

NAB

ELEVATE RECONCILIATION ACTION PLAN

2019-2021 Final Results Report

more
than
money



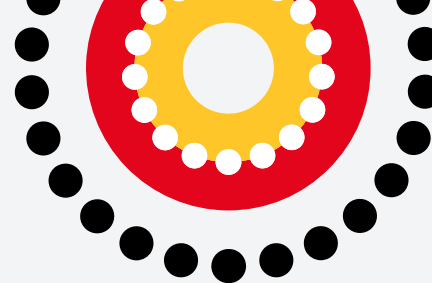
nab



RECONCILIATION
ACTION PLAN

ELEVATE

2019-2021 SUMMARY OF HIGHLIGHTS



PILLAR 1: ECONOMIC PARTICIPATION



- **Indigenous Business Sector Strategy** created and endorsed.
- **Over 20,975** microfinance loans provided to Aboriginal and Torres Strait Islander customers.*
- **67 projects supported** through the Indigenous Money Network.
- **Establishment of NAB's Indigenous Customer Service Line (ICSL)**, providing a more barrier-free way to access services (free-call, case managed) and allowing NAB to use alternative forms of ID to identify customers.
- **Over \$8m** spent with Indigenous businesses for goods and services.^{1*}
- **Carbon Credit Units** purchased yearly from Indigenous organisations.
- **Maintained partnerships** with Supply Nation and Jawun, and pivoted to online/virtual delivery model.
- **ICSL awareness campaign** with Indigenous-led radio broadcasts in eight languages across remote Indigenous communities in Australia.

PILLAR 2: PEOPLE



- **183** school-based and adult traineeships offered.*
- **60-66% of traineeships completed***, above industry average of ~40-50%.
- **89-95% trainees offered ongoing employment** at NAB upon completion.^{2*}
- **40 university internships** provided to Indigenous tertiary students.
- **24 Indigenous colleagues** received tailored career development through the refreshed Emerging Indigenous Leaders, Emerging Indigenous Executive Leaders and Distinctive Leadership programs.
- **Indigenous Employee Peer Support Network**, 'Cooee', established so Indigenous colleagues can connect and share.
- **Over 97 days of volunteer hours** to support Indigenous organisations and initiatives. NAB was able to achieve this target despite COVID-19 challenges by piloting the first Volunteer Immersion with First Nations Foundation in 2021.
- **31 NAB secondees** completed projects with Indigenous organisations through Jawun.
- **NAB was the foundation sponsor of the Gari Yala (Speak the Truth)** research, drawing on the insights of 1,033 Indigenous workers.

PILLAR 3: CULTURAL INTELLIGENCE



- **Events held annually** during National Reconciliation Week.
- **Mandatory completion** of Indigenous cultural e-learn for all customer-facing staff.
- **Over 170 colleagues** completed face-to-face Indigenous cultural awareness training either in person or via Zoom.*
- **Acknowledgement of Traditional Owners** displayed in all NAB branches.
- **HR policies and procedures reviewed** with no issues identified that prevented staff participating in National Reconciliation Week/NAIDOC Week.
- **Welcome to Country and or an Acknowledgement of Country** at all key events.
- **Acknowledgement of Country** internal protocol document and email signature made available to all staff.
- **Live webinar session** for all colleagues to understand the Uluru Statement.
- **Hosted sessions with Indigenous leaders** for our NAB Board and top 100 leaders to build our capability in understanding and supporting Indigenous affairs.

¹ In 2020 & 2021, procurement spend calculations exclude GST. This figure incorporates both NAB's Tier 1 (direct spend with businesses) and Tier 2 (NAB-specific spend via a select group of Tier 1 suppliers) procurement spend with Indigenous businesses.

² Positions offered where there is business demand and availability, and trainees have expressed interest.

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PROGRESS SUMMARY

Our 2019-2021 Elevate Reconciliation Action Plan (RAP) was NAB's second three-year plan, and our eighth RAP overall since 2008. This report details our progress against our RAP targets for the 2021 financial year, as well as our progress across the past three years.

The RAP outlines NAB's targeted areas to help drive meaningful change for Indigenous Australians where we can leverage our expertise in the Finance Industry. Our focus has been on Economic Participation, People & Cultural Intelligence. This means focusing on how we provide support to our colleagues, customers and community in capability-building across all aspects of finance. Internally, this has included delivery of skilled volunteering partnerships, creating employment pathways for Indigenous Australians, and building the cultural capability of our colleagues. NAB's aim is to reduce the barriers experienced by Indigenous Australians that exclude them from access to affordable financial products and services.

Learning from our first three-year Elevate RAP (2015-2017), NAB set out to stretch itself and has embedded key lessons along the way. We know we will achieve our best results if we leverage our strengths as a bank to build financial capability of, provide employment opportunities for, create partnerships with and lift awareness of Aboriginal and Torres Strait Islander peoples and cultures.

Since March 2020, COVID-19 continued to disrupt many areas of Australians' lives. We felt the ongoing impacts and pressures in many parts of our business, with the majority of NAB colleagues working from home or adopting a hybrid model. Some of the RAP commitments were impacted by COVID-19, particularly those around in-person engagements, employment and supporting in-person community events. To counteract the impact of not meeting some set targets, we worked hard to replace these with suitable alternatives, i.e., virtual offerings, webinar sessions with Indigenous leaders, more impactful volunteering support, and developing our Indigenous Business and Employment Strategies.

Throughout the duration of the RAP, NAB worked closely with Reconciliation Australia (RA) to inform them of our progress against all commitments, to ensure we continued to meet our aspirations. Our final RAP Results Report describes our performance as we strive to meet the aspirations we set ourselves, and this includes case studies of 'Stories of Success'.

Out of a total 60 indicators throughout 2019-2021, NAB met 47, partially met³ five and didn't meet eight.

In every RAP, NAB sets out ambitious targets and will continue to do this to raise the bar on our performance and impact year on year. In some instances, this means we may not always meet every one of our indicators however we will still have made significant progress and are comfortable knowing that our ambitious targets mean we are on the right path to stronger impact overall.

NAB has considered the commitments throughout this report as 'Met', 'Partially Met' and 'Not Met' and will be drawing from the insights and lessons learnt in developing the next RAP, due for release at the end of 2022. All performance data is based on NAB's financial year of 1 October to 30 September, unless otherwise stated.

The 2021 results have been independently assured by Ernst and Young. Results for financial years 2019 and 2020 are [available online](#).

³ Partially met has been determined for five indicators and the rationale for this rating is explained in detail within the report.

STORIES OF SUCCESS

Building brighter futures for Indigenous communities

NAB strives to be the leading Bank for Indigenous Business as Australia's leading Business Bank. In developing our Indigenous Business Sector Strategy, we sought to understand the specific challenges and industry opportunities Indigenous businesses experience and find financial solutions to support their success.

One such business that NAB has supported is NPM Indigenous.

Tim Moggridge founded NPM Indigenous with Daniel Alfonso, James Russo and Daniel Russo. They had been looking for a bank to help them continue to grow their business. When connected, NAB's Indigenous Business and Community Sector Lead and a NAB Business Banking Manager sought to understand their individual business needs. The company builds houses in Indigenous communities, employing members of each community as part of the project. A recent construction project in Gulargambone provided eight jobs for the local community for the duration of the project.

With the support of a NAB Trade and Working Capital specialist, NAB organised a trade finance loan rather than a standard overdraft to meet their specific needs and enable them to grow at a better rate.

A proud Murri man from the Kamilaroi Nation, Tim says of his business: "With my business partners I've found three people who are equal-minded about doing what we do, and it gets us up every day and drives us. Our aim is to build it from the community and build it from the ground up – and that's what NAB will help us do." For Tim, the support from NAB has provided what he needed to continue to prosper.

"Our aim is to build it from the community and build it from the ground up – and that's what NAB will help us do."



Driving sustainable social change through partnerships with Indigenous finance organisations

NAB continues to look for ways to support the success of Indigenous not-for-profits working to improve the financial inclusion of Indigenous Australia. In 2021 NAB piloted a new approach to delivering our skilled volunteering program with Indigenous organisations. Rather than organising for our volunteers to spend a day here and there helping out with tasks at multiple organisations, we met with one of our Indigenous partners and asked whether there was a particular business problem that we could use our volunteer resources to support.

To help us with this project we leveraged our relationship with the Australian Business Volunteers (ABV) as they have experience working with Indigenous not-for-profit organisations. ABV helped NAB ensure the program had maximum impact and our volunteers and partner organisation were supported. Our volunteering project was with First Nations Foundation (FNF), a national Indigenous-led not-for-profit organisation.

FNF identified the following scope of work for NAB to deliver:

1. To provide FNF with an evidence base of global best practice in Indigenous-led financial literacy, education and wellbeing programs to understand the role these play in people's lives throughout their life stages.
2. To provide culturally contextualised recommendations to FNF for further development and testing in an Australian context.

Through the project, FNF provided ongoing feedback and insights to our volunteer team which informed the recommendations and development of the report. In addition to FNF insights, the NAB volunteers drew on the expertise of our Indigenous colleagues. Overall, the volunteering project was a success receiving positive feedback from the foundation.

Phil Usher, CEO of FNF, said: "The experience was very positive from the beginning. Most corporate volunteering is for one day, which can be extremely helpful for the right charity. But for FNF, we operate in such an intricate space that it takes a day to appreciate the nature of our work. It was obvious that the team were genuinely engaged in the work and wanting to make an impact within their set timeframe as each meeting we had more progress in knowledge, and understanding of money and culture was evident. The report and delivery by the team had well exceeded my expectations with not just the professionalism and polish but the content itself. I'll be able to take the findings from the report to identify opportunities on world's best practice in financial education and wellbeing training for Indigenous communities."

This experience also challenged our volunteers to think more about financial barriers and inclusion and they have walked away with a deeper interest for the Indigenous community and culture. NAB was proud to partner with FNF on this project and will continue to support the success of the Indigenous community through our RAP.



STORIES OF SUCCESS

“We’re very pleased to see NAB working alongside our member organisations through Spots and Space to connect Aboriginal and Torres Strait Islander people to tailored services.”

Stronger financial inclusion for our Indigenous customers

As part of our commitment to improve our service and support to Indigenous customers and communities and break down the barriers Indigenous people continue to experience in banking, NAB established an Indigenous Customer Service Line (ICSL). The ICSL is a toll-free service for all Aboriginal and Torres Strait Islander customers that provides banking support for people living in remote and urban communities.

To increase access and awareness of this support, a national radio campaign was piloted and aired through Aboriginal and Torres Strait Islander community-controlled media outlets. As well as English language spots, NAB has translated messages into seven traditional Indigenous languages including Arrernte, Northern Kriol, Pitjantjatjara, Yumpla Tok, Warlpiri, Western Kriol and Yolngu Matha – ensuring widespread reach to NAB customers and Indigenous communities.

NAB was commended by elder Dot West, Chair of First Nations Media Australia, on this initiative. She said: “First Nations media organisations distribute messages in a manner that is locally and culturally relevant. The strongest outcomes are drawn from accessible information which supports people to make their own informed decisions about their lives. We’re very pleased to see NAB working alongside our member organisations through Spots and Space to connect Aboriginal and Torres Strait Islander people to tailored services.”

Creating pathways to success for our Indigenous colleagues

NAB is committed to developing our Indigenous colleagues and talent by creating pathways to employment across early careers and providing our Indigenous colleagues with targeted leadership programs.

One example of the success of this approach is evident through observing the career journey of Kieran Cain-Hall, a proud Kamilaroi man. Eleven years ago, Kieran started at NAB as a Year 10 student, working in the Kingscliff branch as part of the school-based trainee program. He continued his traineeship for the rest of his schooling, one day a week during the school term and during the school holidays. At the end of Year 12, Kieran was offered a part-time job in the branch. Reflecting back on this offer, Kieran says: “I didn’t really know what I wanted to do after high school, I wasn’t too keen on study. It was pretty exciting, and I think because I’d had a taste of the workforce, I knew it was what I wanted.”

Kieran spent the next five years working in retail branch networks across the Gold Coast before landing a job in Mortgage Servicing in Melbourne. In accepting this position, he had to move away from his home. He says: “I knew nobody and had no family here, so making the move to Melbourne was a big step.”

Since then, Kieran has progressed through NAB in many roles and is now leading the Indigenous Employment programs. Kieran’s story of success is a great example of how NAB is building our workplace culture to support our Indigenous employees to succeed.

Kieran has taken part in NAB’s Emerging Indigenous Leaders program and is a member of NAB’s RAP Working Group. He also attended the Indigenous Leadership Summit run by The Leadership Institute in November 2020.

Motivated to raise cultural awareness and bring together NAB’s Aboriginal and Torres Strait Islander colleagues, Kieran leads the Cooee Peer Network Group and is a mentor to NAB’s Indigenous trainees.

“Because I’d had a taste of the workforce, I knew it was what I wanted.”



PILLAR 1:

ECONOMIC PARTICIPATION



NAB is Australia's leading business bank. In this capacity, we aim to support the economic participation of Indigenous Australians, grow businesses and back their success. We see potential to have a significant positive impact at every level – from those living on low incomes, to start-ups and small businesses, through to large companies and investments.

RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Drive financial inclusion and resilience with Aboriginal and Torres Strait Islander people			
1. Continue being the leading provider of microfinance services and products to Indigenous Australians, and increase the number of microfinance loans accessed.	Provide 19,000 microfinance loans to Aboriginal and Torres Strait Islander customers. (6,100 – 2019 target) (6,300 – 2020 target) (6,600 – 2021 target)	✓ 7,344 microfinance loans accessed by Aboriginal and Torres Strait Islander customers. ^{4*}	✓ 20,975 microfinance loans accessed by Aboriginal and Torres Strait Islander customers during 2019-2021, exceeding RAP target of providing 19,000 loans. ⁴
2. Support financial resilience and self-determination of organisations and communities.	10 projects supported annually through the Indigenous Money Network (IMN). (2019-2021 annual target)	✓ 17 projects supported throughout Australia.	✓ 67 projects supported throughout Australia during 2019-2021, exceeding RAP target of 30 projects.
	Indigenous finance advocacy forum created through the Indigenous Money Network. (2021 target)	✓ Two Community of Practice forums held.	✓ Community of Practice forums built into the design of the IMN; however, these were heavily impacted by COVID-19.
3. Better understand the financial resilience and exclusion of Aboriginal and Torres Strait Islander Australians.	Release results of research into financial resilience of Indigenous Australians and share with the financial services sector. (2019 target)	Not applicable - 2019 target only.	✓ Research released in May 2019 and publicly available here .
	Identify practical applications of the Indigenous financial resilience research. (2020 target)	Not applicable - 2020 target only.	✓ Evidence of identification of practical applications is the removal of barriers to accessing services and recognising and integrating cultural differences – the NAB Indigenous Customer Service Line provides a more barrier-free way to access services (free-call, case managed), and NAB can use alternative forms of ID to identify customers.
	Progress one identified recommendation within NAB or the financial services industry. (2020 target)	Not applicable - 2020 target only.	✓ Completed in 2020 with the expansion of capabilities of NAB's Indigenous Customer Service Line.

⁴ The number of microfinance loans accessed is annually calculated from 1 July-30 June.

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RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Create a supportive ecosystem for a viable and growing Aboriginal and Torres Strait Islander business sector			
4. Commit to diversification of NAB supply chain and grow procurement opportunities with Indigenous business.	Achieve \$2.6m spend with Indigenous businesses. (\$600k 2019 target) (\$800k 2020 target) (\$1.2m 2021 target)	✓ Spent more than \$4.3m with Indigenous businesses. ^{5*}	✓ More than \$8m spent with Indigenous businesses, significantly exceeding our RAP targets.
	Update and refine Aboriginal and Torres Strait Islander procurement strategy, including ways to increase our spend. For example, identifying an underdeveloped area of spend with Indigenous businesses and address this gap via procurement and capacity-building where necessary. (Develop – 2019 target) (Implement – 2020 target)	Not applicable - 2019 and 2020 target only.	✓ Through the development of a targeted procurement strategy NAB has committed to spend \$10 million per year with diverse suppliers with Indigenous spend included in this target. Examples of the implementation of these targets are evident through our partnership with Supply Nation and utilisation of accredited suppliers.
	Continue to purchase carbon credits from Indigenous organisations. (2019-2021 annual target)	✓ Purchased Australian Carbon Credit Units from the Tiwi Islands Savanna Burning project.	✓ Continued to have relationships with Aboriginal organisations producing carbon credits and purchasing Carbon Credit Units.
5. Support infrastructure for the Indigenous business sector.	Maintain membership of Supply Nation. (2019-2021 annual target)	✓ Membership maintained.	✓ Membership maintained throughout life of the RAP.
	Review the benefits of diverse procurement at annual sessions with Supply Nation representatives and NAB procurement teams. (2019-2021 annual target)	✓ Benefits were reviewed in 2021.	✓ Yearly discussions between NAB and Supply Nation held.
Be a bank for Indigenous businesses and organisations			
6. Provide market-leading financial opportunities for Indigenous businesses and organisations.	Increase cultural capability of NAB business bankers when working with Indigenous businesses or organisations. (Develop – 2019 target)	Not applicable - 2019 target only.	✓ Completion of cultural awareness eLearning contributing to an uplift of Executive Leadership Group (ELG) knowledge for Acknowledgement of Country. One-on-one support provided as part of the Deal Team service proposition. Uplift of all bankers and product specialists provided by Sector Lead Indigenous Business and Community.
	Develop capability building tools and approaches to work with Indigenous businesses. (2020-2021 target).	✓ Completed in 2021 with an Indigenous Business Sponsor identified, Indigenous Business Roundtable held in August; Sector Strategy for Indigenous business endorsed and consultations with Indigenous businesses completed to refine value proposition.*	✓ Completed throughout 2020 and 2021 including: Champions identified across the bank and in different market sectors and Indigenous business identified as a priority sector.
	Conduct internal research to identify gaps and barriers to support and access to financing for Indigenous business. (Research - 2019 target) (Pilot Findings - 2021 target)	✓ Additional independent market research commissioned to understand opportunities and gaps in service to Indigenous business customers. Findings were piloted in 2021.	✓ Independent market research findings were incorporated in the discussion paper to initially seed the Indigenous Business Sector Strategy.

5. In 2020 & 2021, procurement spend calculations exclude GST. This figure incorporates both NAB's Tier 1 (direct spend with businesses) and Tier 2 (NAB-specific spend via a select group of Tier 1 suppliers) procurement spend with Indigenous businesses.

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PILLAR 2: PEOPLE



At NAB, we're creating an environment where Indigenous employees are supported to succeed, and where all employees value the contributions of Aboriginal and Torres Strait Islander people. Our People commitments provide opportunities for Indigenous Australians to pursue careers in the financial services industry.



RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles			
9. Strengthen employment pathways and career development for Aboriginal and Torres Strait Islander employees so that employment representation continues to increase. Our long-term aspiration is that we achieve Indigenous employment parity, and aim for 2% by 2022.	Implement an Aboriginal and Torres Strait Islander roadmap that outlines how we will attract, retain and develop our Aboriginal and Torres Strait Islander employees. Updates on targets will be communicated to Reconciliation Australia annually. (Develop – 2019 target) (Implement – 2020 target)	Not applicable - 2019 and 2020 target only.	✓ Completed with the establishment of the Aboriginal and Torres Strait Islander roadmap throughout 2019 and 2020. The Indigenous Employment Strategy has begun development in 2021 and will remain a focus for 2022 and the future RAP. We have a strategic goal to be the bank for Indigenous business with a focus on recruitment, retention and development of Indigenous colleagues. All updates on targets are communicated to Reconciliation Australia at a minimum annually.
	Ensure early career Indigenous employees are supported in their career aspirations by implementing and enabling Individual Development Plans (IDP). ⁶ (2021 target)	⊘ The partially met outcome was decided due to not all early careers colleagues completing formal IDPs however all participants were supported in their career aspirations through the programs.*	⊘ NAB has two distinct Early Career Indigenous Programs: CareerTrackers Internships and Traineeships. Partially met was determined because not all early careers Indigenous colleagues completed formal IDPs manually in 2021. However, all early career Indigenous employees were supported in their career aspirations through program elements such as regular goal discussions and catch ups with business leaders.
	Maintain a minimum 1% employment of Indigenous employees across the NAB Australian employee base but aim for 2% by 2022. (2019-2021 annual target)	✓ 1.25% of Australian employees identify as being Aboriginal or Torres Strait Islander, according to NAB's Heartbeat survey. ^{7*}	✓ A minimum of 1% employment of Indigenous employees was maintained throughout the duration of the RAP; however, the 2% target by 2022 will remain a focus for the Indigenous Talent Strategy.
	Maintain engagement scores amongst Indigenous employees that are at least equivalent to the NAB engagement score in Australia. (2019-2021 annual target)	✓ Engagement score of 78, which is one point higher than the broader Australian population. ^{8*}	⊘ Partially Met for 2019-2021 - The partially met outcome was decided due to the 2020 score (73) being severely impacted by COVID-19, landing only one point lower than the overall NAB engagement score which saw lower scores as a trend across the market during this time. 2019 – Met 2020 – Not met 2021 – Met
Increase engagement scores amongst Indigenous employees year on year alongside top quartile employee engagement. (2019-2021 annual target)	✓ The 2021 engagement score for Indigenous employees is 78. This suggests an increase in engagement from 73 (2020) to 78 (2021) and is above the top quartile benchmark of 77.*	⊘ Partially met was determined for 2019-2021 overall as NAB saw a steady increase in engagement scores, moving from 67 (2019) to 73 (2020) and achieving 78 (2021), one point above top quartile employee engagement in 2021 but falling short in 2019 and 2021.	

⁶ IDPs are represented differently for each employment type within the Early Careers Indigenous Programs. For Trainees this is completed via an internal IDP Survey or external 'Training and Short-Term Goals Discussion Log' between the Group Training Organisation, the Trainee, and their People Leader. For Interns this is completed via a 'Learning Contract' between CareerTrackers, the Intern and their People Leader.

⁷ This figure is calculated from the NAB Heartbeat (employee engagement) survey conducted in July 2021 and internal data from 30 September. It includes colleagues who identified as Aboriginal or Torres Strait Islander for either their primary or secondary background.

⁸ Figure calculated from the NAB Heartbeat (employee engagement) survey conducted in July 2021 and includes data from trainees who completed the survey. The methodology has changed since 2020 and now reflects the Australian Engagement Score. In previous years this was calculated across global data as it was not possible to break down to the Australian market, prior years have not been restated.

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RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
10. Support a range of employment options for Aboriginal and Torres Strait Islander employees across the NAB business.	Provide 20 internships annually to Indigenous Australians currently completing tertiary study. (2019-2021 annual target)	X 18 internships provided. The program was negatively impacted by COVID-19 but recovered well.	X 40 internships provided, below the overall target of 60. The program was negatively impacted by COVID-19 where the difference was intended to be achieved in 2020 & 2021. Regardless of challenges faced, internships still grew from 10 (2019) to 18 (2021).
	Offer 70 flexible traineeships annually across both school-based and adult trainees. (2019-2021 annual target)	X 42 traineeships offered. The program was negatively impacted by COVID-19.*	X 183 traineeships offered, which is below the overall target of 210. The program was negatively impacted by COVID-19, with a pause on new employees entering the business in 2020 and a strategic pivot to full-time trainees to increase employability outcomes in 2021.
	Offer ongoing positions to 100% of all trainees who successfully complete the trainee program. ⁹ (2019-2021 annual target)	X 89% of employees who successfully completed the program were offered a further position with NAB.*	X Not met for 2019-2021. Not Reported - 2019 95% - 2020 89% - 2021
	Achieve an 80% completion rate of trainees on programs. (2019-2021 annual target)	X 61% completion rate ^{10*} , which is below our target but above average industry completion rates ~40-50%.	X Not met for 2019-2021. 60% - 2019 66% - 2020 61% - 2021

Support the Indigenous leaders of tomorrow by creating an inclusive workplace, with career pathways underpinned by targeted development opportunities

11. Ensure Aboriginal and Torres Strait Islander employees are supported in their career development and leadership aspirations.	Create the Indigenous Employee Peer Support Network as a community where Indigenous employees can share and connect. (2019-2021 annual target)	✓ Internal network 'Cooee – The Yarning Circle' continued in 2021. An Indigenous Colleague Distribution list for colleagues who want to be involved in Indigenous affairs at NAB was set up and will continue to be a focus of growth in 2022.	✓ Internal network 'Cooee – The Yarning Circle' continues to be active, driven by internal Indigenous leaders, to host conversations among Indigenous colleagues. We also encourage all colleagues to join our Employee Resource Groups (NABility, Gender Balance, Cultural Inc & Pride@NAB) to broaden and diversify their networks.
	Refresh internal leadership program for NAB Aboriginal and Torres Strait Islander employees to be run, at a minimum, every two years, targeting a group of at least eight young Indigenous leaders. (2019 & 2021 target)	✓ NAB is invested in strengthening pathways to leadership roles for colleagues who identify as Aboriginal and Torres Strait Islander. This year, NAB created a dedicated Aboriginal and Torres Strait Islander cohort for our Distinctive Leadership program. Through expanding the offering to emerging Aboriginal and Torres Strait Islander leaders, we provided 12 opportunities for participants to connect with internal and external senior Indigenous leaders.	✓ As part of our work supporting the careers of Aboriginal and Torres Strait Islander colleagues, 22 Aboriginal and Torres Strait Islander employees attended refreshed and dedicated leadership programs across 2019 and 2021. A new dedicated cohort has been piloted in 2021 for our Signature Leadership Program: the 'Distinctive Leadership Program', which was created in 2020.
	Identify and support one person per year to participate in the Emerging Indigenous Executive Leaders Program (EIELP). (2019-2021 annual target)	✓ Supported one NAB employee to participate in EIELP.	● Partially met was determined for 2019-2021 as NAB supported one employee to participate in EIELP in 2019 and 2021 and provided an additional two Indigenous Emerging Leaders to participate in the Women in Banking and Finance Mentor for Success program. This commitment was impacted in 2020 due to an enterprise pause on leadership programs upon the establishment of 'Career Qualified in Banking' & 'Distinctive Leadership Program'.

⁹. Positions offered where trainees have expressed interest and there is business demand and availability.

¹⁰. The methodology to calculate this figure in 2020 & 2021 has been updated from 2019, to reflect that the successful completion of the trainee program can occur before December of the relevant year, which aligns to the school year.

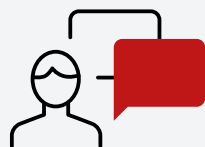
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RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Ensure we build engagement with Indigenous initiatives and organisations throughout our business			
12. Invest in Aboriginal and Torres Strait Islander organisations and communities through our people.	75 volunteer days contributed by our employees to supporting Indigenous initiatives and organisations. (25 days annual target)	✓ 77 volunteer days contributed by employees participating in a skilled volunteering community strategy challenge with First Nations Foundation.	✓ 97.7 volunteer days contributed by employees, exceeding the target of 75.
	45 NAB secondees completed projects with Indigenous organisations through Jawun in the Kimberley region. (15 secondees annual target)	✗ Four secondees completed virtual secondments because of the impact of COVID-19.	✗ 31 secondees completed in-person or virtual secondments. Targets were severely impacted by COVID-19.
13. Increase understanding of the NAB RAP and RAP commitments.	Develop and implement a strategy to communicate our RAP to internal and external stakeholders. (2019 target)	Not applicable - 2019 target only.	✓ RAP commitments shared internally and externally in 2019.
	Utilise NAB Diversity & Inclusion Employee Resource Groups (ERG) to showcase Indigenous role models, educate our employees on how to create an inclusive and respectful environment, and build champions for reconciliation. (2019-2021 annual target)	✓ Completed – Celebrated National Reconciliation Week 2021, NAIDOC Week (among other activities).*	✓ Completed annually, with messages throughout the year distributed across NAB's ERGs: Cultural Inc, NABility, Gender Balancer & NAB Pride. Examples include but are not limited to: <ul style="list-style-type: none"> • National Reconciliation Week annually • Sharing of the NAB Indigenous Acknowledgement email signature launch through Workplace • NAIDOC Week annually • Colleagues encouraged to post stories amplifying and celebrating Indigenous success.
Practise self-determination and highlight Indigenous Australian experience and expertise in corporate Australia			
14. Share insights from Indigenous Australians to NAB Leadership and corporate Australia.	Create avenues for Indigenous employees to connect with NAB senior leaders to build self-determination and develop employee perspectives. (2019-2021 annual target)	✓ Indigenous employees attend the Indigenous Advisory Group (IAG) consisting of a board member and three group executives.	✓ Avenues were created and/or offered for Indigenous employees to connect with NAB senior leaders throughout 2019-2021.
	Conduct research on Indigenous Australians' careers and experiences in corporate Australia, to develop corporate pathways and to better understand and reframe leadership with an Indigenous cultural overlay, and share with Reconciliation Australia. (Share results – 2020 target) (Implement findings – 2021 target)	✓ The findings of the Gari Yala were launched in November 2020 and can be viewed here . The report and '10 Key Truths' were shared with the IAG and key executives across the enterprise.	✓ Until now, the narrative around Indigenous employment has largely been informed by non-Indigenous people and voices. To address this gap, NAB partnered with the Jumbunna Institute and the Diversity Council of Australia as a foundation partner on Gari Yala – which means 'speak the truth' in Wiradjuri – to provide a voice for Aboriginal and Torres Strait Islander workers on cultural safety, inclusion/exclusion and racism. This research, with insights from over 1,000 Indigenous respondents, shares the experiences of Indigenous Australians in workplaces, and offers 10 key truths. This research can be used by organisations to create more inclusive workplaces, and to support and build Indigenous Australians' careers, with insights on Indigenous leadership and cultural strengths. Findings have been incorporated into the Draft Indigenous Employment Strategy process for NAB, which will continue into 2022 and have been communicated to Reconciliation Australia.
	Advocate and lead impact review of the EIELP in collaboration with partner RAP organisations. (2021 target)	✗ Initial conversations were held as to whether an impact review was necessary and how it would be undertaken; however, further review was paused.	✗ Discussions to continue in 2022.

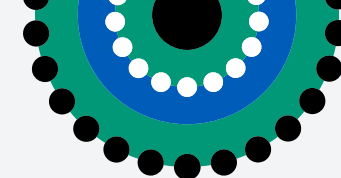
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PILLAR 3:

CULTURAL INTELLIGENCE



NAB aims to be a workplace where cultural understanding is part of how we work. This creates a safe and respectful workplace that empowers our Indigenous employees to feel welcomed, acknowledged and respected. All our employees should be proud of Australia's unique cultural history. NAB is working towards a future where Australians can speak with knowledge and understanding about Aboriginal and Torres Strait Islander cultures, histories and peoples.



RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Show respect and build understanding for Aboriginal and Torres Strait Islander cultures and traditions			
15. Continue assisting employees to understand and use appropriate protocols for Welcome to Country and Acknowledgement of Country.	Welcome to Country conducted at key events including the Annual General Meeting of shareholders and official functions. (2019-2021 annual target)	✓ Completed.	✓ Welcome to Country continues to be conducted at key NAB events.
	Display Acknowledgement of Traditional Owners in all NAB branches. (2019 target)	Not applicable - 2019 target only.	✓ Completed throughout 2019 and 2020 with additional installation at NAB Business Banking Centres.
	Maintain and/or update internal protocol document for Welcome to Country and Acknowledgement of Country with relevant regional-specific information. (2019-2021 annual target)	✓ Completed.	✓ Completed and maintained throughout duration of the RAP.
	Engage with executive managers, executive assistants and internal communications teams to include an Acknowledgement of Country in appropriate briefs. (2019-2021 annual target)	✓ Completed.	✓ Completed and will continue to be incorporated as appropriate.
Build understanding and increase employee engagement with Aboriginal and Torres Strait Islander Australia			
16. Celebrate NAIDOC and National Reconciliation Week (NRW) and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC and NRW.	40 NRW events held and registered with Reconciliation Australia, and retail branches supported to participate. (2019-2021 annual target)	⦿ 38 in-person events held; however, below target due to ongoing COVID-19 impacts. Virtual events continued in response.	⦿ Partially met was determined as NRW events were held nationally; however, below target due to ongoing COVID-19 impacts. Pivoted to a virtual format, reducing number of events but increasing attendees.
	Review HR policies and procedures to ensure there are no barriers to staff participating in NRW/NAIDOC Week. (2019 target)	Not applicable - 2019 target only.	✓ Completed in 2019 with no barriers in policy found.
	Employees encouraged and supported to participate and attend events in NAIDOC and NRW annually. (2019-2021 annual target)	✓ NAIDOC and NRW events supported and information shared internally to encourage colleagues to attend. Funding was also provided for retail branches to hold morning teas in their communities.	✓ Colleagues were encouraged and supported to participate and attend events in NAIDOC and NRW annually through many channels of communication.

RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Build cultural capability of NAB staff across the business			
17. Improve cultural awareness of all NAB staff with a series of training and development offerings.	Implement mandatory completion of Indigenous cultural e-learn for customer-facing roles in the Australian business. (2019 target)	Not applicable - 2019 target only.	✓ Mandatory completion implemented in 2019 in line with the Banking Code of Practice.
	Implement highly recommended completion of Indigenous cultural e-learn for all other Australian staff. (2019 target)	Not applicable - 2019 target only.	✓ Indigenous cultural e-learn available for all staff and completion encouraged by senior leaders.
	320 NAB and/or partner employees complete face-to-face cultural awareness training to increase the level of their understanding of Indigenous Australia. (100 2019 target) (110 2020 target) (110 2021 target)	✗ 33 colleagues completed face-to-face cultural awareness training through both in-person and virtual classrooms.*	✗ 173 colleagues completed face-to-face cultural awareness training, through both in-person and virtual classrooms. NAB continues to have mandatory Indigenous cultural awareness training via e-learn for all customer-facing colleagues. Sharing experiences to increase cultural awareness also continues through a range of communications.
	All RAP Working Group members to have completed cultural learning activities during RAP timeframe. (2019-2021 annual target)	✓ Complete.	✓ All RAP Working Group members completed cultural learning activities throughout the course of the RAP.
18. Senior leadership to experience cultural immersion.	NAB to host a group at the Garma Festival each year as a cultural immersion experience. (2019-2021 annual target)	Not applicable - Garma Festival was canceled for 2021.	✓ A group of NAB senior leaders attended Garma in 2019; however, the event was cancelled in 2020 and 2021 due to COVID-19.

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GOVERNANCE AND REPORTING

NAB commits to maintaining annual quality reporting and releasing our progress to the public. We have strong internal governance of our RAP that reflects a commitment to our work in Indigenous affairs at all levels of the bank.



RAP Commitments	2019-2021 Performance Indicator	2021 Performance Outcome	2019-2021 Overall Performance Outcome
Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles			
19. RAP Working Group actively monitors RAP development and implementation.	Oversee the development, endorsement and launch of the RAP. (2019 target)	Not applicable - 2019 target only.	✓ Completed in 2019.
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group. (2019-2021 annual target)	✓ Complete.	✓ The RAP Working Group contained Aboriginal and Torres Strait Islander peoples throughout the duration of the RAP.
	Meet at least four times per year to monitor and report on RAP implementation.	✓ Five meetings held.	✓ Monitoring meetings held throughout the duration of the RAP.
20. Maintain governance systems around RAP programs and commitments.	Review Terms of Reference for the Indigenous Advisory Group. (2019 target)	Not applicable - 2019 target only.	✓ Initial review completed in 2019.
	Hold two Indigenous Advisory Group meetings each year, following stakeholder engagement plan.	✓ Complete, with four IAG meetings held in 2021.	✓ Complete, with eight IAG meetings held throughout 2019-2021.
Regular RAP reporting occurs			
21. Report on and promote RAP achievements and challenges internally and externally.	Report quarterly on selected RAP commitments to key leadership and stakeholders across the business.	✓ Completed.	✓ Internal reporting continued as BAU throughout 2019-2021.
	Conduct external limited quality assurance review on selected RAP targets annually and submit report to Reconciliation Australia. (2020 and 2021 target)	✓ Completed.	✓ Completed throughout 2019-2021.
22. Report RAP progress to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	✓ Completed.	✓ RAP Impact Measurement Questionnaire completed yearly.
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer (Aug 20).	Not applicable - 2020 target only.	✓ NAB participated in Reconciliation Australia's biennial Workplace RAP Barometer in Aug 20.
23. Review, refresh and update RAP.	Liaise with Reconciliation Australia and other external stakeholders to develop a new RAP based on learning, challenges and achievements. (2021 target)	✓ Completed.	✓ Commenced conversations in 2021 with further work to be completed in 2022.

Further information:

This report, and our full Elevate Reconciliation Action Plan, are available at nab.com.au/indigenous

For more information, or to access NAB's Indigenous Customer Service Line, [visit our dedicated website](#), or call 1800 966 100.

The Assurance Statement, outlining the assured RAP metrics, is available at nab.com.au/indigenous