowance aims to support primary care givers (predominantly female employees) transition back to work and help them manage their family and professional commitments in that critical first year. ANZ offers this Allowance to employees as we believe it is beneficial in helping the organisation to retain women and fully utilise the skills and experiences they bring to the work place, at all phases of their life journey.

This Allowance became available on 1 October 2010.

ANZ offers additional types of flexible working arrangements in the form of;

Career Break - A career break is extended unpaid leave of six months or more that eligible employees may apply for.

Volunteer Leave - Employees may apply for one day of paid volunteer leave per year to assist community-based, not-for-profit organisations. Line Managers may approve additional unpaid volunteer leave at their discretion.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below?

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

Informing employees of leadership support for gender equality and women in leadership initiatives. Our CEO consults via skip level meetings with single and mixed gender groups to gather input on how we can support progressing women's careers.

15.2 What categories of employees did you consult?

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Other (provide details):

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy or formal strategy on sex-based harassment and discrimination prevention?

- Yes
 - Standalone policy
 - Policy is contained within another policy
 - Standalone strategy
 - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
 - At induction
 - At least annually
 - Every one-to-two years
 - Every three years
 - Varies across business units
 - Other (provide details):
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise

- No, not a priority
 No, other (provide details):

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (Please note that any information you provide here will appear in your public report)

Partnerships with key diversity organisations

Male Champions of Change Our CEO, Mike Smith, is a member of the Male Champions of Change (MCOC) program established by the Australian Sex Discrimination Commissioner, Elizabeth Broderick in April 2010.

The program encourages and supports male CEOs and Directors to use their individual and collective influence to ensure the issues of gender equality and women's representation in leadership are elevated on the national business agenda.

Mike is working with a group of the Champions to better understand and promote the conditions and culture that enable women to thrive in leadership.

Since Mike's participation in MCC, ANZ has implemented a number of strategies designed to accelerate the advancement of women in leadership:

- ANZ's Management Board shares scorecard objectives for improvements in Women in Management percentages.
- Progress on Women in Management by Group and Division, and by group level is reported and discussed monthly at Management Board.
- We introduced the Plus One Pledge on International Women's Day 2013. So far, 2,200 leaders have pledged their support. Mike Smith has supported the MCC Panel Pledge to ensure women are represented on external panels and forums that he participates in.
- We took the lead on the "Supplier Multiplier" initiative, introducing more explicit reference to our expectations on gender balance in our Supplier Code of Practice, developed metrics to assess gender balance amongst our top tier suppliers, and engaged recruitment providers to help change entrenched hiring trends favouring men. We are now targeting 50:50 external hiring at management level.
- We implemented a policy of "50:50- If Not, Why Not?" across all recruitment, talent & development programs, panels, boards and committees
- We implemented targeted interventions to support women gaining the critical experiences and key roles which will advance their careers
- We relaunched our best-practice flexibility policy and work arrangements to increase take-up and "mainstream" flexibility across our business
- We revised our Australian parental leave policies and processes and developed new parental leave guides to support employees and managers for smooth parental leave transitions.

Chief Executive Women

ANZ is the Principal Business Partner of Chief Executive Women (CEW), Australia's pre-eminent member-based organisation for over 200 leading business women. Our partnership

includes a focus on advocacy and thought leadership on issues such as building financial capability and economic empowerment of women, and accessible, flexible and affordable childcare. Diversity Council Australia We are also a foundation member of the Diversity Council Australia (DCA). Recently, we have supported DCA's research into intercultural capability in Australia which includes the first ever census of Cultural Diversity on Australian Boards

19 You may provide additional details on any information provided in the report below.
Additional information for question 2.2;

The objective previously set by the ANZ Board in relation to Board gender diversity was that the new Directors appointed to replace the retiring Directors would include at least one woman. This objective was achieved as evidenced by the appointment of Ms Dwyer in April 2012. The Board has now set a new objective which is to increase the number of women on the Board over time as vacancies arise following completion of the current succession process.

Notification and access

List of employee organisations

Finance Sector Union

CEO sign off confirmation

Name of CEO or equivalent

Mike Smith

Confirmation CEO has signed the report

Yes
