

WE'RE ONE AND THE SAME

UK Gender Pay Gap Report
2020



National
Australia
Bank



At NAB, meeting targets and reducing the pay gap is one of many measures we are pursuing to achieve a more equitable, fair and inclusive workplace. We have to achieve this and it has to be how we work, because quite simply, it will create a more positive experience for all colleagues, and in turn, our customers and global community.

Susan Ferrier
Group Executive, People and Culture



NAB GROUP'S COMMITMENT

Richard Doody

Executive, Reward Performance and Data Analytics

Empowering women and supporting gender equality is an important element of how NAB supports our employees, serves customers well and helps the broader community prosper in an increasingly global marketplace.

We're lucky to have some incredibly talented, driven and inspiring women working for us here at NAB.

We're proud of the level of gender equality we have throughout the company - from the local branches, right through to the executive teams and board members. But we know we have more to do.

Gender pay equity is a measurable objective in NAB's Group Inclusion & Diversity Policy and gender pay equity is regularly reviewed for gender neutrality.

This report is part of NAB's broader governance framework that ensures we remain accountable for achieving our inclusion and diversity targets.

MESSAGE FROM OUR LONDON BRANCH CEO

John McClusky

NAB London branch CEO

In 2017, the UK Government introduced mandatory gender pay gap reporting for all UK-based organisations with more than 250 employees.

In line with annual reporting requirements our submission for the year 2020 is enclosed in this report.

Gender pay gap calculations in this reporting year are based on our payroll data from a snapshot of our London Branch taken on 5 April 2020.

We have previously reported 2017 and 2018 gender pay gap metrics to the UK Government and were not required to report in 2019 due to the pandemic.

Given the challenges of 2020, I am pleased to report that we have been able to maintain or improve on our gender pay gap metrics.

This report provides an explanation of our results, how we compared against 2018 metrics, examples of key actions

delivered to contribute to our 2020 position, and our ambitions for the next reporting period and beyond.

What is clear from our results is that our efforts must continue and our broadened view of inclusion and diversity in our policy and governance is key to our success.

Our group Inclusion and Diversity policy has been converted into practical initiatives to attract, retain and support progression of female colleagues in the UK.

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OUR 2020 SNAPSHOT

We are pleased to report that the **NAB London Branch Gender Pay Gap has reduced** since our last reporting period, however **we need to do more**.

WHAT IS THE GAP?

Women are still earning less than men across the branch.

- The gap in female representation at senior levels remains significant and this needs to change for us to make a real impact to our gender pay gap.
- Our workforce is much more evenly distributed at lower income levels.
- We are closing the bonus paid gap.



Gender Pay Gap

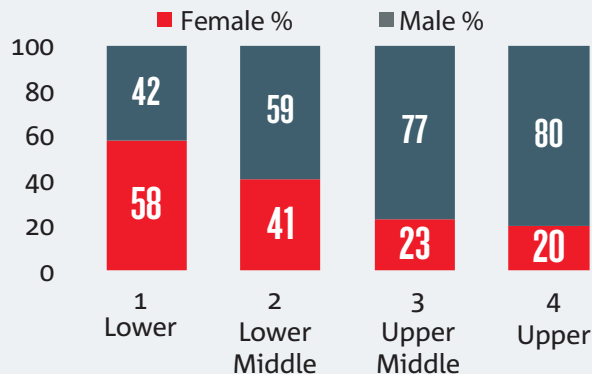
The difference between ordinary pay and bonuses paid to female and male employees (colleagues). We are required to report to Government against binary gender categories. Our aim is to publish a more inclusive report in future.

	Mean	Median
Ordinary Pay Gap	31%	32%
Bonus Paid Gap	39%	50%

The Definitions section at the end of this report explains key terms including mean, median ordinary pay, bonus paid and quartile.

Pay Quartiles

A comparison of female and male colleague representation across four pay levels.



Bonus Participation

The proportion of men and women who were paid a bonus in the 12 months ending 5 April 2020.



Gender Pay Gap Explained

The gender pay gap is different to equal pay. Equal pay is about being paid the same for doing equal or comparable work, regardless of gender. **Gender pay gap is the difference between the average pay of all women and all men in all roles** across an organisation, industry or country.

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Making Your Gender Pay Gap Calculations (UK GOV)



UNDERSTANDING THE GAP (1/3)

Targeting Equal Representation at Every Level

We are seeing increased representation of women across all pay quartiles. At NAB, we are striving for 40 - 60% gender representation at each of our Group pay levels.

Pay Quartiles

Explaining the gap:

- Compared to 2018, we have greater representation of women in each quartile.
- Upper middle and upper quartiles are most under-represented by women.

- London is a global financial centre with a very high demand for senior women with banking skills, a sector that continues to be skewed towards men. NAB is competing to attract and retain women, particularly senior women, against this backdrop.

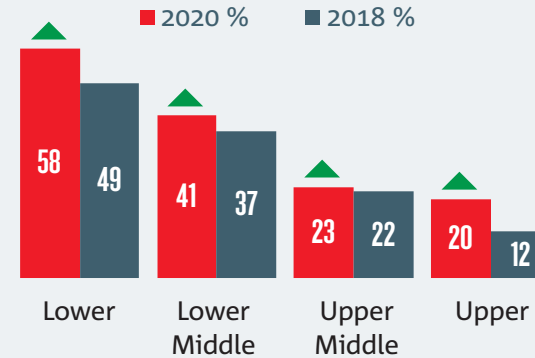
Things to consider when interpreting this result:

- Pay quartiles show the distribution of earnings when looking at pay. The workforce is divided into four equal groups ranging from the lowest to the highest paid individuals. It shows the proportion of male and female employees in each quartile.
- An even distribution of females across all pay quartiles would mean that women are represented evenly regardless of hourly pay.
- It is clear in our representation of our female colleagues by Group Pay Level that women are under-represented in the middle and senior management levels (levels 4 to 6).

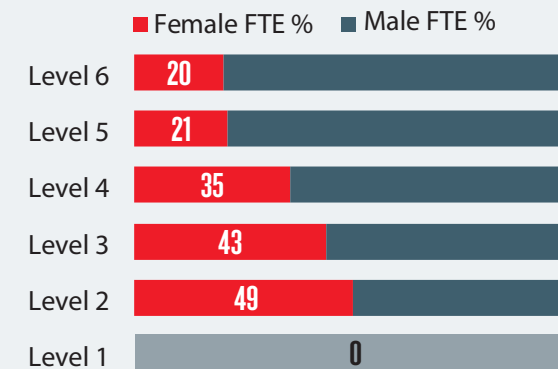
What we did to improve the gap:

- Concerted focus on attracting women into senior roles.
- Worked with specialist recruitment agencies to access more diverse talent pools.
- Targeted 50/50 gender shortlists for all roles to increase representation of females at all levels, particularly senior levels.
- Offered mentoring and training to women through Women in Banking and Finance membership.
- Offered female colleagues career development programs to support all stages of their career.

FEMALE REPRESENTATION BY QUARTILE



2020 REPRESENTATION BY GROUP PAY LEVEL



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UNDERSTANDING THE GAP (2/3)

Closing the Gender Pay Gap

We have closed the average gender pay gap by 7%. Whilst we have improved, the average gender pay gap is 31% which means we still have more to do to achieve our target.

Ordinary Pay

Explaining the gap:

- Women are still being paid less than men but the difference in pay has dropped by an average of 7%.
- On average, for every £1 a man received in ordinary pay, a woman received 69p in 2020, up from 62p in 2018.
- Based on the median, which did not change from 2018, for every £1 a man received in ordinary pay, a woman received 68p in 2020.

Things to consider when interpreting this result:

- The mean pay gap does not take into consideration the level of employees or how similar or different the work they perform may be – this is related to pay equity.
- Group Pay Level data indicates that women are under-represented at Levels 4 to 6.
- Ensuring we have more female colleagues at these higher pay levels will boost our overall female pay.

What we did to improve the gap:

- Concerted focus on attracting women into senior roles.
- Provided colleagues with support in the early stages of parenting including tools, best practice policies and coaching to make juggling work and family easier, essential to retaining and attracting new women to join us too.
- Conducted a pay equity audit to ensure female staff were paid the same as their male co-workers for work of equal value.
- Conducted remuneration reviews for colleagues returning from parental leave, to minimise the impact of leave on remuneration.
- Provided individual leave options and flexible working arrangements to support colleagues during the COVID pandemic.

ORDINARY HOURLY PAY ON 5 APRIL 2020

	2020	2018
Mean	31%	38%
Median	32%	32%

What's the difference between the median and mean?

- The mean gender pay gap is calculated by adding up colleague pay and dividing it by the number of colleagues. The mean compares total pay but can be skewed by outliers who may earn relatively more or less than their colleagues.
- The median gender pay gap is calculated by lining up all colleagues in order of pay and finding the mid-point for both men and women respectively. The difference between those two mid-points is the median gender pay gap. This tells us what the middle of the range looks like and confirms whether or not the average has been skewed by any outliers.
- The mean and median result for ordinary pay are almost the same, giving us greater confidence in our average gender pay gap score.

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UNDERSTANDING THE GAP (3/3)

Targeting Equal Recognition and Distribution of Bonus Payments

We closed the bonus paid gap by 11%. Bonus participation rates decreased for both men and women since the last reporting period. Bonus paid rates are driven by the financial results of the Group and the Division as well as individual performance outcomes.

Bonus Paid

Explaining the gap:

- The gap in bonus pay dropped by an average of 11% compared to 2018.
- Bonus participation rates decreased for both men and women this reporting period.
- On average for every £1 a man received in bonus pay, a woman received 61p in 2020, up from 50p in 2018 (increase of 11p).
- Based on the median, a woman was paid 7p more in 2020 compared to 2018 for every £1 in bonus paid to a man.
- Greater representation of women will improve our bonus pay gap.

Things to consider when interpreting this result:

- All permanent colleagues in the London Branch are eligible for bonus pay.
- Bonus paid rates are driven by the financial results of the Group and the Division as well as individual performance outcomes.

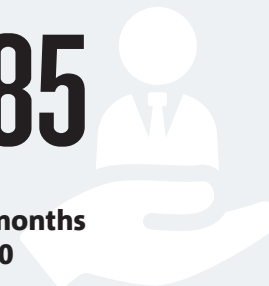
What we did to improve the gap:

- Looked into performance outcomes and remuneration adjustments on an annual basis to identify any potential gender bias.
- Set variable reward targets for gender consistency and alignment.

		2020	2018
Bonus Paid Gap	Mean	39% ▼	50%
	Median	50% ▼	57%
Bonus Participation Rates	Female	80% ▼	87%
	Male	83% ▼	88%

241 OUT OF 285

Colleagues received a bonus within the 12 months ending on 5 April 2020



We've highlighted more ways that we worked to close the gap and foster a more inclusive and diverse workforce in the actions and achievement section later in this report.

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OUR WORKFORCE AT A GLANCE

We monitor a number of additional metrics related to equal pay and inclusion in addition to our statutory reporting obligations. The following statistics are representative of the NAB 2019/2020 financial year (1 October 2019 to 30 September 2020).

NAB GROUP



34,000

INTERNATIONAL WORKFORCE

98%

WORK IN AUSTRALIA AND NEW ZEALAND

0.9%

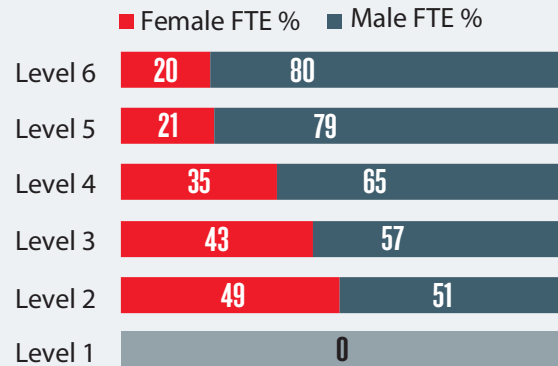
WORK IN THE LONDON BRANCH

NAB LONDON BRANCH



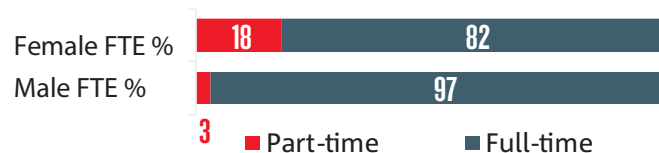
Representation by Group Pay Level

In parts of the Financial Services sector we continue to see female talent shortages in core functions (Markets, Client Coverage, Corporate Finance and IT) and less women in senior and higher-paid roles.



Part-time Employees

In the NAB London Branch there is a much higher percentage of women in part-time roles than men.



Workforce turnover in London Branch 2020

We had 19 colleagues join us this financial year. We are committed to attracting and retaining female talent and target 50/50 gender shortlists for all roles to increase representation of females at all levels. This year 42% of our joiners were female.

19 JOINERS

8 FEMALES



11 MALES



Parental Leave Statistics

Our family friendly policies offer benefits above the statutory minimum requirements to support our colleagues to balance their work and lives.

Maternity Leave	7 employees	733 days in total
Paternity Leave	6 employees	59 days in total
Unpaid Paternity Leave	1 employee	5 days in total

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LOOKING BACK AT OUR 2019 GROUP COMMITMENTS

Our workforce should reflect our customers and the communities in which we operate. Inclusion and diversity in the workplace ensures we have a variety of perspectives that can lead to increased innovation, better problem-solving and higher engagement of our colleagues.

2019 Review

At the snapshot date, NAB's Vision was to be Australia's leading bank, trusted by customers for exceptional service.

There were 6 key prioritised themes for 2019:

- Governance, Conduct and Culture
- Customer Support and Experiences
- Addressing Climate Change and Environmental Sustainability
- Engaging our People
- Transformation and Technology
- Stronger Communities

The 2019 values were:

- Passion For Customers
- Be Bold
- Win Together
- Respect For People
- Do The Right Thing

Key Targets

Since the beginning of the reporting period, we set a number of key targets and metrics that continue to be revisited year on year.

Increased the NAB Group Board target to

40-60%

Gender representation by 2020, up from our 30% target in 2018.

Female representation across senior management succession plans

50%

Ready now succession planning

1 FEMALE, 1 MALE

Aim for a minimum of 1 female and 1 male as 'ready now' for each succession plan.

Recruitment targets

50/50

Gender representation in shortlists for all roles.

Key Documents

We are serious about achieving our diversity and inclusion objectives and targets. We produced a number of reports to demonstrate our progress, achievements and necessary next steps. Our goals align with global guidance and standards as outlined in the United Nations report.

Sustainability Reports



Towards 2020: NAB'S road to gender equality



Annual Financial Report 2019, Annual Review 2019



United Nations Women: The World for Women and Girls



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2020 Sustainability Report

Towards 2020: NAB's road to Gender Equality



2020 REFRESH OF OUR GROUP COMMITMENTS

NAB Group released an updated Inclusion and Diversity (I&D) Policy in September 2020. This includes principles that outline How We Work at NAB and an additional objective to track our progress at building an inclusive workplace culture.

Purpose of the Policy

Through the Inclusion and Diversity Policy, NAB aims to value and respect the diversity of our people, customers, suppliers and communities looking to ensure a positive experience for all.

The Policy aims to:

- Attract and retain diverse teams, enhancing our approach to decision making and innovating for the future.
- Empower individuals to work and grow together in an inclusive, safe and flexible way.
- Leverage the diversity of skills to enhance the customer experience and organisational growth.
- Design accessible products and services for financial inclusion and those who are vulnerable.
- Support our local communities and be proud of our brand and reputation.

Our **Respect@NAB** report is an example of our continued progress and commitment to colleague health, safety and engagement.

How We Work

The following Policy Principles outline How We Work at NAB and guide our interactions with each other, our customers and the community and promote awareness and diversity management.

Our NAB values: Grow Together, Be respectful, Excellent for Customers and Own it mean:

- We are open to the opinion of others
- We expect our leaders to be role models for inclusive behaviours.
- We support flexibility in the way we work.
- All employees have equitable access to opportunities to learn, develop, reskill, and develop.
- We do not tolerate unlawful discrimination.
- We strive to be an equal opportunity employer and respect the rights of all Indigenous people.
- Our recruitment process does not discriminate on the basis of a protected attribute.
- We seek to learn from resignations so that we can continuously improve.

Measurable Objectives

These have been set by the Board and agreed by the Executive Leadership Team (ELT). ELT and their direct reports use these to take action to drive culture change and support business needs.

Maintaining our leadership team and talent pipeline target of

40-60%

gender representation at each salary level, NAB Board (non-executive directors) and NAB Group subsidiary.

Inclusive workplace culture

TOP 20%

Engagement score (including by diverse segments)

Fair remuneration

Reward people fairly and support our objective of gender pay gap

LESS THAN 10%

by 2025.

Roles and Responsibilities

This Policy applies to everyone working at or for NAB no matter how they are employed, for how long or where they work.

- Board People and Remuneration Committee monitors and assesses, annually, the Inclusion and Diversity (I&D) Strategy, policy, practices and objectives.
- ELT is accountable for execution of the I&D Strategy and fostering a workforce in which colleagues feel empowered and encouraged to perform at their very best.
- I&D team is responsible for the governance of diversity and inclusion at NAB.
- NAB leaders are expected to foster an inclusive culture where individual differences are understood, respected, valued and promoted.
- Colleagues are expected to understand, respect, value and promote individual differences.

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OUR ACTIONS & ACHIEVEMENTS

The Inclusion and Diversity strategy and objectives are supported through a number of memberships, programs and initiatives.

NAB Group 2020 Key Initiatives and Achievements



Gender Equality

- 227 women took part in the Breakthrough Program aimed at helping women to achieve more senior roles.
- Helped women prepare for board positions through the NAB Board Ready Program.
- Conducted a pay equity audit to ensure female staff were paid the same as their male co-workers for work of equal value.



LGBTI+ Inclusion

- Maintained our Gold Employer Status in the national benchmark index on LGBTI+ workplaces in Australia and recognised as a top three finalist in the area of trans and gender diverse achievements.
- BNZ (NAB's entity in New Zealand) maintained its Rainbow Tick Certification; an independent assessment of a workplace's ability to understand and welcome sexual and gender diversity.



Life Stage

- As the COVID-19 crisis emerged, we provided a full range of flexible working options to colleagues complemented by up to 10 days of paid pandemic leave or offering other leave options.
- Provided all new parents with up to 12 weeks paid primary parental leave, with the removal of 12-month service eligibility.



Cultural Inclusion

- 12 internships and 65 traineeships were offered through our Indigenous Recruitment Program.
- 40 participants joined the 2020 African-Australian Inclusion Program (AAIP) cohort taking the total number of participants to 505 in the program's 11-year history. 52.5% of AAIP alumni remain employed at NAB.

In London, we have local programs to foster Diversity, Equity and Inclusion in line with the NAB Group policy and initiatives.

NAB London Branch 2020 Initiatives and Outcomes



Gender Equality

- Offered mentoring and training to women through Women in Banking and Finance membership.
- Worked closely with an external agency who specialise in recruitment of women returning back to the workplace after a career break.
- Provided maternity coaching for women prior to, during and post maternity leave.



LGBTI+ Inclusion

- Our colleagues participated in the London Pride March in 2019, and recognised this event virtually in 2020 due to COVID.



Life Stage

- Supported colleagues with tailored leave and flexible work options to support individual circumstances during the pandemic.
- Provided phased return to work options for women returning from Maternity leave.



Cultural Inclusion

- Established our N-Able Committee who meet monthly to discuss a range of inclusivity and diversity initiatives based on current affairs, cultural calendar events and evolving needs of our branch.
- Scored 70% engagement in the NAB heartbeat survey and aim to improve this to reach the top quartile.

Our monthly wellbeing initiatives provided London colleagues with webinars, self-care tips and a range of professional and personal development programs such as: Communication & Trust, Emotional Intelligence, Women's Health, Understanding Menopause, Team Wellbeing

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STATUTORY DISCLOSURES & DECLARATION

As at 5 April 2020, National Australia Bank had only one legal entity which employed 250 or more employees, for which we are required to publish gender pay gap information in line with UK regulation. For the purpose of this report full-pay relevant employees are the same as relevant employees in the NAB London Branch.

GENDER PAY GAP		BONUS PARTICIPATION RATES		BONUS GAP		QUARTILE 1 (LOWER)		QUARTILE 2 (LOWER MIDDLE)		QUARTILE 3 (UPPER MIDDLE)		QUARTILE 4 (UPPER)	
MEAN	MEDIAN	MALE PROPORTION	FEMALE PROPORTION	MEAN	MEDIAN	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
31%	32%	83%	80%	39%	50%	42%	58%	59%	41%	77%	23%	80%	20%

Data is reported in accordance with the business regulation guidance set by the UK Government Equalities Office. More information on gender pay reporting requirements and step by step instructions on making necessary calculations is available here: www.gov.uk/guidance/making-your-gender-pay-gap-calculations#calculating-the-mean-average-gender-pay-gap-using-hourly-pay.

Declaration

I confirm that the information and data reported are accurate and meet the requirements of the regulations.

Signature

John McClusky
NAB London Branch CEO

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DEFINITIONS (1/2)

TERM	DEFINITION
Gender Pay Gap	The difference between the average (mean or median) earnings of men and women across a workforce.
Diversity	Accepting each person as an individual irrespective of differences used to differentiate groups and people from each other (both visible and invisible). It is about our commitment to equality and treating all individuals – our employees, clients and the communities in which we operate – with fairness and respect.
Equality	Ensuring that every individual has an equal opportunity to make the most of their lives/talents. We aim to remove barriers and look to eliminate all forms of unlawful discrimination and harassment which may be caused by personal stereotypes and prejudices.
Inclusion	An environment that makes every individual or group feel comfortable and safe to speak up and be themselves, where similarities and differences are not just accepted, but are valued and utilised to achieve a common goal or objective (business goals or outcomes).
Calculations	The detailed method utilised to calculate key statistics presented in this report is guided by the Government Equalities Office and can be found here: https://www.gov.uk/guidance/making-your-gender-pay-gap-calculations#calculating-the-percentage-of-men-and-women-in-each-hourly-pay-quarter .
Relevant employee	An employee that counts towards the headcount of the NAB London Branch team at the snapshot date of the data analysed in this report. This includes all employees who had a contract of employment with NAB (including those working part-time, job sharing and employees on leave), or self-employed (where they must personally perform the work).
Full-pay relevant employee	An employee that was paid their full pay during the period in which the snapshot date falls (the relevant pay period). For instance, an employee who took any form of reduced pay or unpaid leave during the relevant period would not be considered a full-pay relevant employee. Another example of an individual not counted as a full-pay relevant employee includes an individual being paid statutory maternity pay that is less than what their ordinary full pay would have been for the relevant period.
Gender	The regulations do not define the terms ‘men/male’ and ‘women/female.’ For the purpose of reporting statutory gender pay gap requirements, gender was determined using employee HR system records.
Bonus Paid	Any rewards received within the 12 months ending on the snapshot date. This includes profit-sharing, productivity, performance, incentive, commission, long service awards with a monetary value and other one-off and non-pensionable rewards such as cash, vouchers, securities, security options, interests in securities.
Ordinary Pay / Fixed Pay	This is comprised of Base Pay + any allowances (role allowance + car allowance). This will come into hourly pay later.
Hourly Pay	Calculating the hourly pay takes the Fixed/Ordinary Pay (listed above), it is then divided by 52.18, then multiplied by their weekly working hours to get their Hourly Pay. The figure of 52.18 is specifically requested in the guidance for conversion of annual calculations into weeks. Weekly working hours are calculated by multiplying the FTE by 35 hours. e.g. A Full time employee would equate to a 35 hour work week.

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DEFINITIONS (2/2)

TERM	DEFINITION
Mean (average)	The result of adding up all of the numbers and dividing the result by how many numbers were in the list.
Median	The median involves listing all of the numbers in numerical order. If there is an odd number of results, the median is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
Pay Quartiles	Pay quartiles show the distribution of earnings when looking at pay. The workforce is divided into four equal groups ranging from the lowest to the highest paid individuals. Pay quartiles show the proportion of males & females in each quartile (not gender pay gap in each quartile).
Date of bonus paid	Date of bonus paid will be within the date range of 5th April 2020 (and 12 months prior). Any bonus paid prior to the 12 month dates will not be included in these metrics.
Date Range / Pay Period	The pay period including 5th April 2020 (for private organisations) and bonus payments made in the 12 months prior. This is also known as the snapshot date.

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