



Summary of ANZ's policy position on Diversity and Inclusion

1. What is diversity and inclusion?

Diversity refers to the variety of people and ideas within an organisation.

ANZ believes in the inherent strength of a vibrant, diverse and inclusive workforce where the backgrounds, perspectives and life experiences of our people help us to forge strong connections with all our customers, innovate and make better decisions for our business. We're committed to building a workplace that reflects the communities in which we operate by creating a diverse and inclusive workforce and providing opportunities to under-represented groups.

Diversity in this context includes age, caring responsibilities, cultural identity, disability, gender expression and identity, ethnicity, education, family/relationship status, sexual orientation, religious beliefs, and/or socio-economic background. Diversity also encompasses the many ways people differ in terms of their education, life experience, location, personality, ways of thinking, and work experience.

2. Diversity and inclusion at ANZ

Our purpose is to shape a world where people and communities thrive.

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

Our approach and commitment to Diversity and inclusion is underpinned by our values of: Integrity, Collaboration, Accountability, Respect and Excellence (ICARE).

In valuing and managing diversity and inclusion, ANZ applies the following principles to deliver value to our employees, customers and shareholders:

- facilitate equal employment opportunities based on ability, performance and potential
- build and maintain a safe work environment by promoting and recognising best practice and ensuring our employees understand appropriate workplace behaviour, as covered in our policies on discrimination, harassment, bullying, victimisation and vilification



- offer 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 experience 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 and/or exceed the relevant requirements of local legislation
- align with world leading practice, and
- create an inclusive workplace culture where all individuals can grow and thrive

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

- publicly shared diversity and inclusion targets
- recruitment and selection practices at all levels aimed at ensuring the consideration of diverse candidate lists and identifying and addressing any conscious or unconscious bias in our systems and processes that might discriminate against certain candidates
- leadership and culture programs
- employee networks
- a framework of policies, charters, systems and processes which embed ANZ's approach to diversity and inclusion, including policies in relation to parenting, childcare and caring responsibilities, part-time work, flexible work arrangements, Equal Employment Opportunity, bullying and harassment
- sponsorships and events (eg. Sydney Gay and Lesbian Mardi Gras)

3. Diversity Council

The Responsible Business Committee (RBC) Committee, chaired by the Chief Executive Officer, enables the business to outperform by:

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

Divisional Diversity Councils are accountable for leadership and approval of local



diversity and inclusion initiatives to ensure relevance and ownership across all business segments and geographies.

4. The ANZ Board

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

- review, note and monitor the effectiveness of ANZ's approach to diversity and inclusion
- review and approve the measurable objectives for achieving diversity (including gender diversity) and inclusion
- 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 Board composition and diversity, and in this respect it is the responsibility of the Board's Environment, Sustainability and Governance Committee to:

- monitor the effectiveness of ANZ's approach to diversity 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.