

## **ANZ Generalist Bankers Program 2015**

### **Program**

#### **Program Overview**

Each year the ANZ Generalist Bankers Program offers up to 12 participants the opportunity to develop a career as an international banker. The program builds generalist banking capability through multi-disciplinary and country experiences to help lay the foundations in becoming one of ANZ's future senior leaders and country CEOs.

ANZ is on a journey to become a super regional bank, providing products and services of a global standard across the Asia Pacific region, including Australia and New Zealand. To achieve this, we need people with different skills and mindsets and a passion to outperform.

We believe in the inherent strength of a vibrant, diverse and inclusive workforce where the backgrounds, perspectives and life experiences of our people help us to innovate, forge strong connections with our customers, and make better decisions for our business.

Our aspiration is to develop a strong internal pipeline of country CEOs and we do this by offering a unique, structured approach to developing leaders who have a breadth of perspective and experience across a range of banking disciplines, cultures and geographies.

The ANZ Generalist Bankers Program develops bankers who will pioneer new ways of operating that will transform, shape and provide the high standard of financial solutions and insights our global customers demand, supporting them wherever they do business.

#### **Program Structure**

Generalist Bankers begin with a two year rotational program, which includes four six-month rotations across the following business areas:

- Institutional Banking
- Risk
- Operations
- Commercial Banking OR Retail Banking

Through these rotations, Generalist Bankers can expect to build the foundations of their banking experience through broad exposure to different product and customer-facing areas. Generalist Bankers will also have unparalleled access to senior leaders and mentors as well as professional and personal development opportunities.

The rotational program operates out of Melbourne, Auckland, Hong Kong and Singapore. Successful candidates will join the program in one of these locations, unless alternative arrangements are agreed.

After the two year rotational program, subject to performance, Generalist Bankers, will be placed in roles that ensure their capability for senior leadership is

continually developed. These roles will be between 18 to 36 months in duration depending on the business segment and location of the role placement. Role length can be expected to increase as the Generalist Banker's career progresses. These roles can be based in any of the 33 countries that ANZ currently operates in, and participants are expected to remain globally mobile throughout the duration of the program, which will run for a maximum of 15 years.

## Your Career

### What can you expect when you start a career as an ANZ Generalist Banker?

During your first two years you can expect your development to be accelerated by:

- Stretching assignments in diverse areas of the Bank to build foundational skills
- Exposure to senior executives, Management Board and sponsor and mentor support
- Formal leadership development at one of Australia's top business schools
- On the job learning

### What will we expect of you when you commit to a career as an ANZ Generalist Banker?

We ask that you:

- Trust us to guide you on your career pathway
- Be mobile both internationally and domestically
- Be a role model for ANZ's values
- Be prepared to make career decisions that are long term in nature and always keep in mind the goal of becoming a country CEO
- Be an advocate for the program, both internally and externally
- Constantly challenge yourself

## Who Should Apply?

We are seeking people who are highly adaptable and can learn quickly, are geographically mobile and display strong leadership potential. In return, ANZ promises an international banking career spanning multiple geographies and cultures and the opportunity to make a difference.

Our Generalist Bankers are people who value diversity and operate with a 'wide angle lens' mindset, allowing them to leverage their breadth of experience across the teams and roles they are placed into. To be successful, Generalist Bankers must have:

- A sense of adventure, high levels of adaptability and comfort with ambiguity
- An interest in diverse cultures and a high level of cross cultural sensitivity
- A strong commercial acumen and a customer focus

## Eligibility Criteria

To be eligible to apply for the 2015 program, candidates must have:

- A minimum of three years professional work experience in a full time capacity
- A university degree qualification
- Mobility, both internationally and domestically
- Availability to commence in the program on 1 February 2015

## **Develop & Outperform**

### **Learning and Development**

Learning and Development over the initial two year period encompasses a combination of on and off the job learning. On the job 'stretch' learning will be supplemented by:

- Five day program induction
- Senior Mentor assigned for two year rotational program
- Executive Sponsor assigned for each rotation
- Five day Leadership Forum at the end of each rotation
- Ongoing exposure to ANZ's Management Board and senior leaders

### **Performance Management**

ANZ's approach to performance assessment reflects our focus on outperformance, closely aligning performance outcomes with remuneration. Generalist Bankers will be assessed not only in terms of what they achieve, but also how they achieve it, in line with ANZ's values.

Robust performance checkpoints are built into the program to ensure that Generalist Bankers are achieving expected performance targets. Both technical and soft skill capabilities will be assessed and regular feedback is provided.

We expect our Generalist Bankers to be continually pushing the boundaries of outperformance, and in return ANZ will be ensuring that their careers are fast tracked through exciting and challenging roles.