

Elevate RAP Extension

This letter confirms that Reconciliation Australia has granted a formal extension to the National Australia Bank (NAB) Elevate Reconciliation Action Plan (RAP) until December 2023. During this extension period, NAB will retain their leadership role as active members of the Elevate RAP cohort.

Reconciliation Australia have detailed a process regarding extension requirements for Elevate RAP organisations. One of the key requirements we expect from Elevate partners is the development of an interim plan to cover the extension period.

The NAB interim plan to cover the period March 2022 – December 2023 is included on the following pages. The interim plan has been developed and approved based on direct leadership conversations between NAB and Reconciliation Australia.

NAB has been assessed as meeting the expectations and requirements of an Elevate partner and have developed a regular engagement schedule with Reconciliation Australia over this period to track progress and ensure ongoing dialogue.

Yours sincerely,



Karen Mundine
Chief Executive Officer





NAB
**Interim Elevate
Reconciliation
Action Plan**

March 2022 - December 2023

NAB acknowledges the Traditional Custodians of the land as Australia's First Peoples and recognises their continuing connection to lands, water, and country. We make this acknowledgement with the ambition to continue supporting a reconciled Australia through our actions and voice. This is backed by our vision of serving customers well and helping communities prosper.

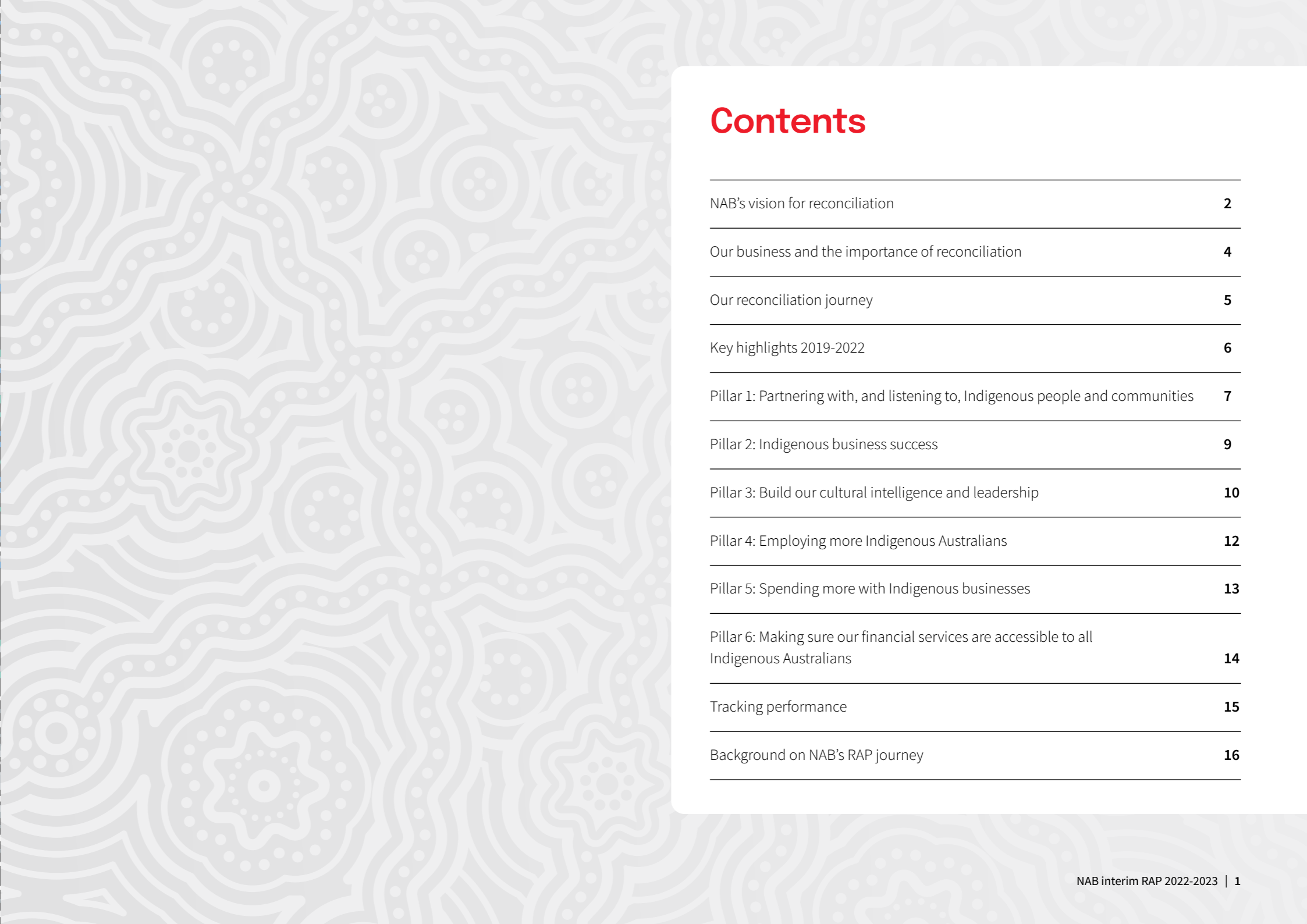
'Walking Together' NAB Star Artwork Story

The 'Walking Together' NAB star design was inspired by the final line of the Uluru Statement of the Heart: "We invite you to walk with us in a movement of the Australian people for a better future." The idea came from proud Kamilaroi man and NAB Indigenous colleague Keiran Cain-Hall, and was designed by Marcus Lee (Karajarri), an Indigenous man raised in Darwin.

The star's design incorporates the colours from the Aboriginal flag, the Torres Strait Islander flag, and NAB's brand colours. The flag was intentionally designed with these colours as a symbol of support for Australia's Aboriginal and Torres Strait Islander communities and their social and financial success.

Behind the star you will see the song lines. This was added to the design to represent the interests of all Aboriginal and Torres Strait Islander communities and language groups across Australia.

The new star will be rolled out and displayed at NAB branches and commercial offices across the nation and will be available to colleagues to wear as allies for reconciliation.



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NAB's vision for reconciliation

NAB has created an interim plan for 2022–2023 and will apply for a three-year 'Elevate' RAP in 2023. We understand that big change requires significant consultation and genuine commitment, planning and resource allocation.

In 2022 NAB unveiled the "Walking Together" Star, an Indigenous designed star to show the value we place on Australia's Indigenous peoples and cultures - and support their financial and economic success and aspirations.

NAB leaders have met with customers, colleagues and stakeholders and received feedback that banks need to do more to make services more inclusive. The Australian financial system continues to be a place that many Indigenous people find difficult to navigate and understand. Inclusion of Indigenous design within the NAB star is a symbol that NAB is listening and is a safe bank for Aboriginal and Torres Strait Islander customers.

NAB Group CEO Ross McEwan says NAB has a key role to play in ensuring our Indigenous colleagues, customers and community succeed.

"The economic advancement and financial aspirations of Indigenous people reflects NAB's ambition to serve customers well and help communities prosper.

When the NAB Board and Executives travelled to the Northern Territory, it was clear that Indigenous business owners want to be empowered, in every aspect, and they see the support of banks as critical to closing the gap."

In the last 12 months we have written our reconciliation strategy and identified areas of our business where focussed effort is needed. We have identified six interconnected pillars where we believe our bank can have the most impact. Each pillar is mapped to the NAB Group Strategy and our focus on customers, colleagues and community. Each pillar is also mapped to the five dimensions for reconciliation: historical acceptance; race relations; equality and equity; institutional integrity and unity. The six pillars are:

Partnering with, and listening to, Indigenous people and communities (Community and Race Relations and Unity)

Supporting the self-determining aspirations of Indigenous Australians requires respectful and equal partnerships, where we listen to the voice of Indigenous Australians to understand what is important to them and where they need our support. We will continue to use our voice and influence to drive change and progress reconciliation through our business relationships, to support the things that matter to Indigenous people.

Indigenous business success (Customers and Equality and Equity)

Developing specialised banking products and services for Indigenous customers is critical to meeting their unique needs as business customers. We will invest in new ways of working to support more Indigenous people to achieve their business aspirations. We hope to lift the bar on how to do business with an Indigenous lens.

Building our cultural intelligence and leadership (Colleagues and Historical Acceptance and Race Relations)

Encouraging our colleagues to learn more about our shared history with Indigenous peoples is central to true reconciliation and progress. We will participate in Indigenous events through our business and community networks and media. Where we can and it is appropriate, we will extend this knowledge and learning to our customers and community.

Employing more Indigenous Australians (Colleagues and Institutional Integrity)

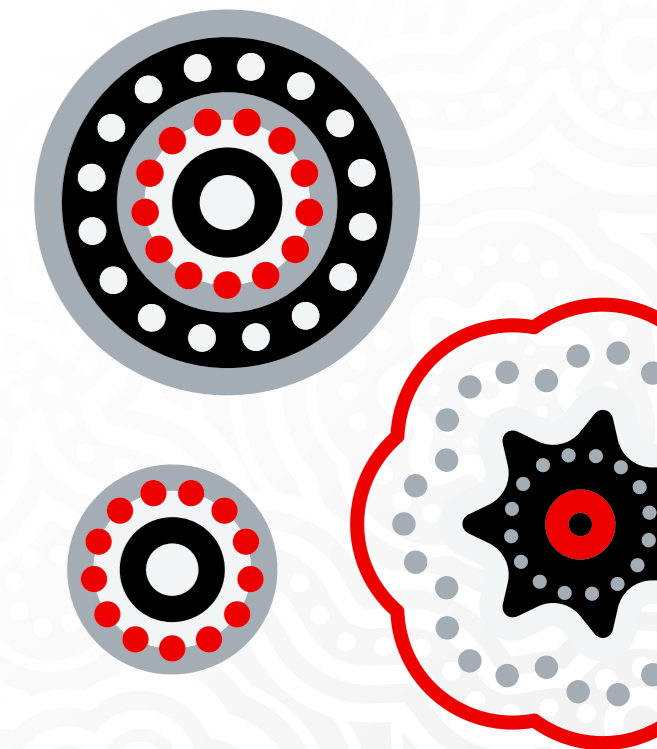
Employing more Indigenous Australians and creating career pathways within our business will build Indigenous leadership representation. In addition, we will invest in the development of Indigenous community members and organisations, to improve participation in the workforce and the economic success of Indigenous Australians.

Spending more with Indigenous businesses (Community and Equality and Equity)

Growing our procurement spend will create economic opportunities within the Indigenous business sector. We will review and update the systems in place to support Indigenous business onboard our systems and compete for tenders. We will maintain a supplier diverse spend progress committee to ensure annual growth on our spend with Indigenous business.

Making sure our services are accessible to all Indigenous Australians (Customers and Equality and Equity)

Investing to make our services and products more appropriate will ensure they are accessible to our Indigenous customers. Indigenous people tell us they continue to find it difficult to access the right financial services because of communication barriers, information gaps, identification challenges, and credit and risk guidelines, all of which can create a negative experience.



Our business and the importance of reconciliation

As a leading financial services organisation, our business connects broadly across the Australian and New Zealand economies. Our organisation has more than 29,000 Australian based colleagues (of which 1.03% have identified as Aboriginal and Torres Strait Islander people), 595,000 shareholders, and more than ten million customers who rely on us to deliver secure, easy, and reliable banking services.

We are here to serve customers well and help our communities prosper. Through investment in our colleagues and our customers, our ambition is reflected in the four pillars of our Group Strategy:

1. **Safe** by protecting customers and colleagues through financial and operational resilience
2. **Easy** by creating a simpler, more seamless, and digital bank that gets things done faster
3. **Relationship-led** by building on our market-leading expertise, data, and insights to foster great relationships with our customers and communities; and
4. **Long-term** by delivering sustainable outcomes for our customers, colleagues, and communities.

As a major Australian bank, we have a responsibility to make good long-term decisions to support a strong Australian economy into the future. Our long-term approach is embedded within our Group Strategy and includes the ambition to drive commercial responses to society's biggest challenges. It includes the priorities of climate action, affordable and specialist housing and Indigenous business.

Governance

In 2020 we sought to increase visibility of Indigenous Affairs within the business and drive key areas of focus. In this process we welcomed the following Indigenous leaders to our Indigenous Advisory Group (IAG):

- Tanya Hosch, Executive General Manager Inclusion and Social Policy, Australian Football League (co-chair with Ann Sherry, NAB Non-Executive Director)
- Nareen Young, Associate Dean, Indigenous Leadership and Engagement, University of Technology Sydney
- Darren Godwell, CEO I Global.

Members of the NAB Group Executive Leadership Team are also represented on the IAG, including Gary Lennon (Group Chief Financial Officer), Susan Ferrier (Group Executive People & Culture) and Andrew Irvine (Group Executive Business Bank).

In 2022 the NAB Board of Directors met Indigenous leaders and customers to develop their understanding of Indigenous Affairs and seek counsel on the bank's role in supporting customers to be self-determining and achieve financial and economic success. This resulted in the NAB Board requesting that the business report to the Board on Indigenous Affairs activity and performance. This is the first time that the NAB Board will take this role for Indigenous Affairs. The RAP governance structure will now be:

- NAB Board,
- NAB Executive Leadership Team,
- NAB Indigenous Advisory Group—comprised of external Aboriginal and Torres Strait Islander leaders and NAB Executive and Board Directors,
- RAP Steering Council—a new group comprised of accountable NAB leaders across the business areas. Internal process to oversee ongoing performance against targets, and
- Indigenous Employee Resource Group, formed to formally bring together internal Indigenous voices at NAB.

“Leadership comes from the top and NAB’s refreshed governance framework for Indigenous Affairs reflects this. We encourage all stakeholders to follow the bank’s progress and involve their Board in their work to progress reconciliation.”

Eveanne Liddle, Head of Indigenous Affairs, NAB.

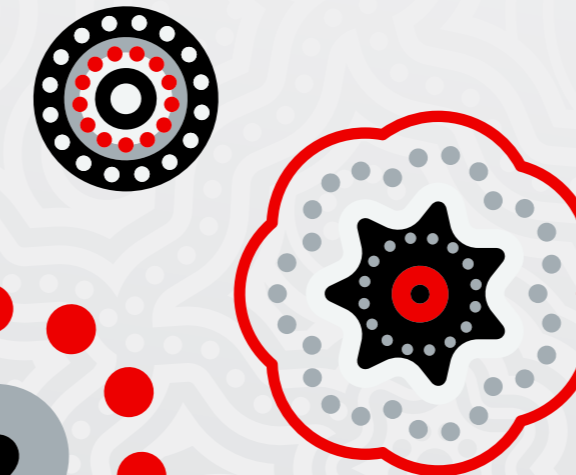
Our reconciliation journey

NAB recognises that Elevate leadership requires going above and beyond meeting RAP commitments.

Indigenous Australians are experts in their own affairs and with the the right support and opportunities they are some of our most successful business customers.

In the last two years, our business has undergone a cultural shift in the way we support Indigenous customers and communities, and this has resulted in great success for customers.

NAB leaders have made it a priority to meet with Indigenous businesses, community leaders, and colleagues. Some of our most successful business customers advised us that without our support and advice, they would have found it hard to navigate the banking system - and access to the finance that they needed to give their business idea a shot.



NPM Indigenous

NPM Indigenous is a fully accredited nationwide business specialising in project management, maintenance, design and construction services. It was started by two Wiradjuri brothers, James and Daniel Russo, and Kamilaroi man, Tim Moggridge. The three Indigenous directors partnered with Daniel Afonso, who is also a director and owner of NPM Construction Services provided seed capital and access to established administration and commercial services to support the scaling up of NPM Indigenous.

In its first 18 months, NPM Indigenous successfully tendered to State and Federal Government as well as several Tier 1 construction firms across Australia, yet a number of banks wouldn't fund their future projects without substantial personal assets provided as security.

The NPM Indigenous team met with NAB Indigenous business banker and proud Gringai Wonnarua man, Adam Fletcher and shared frustration that they did not feel their mission as an Indigenous business was understood by other banks.

As a fellow Indigenous man, Adam listened and understood NPM Indigenous' cultural mission and business operations. He was able to build a cultural bridge between NAB and NPM Indigenous, bringing along other specialist NAB bankers who could structure trade finance by a General Security Agreement, without the need for personal guarantees from any directors.

NPM Indigenous are now engaging with other areas of NAB to discuss future opportunities as they grow and expand across Australia.



NAB Group Executive, Business and Private Banking, Andrew Irvine (right) talks to James Russo from NPM Indigenous.

Key highlights 2019-2022

NAB is aware that, as an Elevate leader, we have a responsibility to use our networks and resources to support the broader community. This page outlines work undertaken in the last four years.

Economic participation

- Provided increased access to credit: 29,019 no and low interest loans were provided to First Nations Australians in 2019-2022 through the NAB and Good Shepherd Australia New Zealand partnership.
- Four tailored financial solutions loans were provided to Indigenous owned purpose-driven organisations through the NAB and SEFA (Social Enterprise Finance Australia) partnership.
- Funded research to improve the financial services understanding of Indigenous Australians relationship with money, in partnership with Centre for Social Impact and First Nations Foundation. The research report Money Story can be viewed [here](#).
- Established a dedicated toll-free NAB customer service line for Indigenous Australians, particularly those who live in remote Australia. Promoted the service via radio campaign in eight traditional Aboriginal languages and broadcast in WA, NT, QLD, and SA regions on Aboriginal radio channels.
- Incorporated Indigenous business into the NAB Group Strategy as one of three priority areas where NAB would drive commercial responses to society's biggest challenges.
- Established an Indigenous Business Advisory Council to bring the voice of Indigenous customers and leaders into the bank.
- Launched an Indigenous Business Strategy and set up a specialist Indigenous business banking team.
- Donated the proceeds of the NAB Charity Trading Day revenue to support the First Nations Foundation in providing education and training to improve the financial literacy of Indigenous communities.
- Supported Aboriginal Community Controlled organisations to build capacity and develop their leaders. So far 243 NAB colleagues have participated in six-week Jawun secondment since the partnership began.
- Piloted the Meereeng 50 First Nations Procurement Accelerator program with other corporate partners.

People

- Continued to support a range of employment pathway options for Aboriginal and Torres Strait Islander employees across the business. During 2019-2022 NAB offered 9 Full-Time Traineeships, 204 School-Based Traineeships and 48 Indigenous Internships.
- Delivered a tailored version of NAB's leadership development training 'Distinctive Leadership' to support Indigenous colleagues to participate in a culturally appropriate learning environment.
- Invested in three Indigenous colleagues to attend the Emerging Indigenous Executive Leaders Program, UNSW.

Cultural intelligence

- Contributed to the Gari Yala, Speak the Truth Report by Jumbunna Institute for Indigenous Education and Research and the Diversity Council of Australia, as Foundational Sponsor (insights from 1,033 Aboriginal and Torres Strait Islander people on their experiences in the workplace). There is work to do for major corporates to be places where Indigenous people want to work – and can thrive. The findings of the Gari Yala were launched in November 2020 and can be viewed [here](#).
- Issued a public statement of support for Indigenous Australians to have a Voice to Parliament through constitutional reform (Voice campaign). This included a \$200,000 donation to the 'From the Heart' campaign.
- Facilitated meetings between the NAB Board of Directors and Indigenous leaders Noel Pearson, Thomas Mayor, and Marion Scyrmgour, Member of Parliament for Lingiari to build awareness of the experiences of Indigenous Australians, business aspirations and challenges.
- Designed and launched the NAB Indigenous Star. NAB Indigenous star pins will be worn by NAB colleagues to show their support for the Indigenous Australians rights, interests and reconciliation.

Pillar 1:

Partnering with, and listening to, Indigenous people and communities

Supporting the self-determining aspirations of Indigenous Australians requires respectful and equal partnerships, where we listen to the voice of Indigenous Australians to understand what is important to them and where they need our support. We will continue to use our voice and influence to action change and progress reconciliation through our business relationships, to support the things that matter to Indigenous people.

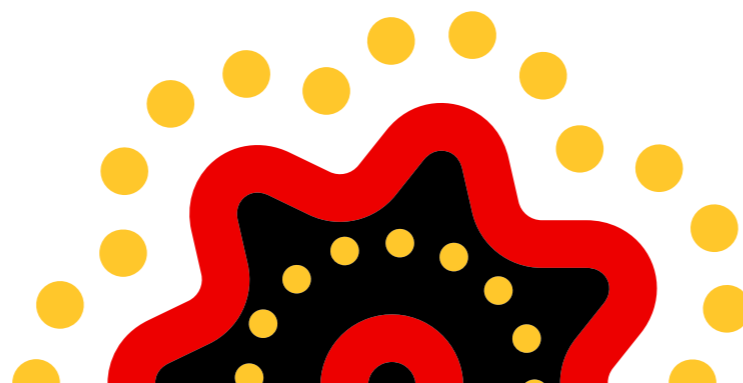
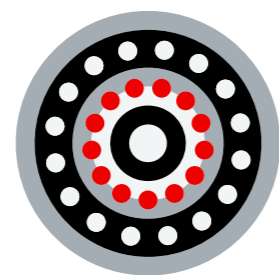
How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 1: Ensure support is aligned with the campaign for the Voice to Parliament and constitutional reform			
Maintain relationships and regular contact with the key Voice campaign advocates and seek ongoing guidance to ensure our activity and support is aligned and impactful.	• Meet quarterly with the Voice to Parliament campaign leaders.	Corporate Affairs	March, June and September 2023
	• Invite a minimum of two Voice campaign leaders into NAB to speak to colleagues about why Indigenous people are calling for a voice, and the difference a Voice will make for Australia.	Corporate Affairs	May, July and September 2023
Aspiration 2: Publicly role model support for the campaign.			
Take a public leadership role to support the Voice to Parliament, as appropriate.	• Make two public statements to encourage businesses and corporate peers to rally behind the Voice campaign. Participate in all forums called by the Business Council of Australia to support the Voice campaign.	Corporate Affairs	October 2023
	• Raise awareness of the Voice campaign with colleagues during NAIDOC Week, National Reconciliation Week, and Indigenous Business Month to increase their understanding of the campaign objectives.	Corporate Affairs	May, July and October 2023
	• Maintain a presence at all information and engagement briefings for corporates. Attend a minimum of 5 sessions.	Corporate Affairs	September 2023
Aspiration 3: Roll out an education program through the business to inform colleagues why Indigenous people are calling for the Voice, and build understanding of the Uluru Statement, so they are informed about why Indigenous Australians are calling for this action and why it makes sense for NAB and Australians to support.			
Develop a Voice education program to raise awareness and understanding of the campaign.	• Source learning material and resources from Voice campaign leaders.	Corporate Affairs	December 2022
	• Develop key messaging and fact sheets to share with colleagues and customers.	Corporate Affairs	April 2023
	• Ensure All NAB business functions are engaged in the conversation and a plan to roll out an education program through their function is agreed.	Corporate Affairs	March 2023

Pillar 2:
**Indigenous
business success**

Developing specialised banking products and services for Indigenous customers is critical to meeting their unique needs as business customers. We will invest in new ways of working to support more Indigenous people to achieve their business aspirations. We hope to lift the bar on how to do business with an Indigenous lens. It is our intention to grow our support for Indigenous business, by increasing our customer market share by 8% in FY23.

How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 4: Identify and establish a champion network of colleagues to support NAB to inform colleagues why Indigenous people are calling for the Voice, the referendum process, and the impact of constitutional change.			
Develop a colleague activation plan to enable our colleagues to take an active role in supporting the Voice campaign.	• Identify internal colleague champions, and engage Employee Resource Groups.	Corporate Affairs	December 2022
	• Engage all Colleague Employee Resource Groups – Gender Balance, NAB Pride, NABility and Cultural Inc in supporting the development and delivery of messaging through their membership groups.	Corporate Affairs, People and Culture	March 2023
	• Develop and adapt education resources for NAB colleagues to support their learning and understanding of the campaign.	Corporate Affairs	March 2023
	• Organise a fundraising campaign for colleagues to raise money for the Voice campaign.	Corporate Affairs	September 2023
Aspiration 5: Take a leadership role in rallying other Businesses to support the campaign.			
Share the Voice education strategy with peer organisations.	• Provide our plan and resources to 10 organisations or businesses to support them to take similar action.	Corporate Affairs	May 2023
Run information sessions with our bankers to build their capacity to talk with their customers and community members about the Voice campaign.	• Facilitate 20 information sessions with NAB banking teams focusing on questions they have about the campaign and assess learning through feedback requests.	Corporate Affairs	September 2023

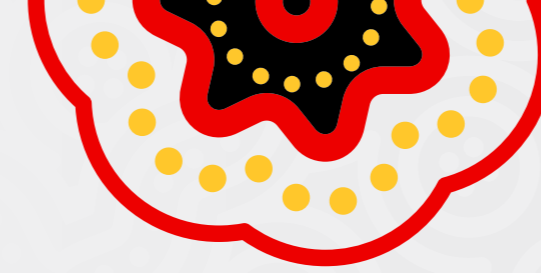
How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 6: Support the success and financial aspirations of Indigenous business.			
Invest in colleagues to become culturally competent Indigenous business bankers.	• 10 Business and Private Bank leaders will attend in-person cultural training.	Business and Private Bank	May 2023
	• Indigenous Business Team will attend a minimum of 10 Indigenous events to support their success.	Business and Private Bank	September 2023
	• Finalise recruitment of the Indigenous Specialist Banking Team.	Business and Private Bank	June 2023
	• Roll out Mandatory cultural e-learning program for all Business and Private Banking colleagues.	Business and Private Bank	September 2023
	• Deliver Cultural forums for NAB bankers who have more than 10 Indigenous clients, facilitated by the Indigenous Specialist Banking Team.	Business and Private Bank	September 2023
Update the Indigenous business internet page and share comms with Indigenous Business Chambers.	• Review the NAB Indigenous Business internet page twice yearly to ensure information is current and accessible.	Business and Private Bank, Corporate Affairs	May 2023 and October 2023
Maintain and create new partnerships with Indigenous business leaders, Government and Peak bodies, to collaborate on sector-relevant product and solutions.	• Review and reinstate NAB's Indigenous Business Roundtable Council.	Business and Private Bank, Corporate Affairs	April 2023
	• Meet with all peak Indigenous Business Chambers.	Business and Private Bank	September 2023
	• Engage Indigenous representatives from federal and state governments, and Indigenous peak bodies, to ensure that our work remains live to the needs and challenges of the community.	Corporate Affairs, Business and Private Bank	September 2023
Share and promote Indigenous business and successes through NAB internal and external networks and support Indigenous Business Month.	• Promote the success of 20 Indigenous businesses through NAB's Facebook and LinkedIn channels and content.	Business and Private Bank, Corporate Affairs	September 2023
	• Facilitate three interviews with Indigenous businesses and NAB's Executive Business & Private Banking to highlight their experiences, challenges, and aspirations.	Business and Private Bank, Corporate Affairs	September 2023



Pillar 3:

Build our cultural intelligence and leadership

Encouraging our colleagues to learn more about our shared history with Indigenous peoples is central to true reconciliation and progress. We will participate in Indigenous events through our business and community networks and media. Where we can and it is appropriate, we will extend this knowledge and learning to our customers and community.



How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 7: Increase knowledge of colleagues understanding of Australia's shared history and cultural learning.			
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations.	• Pilot the Indigenous Leader in Residence Program in partnership with Jawun.	Strategy & Innovation	December 2022
	• Run a minimum of two skilled volunteering opportunities for NAB colleagues to support an Indigenous organisation through Jawun.	Corporate Affairs	September 2023
	• Maintain NAB's "Catalyse" partnership status with Jawun as this provides additional learning opportunities and cultural engagement for leaders and other colleagues.	Corporate Affairs	December 2022
	• Host two dinner engagements with NAB leaders and Indigenous customers and leaders.	Corporate Affairs, RAP Steer Co	September 2023
Invest in cultural learning.	• Attend the GARMA cultural festival.	Corporate Affairs, RAP Steer Co	August 2022, July 2023
	• Offer Cultural awareness in person training to all NAB's Senior Executives.	Corporate Affairs	July 2023
	• Three cultural awareness videos to be sourced and added to the NAB Indigenous intranet site.	Corporate Affairs	July 2023
	• Develop a yearly calendar to deliver cultural education activities.	Corporate Affairs	March 2023
	• Review and update the NAB cultural protocol documents and resources.	Corporate Affairs	March 2023
	• Refresh the NAB cultural awareness e-learn.	Corporate Affairs	September 2023
Observe cultural protocols.	• Acknowledgement of Country or Welcome to Country undertaken at the NAB AGM.	Corporate Affairs	December 2022
Raise awareness and celebrate weeks of importance for National Reconciliation week and NAIDOC week.	• Develop a communications plan for National Reconciliation Week (NRW), NAIDOC week and Indigenous Business Month.	Corporate Affairs, Personal Bank	April, June and September 2023
	• Register all NAB NRW events on Reconciliation Australia's NRW website .	Corporate Affairs	May 2023

How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Raise awareness and celebrate weeks of importance for NRW and NAIDOC week. (Continued)	• Share Reconciliation Australia's NRW resources with NAB colleagues through the internal social media communication channels.	Corporate Affairs	May 2023
	• Hold at least one organisation-wide NRW event.	Corporate Affairs, RAP Steer Co	May 2023
	• Organise 20 internal NRW events.	Corporate Affairs	May 2023
	• RAP Steering Council members to attend at least two external NRW events.	RAP Steer Co	May 2023
Update NAB resources to ensure colleagues have up-to-date relevant information.	• Share two stories of colleagues and customers through social media internal and external channels to raise awareness and engagement.	Corporate Affairs	May, July and October 2023
	• Promote the use of cultural leave for colleagues to attend NAIDOC and NRW events through NAB internal social media channels.	People and Culture, Corporate Affairs	April and June 2023
Participate in leadership events organised by Reconciliation Australia for the 'Elevate' community.	• Every 6 months review the NAB internal Indigenous web page and linked resources to ensure they remain relevant and support learning.	Corporate Affairs	December 2022 and June 2023
Increase visibility of RAP work and key cultural dates for Indigenous people.	• Attend all Reconciliation Australia events organised for Elevate partners.	Corporate Affairs, RAP Steer Co	September 2023
	• Update NAB's internal intranet page with information about how to add cultural protocols into NAB email signatory and RAP	Corporate Affairs	March 2023
Aspiration 8: Promote positive race relations through anti-discrimination strategies.			
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	• The policy will be tabled for discussion at the Indigenous Employee Resource Group and feedback given to the Inclusion and Diversity Group.	Corporate Affairs	June 2023
	• Facilitate a panel on the impact of racism on Indigenous colleagues.	Corporate Affairs, People and Culture	June 2023

Pillar 4:
Employing more Indigenous Australians

Employing more Indigenous Australians and creating career pathways within our business will build Indigenous leadership representation. In addition, we will invest in the development of Indigenous community members and organisations, to improve participation in the workforce and the economic success of Indigenous Australians.

How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 9: Ensure Aboriginal and Torres Strait Islander employees are supported in their career development and leadership aspirations.			
Increase the support we provide to Indigenous colleagues.	<ul style="list-style-type: none"> Establish an Indigenous Employee Resource Group. 	Corporate Affairs, People and Culture	March 2023
	<ul style="list-style-type: none"> Hold an in-person Indigenous colleague event to inform our understanding of their experiences at NAB and the development of a career and talent plan. 	Corporate Affairs, People and Culture	June 2023
	<ul style="list-style-type: none"> Refresh our Indigenous peer support social network group to encourage and improve engagement and connection between colleagues. 	Corporate Affairs, People and Culture	February 2023
Aspiration 10: Improve the cultural safety of the workplace for Indigenous colleagues so that NAB becomes an employer of choice for Indigenous people.			
Develop a cultural learning framework to support ongoing learning for our Australian-based colleagues.	<ul style="list-style-type: none"> Record the number of top 100 leaders who have participated in cultural awareness training. 	Corporate Affairs, People and Culture, Personal Bank and Business, Private Bank	September 2023
	<ul style="list-style-type: none"> Refresh and develop a cultural learning plan for the business. 	RAP Steer Co, Corporate Affairs	June 2023
	<ul style="list-style-type: none"> Identify areas where specialist training is required for customer facing staff including colleagues in retail, bankers and direct to support. 	RAP Steer Co	June 2023
Aspiration 11: Create new pathways for employment and careers.			
Onboard Indigenous recruitment panels so that we can reach and attract Indigenous talent.	<ul style="list-style-type: none"> Induct and onboard two Indigenous recruitment agencies. 	People and Culture, Corporate Affairs	September 2023
	<ul style="list-style-type: none"> Seek feedback from Indigenous agencies as to how NAB can improve our Indigenous employee numbers and retain Indigenous colleagues. 	People and Culture, Corporate Affairs	June 2023
Aspiration 12: Invest in Indigenous leaders and organisations to support them to be self-determining.			
Support skilled volunteering opportunities with Indigenous businesses and organisations.	<ul style="list-style-type: none"> Deliver a minimum of one skilled volunteering strategy challenge to an Aboriginal organisation or business. 	Corporate Affairs, Business and Private Bank	September 2023
	<ul style="list-style-type: none"> Sponsor two Indigenous women external to NAB to participate in the Malparara Leadership Program. 	Corporate Affairs	September 2023

Pillar 5:
Spending more with Indigenous businesses

Growing our procurement spend will create economic opportunities within the Indigenous business sector. We will join the Raising the Bar program and have set a target of \$5 million in Indigenous procurement spend in FY23. We will review and update the support systems in place to support Indigenous business onboard our systems and compete for tenders. We will maintain a diverse supplier working group to oversee this target and ensure we achieve annual growth.

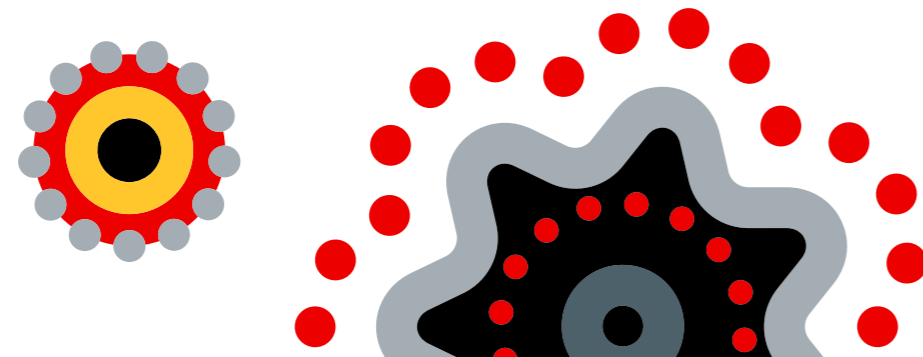
How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 13: Update our procurement processes and onboarding systems and support to create more business opportunities for Indigenous business.			
Ensure procurement is a standing agenda item on the Indigenous Advisory Group.	<ul style="list-style-type: none"> Report and discussion tabled quarterly at the IAG. 	Corporate Affairs, Technology & Enterprise Operations, Personal Bank	December 2022, March, June and September 2023
Deploy a specialised procurement role to improve our Indigenous spend and onboard Indigenous suppliers.	<ul style="list-style-type: none"> Procurement position is filled. 	Technology & Enterprise Operations	June 2023
Refresh the tender processes to support Indigenous businesses to compete for tenders.	<ul style="list-style-type: none"> Put in place new tender processes. 	Technology & Enterprise Operations, Business and Private Bank	September 2023
	<ul style="list-style-type: none"> Ensure additional support is given to businesses to help them onboard as NAB suppliers. 	Technology & Enterprise Operations, Business and Private Bank	September 2023
Maintain Supply Nation membership and quarterly contact.	<ul style="list-style-type: none"> Participate in quarterly meetings with Supply Nation. 	Technology & Enterprise Operations	January, March, June and September 2023
Attend the Supply Nation annual Tradeshow.	<ul style="list-style-type: none"> Ensure 10 NAB colleagues attend the Tradeshow. 	Technology & Enterprise Operations, Business and Private Bank	September 2023
Participate in the Indigenous Procurement Financial Network.	<ul style="list-style-type: none"> Maintain one participant on the procurement network to ensure attendance. 	Technology & Enterprise Operations	September 2023
	<ul style="list-style-type: none"> Ensure NAB attendance at the procurement services network meetings. 	Technology & Enterprise Operations	Quarterly
Sponsor Indigenous business events.	<ul style="list-style-type: none"> Provide sponsorship to three events or businesses. 	Business and Private Bank	September 2023

Pillar 6:

Making sure our financial services are accessible to all Indigenous Australians

Investing to make our services and products more appropriate will ensure they are accessible to our Indigenous customers. Indigenous people tell us they continue to find it difficult to access the right financial services because of communication barriers, information gaps, identification challenges, credit and risk guidelines, and this can create a negative experience.

How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Aspiration 14: Improve the financial inclusion and accessibility of our products and services for Aboriginal and Torres Strait Islander customers and community.			
Continue to provide no and low interest loans to Indigenous people who are unable to access other forms of credit.	<ul style="list-style-type: none"> Provide capital for 7,000 loans through our partnership with Good Shepherd Australia New Zealand. 	Corporate Affairs	September 2023
Explore options to improve access to interpreter services for Indigenous people where English is a second or third language.	<ul style="list-style-type: none"> Identify the key Indigenous languages not provided by our existing supplier. 	ICSL, Personal Bank, Corporate Affairs	March 2023
Promote the Indigenous Customer Service Line (ICSL) to ensure it is reaching communities where there are the highest numbers of Indigenous people living and need.	<ul style="list-style-type: none"> Refresh the mail out list to ensure relevant Aboriginal and Torres Strait Islander organisations receive information on the ICSL from NAB. Review the geographical areas where calls are coming from and types of calls and provide this advice to the IAG. 	Technology & Enterprise Operations, Corporate Affairs, Office Customer Advocacy	June 2023
Participate in the Indigenous Financial Services Network meetings.	<ul style="list-style-type: none"> Attend all banking stream meetings of the Indigenous Financial Services Network. 	Corporate Affairs	September 2023
Update NAB website to support Indigenous customers to navigate products and services.	<ul style="list-style-type: none"> Update the website with information about NAB's alternative identification processes. 	Corporate Affairs, Office Customer Advocacy	June 2023



Tracking performance

NAB has governance and reporting systems in place to monitor our progress and ensure we deliver on the targets set.

How we will do it	Measures of success and tracking performance	Accountability/Lead	Time frame
Report RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Develop the systems and capability required to track, measure and report on RAP activities. Publicly report against our RAP targets annually, outlining achievements, challenges, and learnings. 	Corporate Affairs	January 2023
Maintain Indigenous Advisory Group to oversee the interim plan.	<ul style="list-style-type: none"> Maintain Indigenous representation on the IAG. Review and update the Terms of Reference for our IAG to reference steering committee and Board involvement. IAG meet at least four times per year to drive and monitor Indigenous Affairs activities and progress. Embed appropriate systems and capability to track, measure and report on RAP targets. Include a RAP update as a standing agenda item at the IAG meetings. Provide quarterly papers to IAG on progress against interim RAP activity. Meet quarterly with Reconciliation Australia to monitor and discuss progress against interim RAP. 	IAG Chairs	December 2023
		IAG Chairs	March 2023
		IAG Chairs	March, June and September 2023
		Corporate Affairs	March, June and September 2023
		Corporate Affairs	March, June and September 2023
		Corporate Affairs	December 2022, March, June and September 2023

Background on NAB's RAP journey

- **2008**
Released first RAP
- **2009**
Jawun partnership established
- **2010**
Commissioned independent research into the financial services needs of remote Aboriginal communities in Northern Australia
- **2010**
Seven Indigenous Money Mentors recruited to provide practical assistance with money issues
- **2012**
Development of NAB's new supplier diversity program to include Indigenous businesses in our supply chain
- **2013**
First organisation to achieve Elevate RAP Status with our first Elevate RAP, under Reconciliation Australia's new RAP framework
- **2015**
Published 2015-2017 Elevate RAP, our first three-year RAP
- **2016**
Commenced ten-year partnership agreement with Career Trackers
- **2017**
Over \$15 million in fair and affordable loans accessed by Indigenous Australians between 2015-2017
- **2017**
Key role in establishing the Emerging First Nations Executive Leaders Program (UNSW) with other Elevate RAP partners
- **2018**
Research in partnership with Centre for Social Impact and First Nations Foundation to improve the financial resilience of Indigenous Australians
- **2019**
Piloted the Meereeng 50 First Nations Procurement Accelerator program with other corporate partners
- **2020**
Established a Indigenous customer service toll free line for customers
- **2020**
Foundational sponsor the Gari Yala, Speak the Truth Report
- **2021**
Radio campaign using Indigenous speakers and in eight traditional languages across WA, NT, QLD, and SA
- **2022**
Launch of the NAB Indigenous Star
- **2022**
Board engagement with Indigenous leaders and customers
- **2022**
Support for the Voice to Parliament through constitutional reform

more
than
money



For more information:

Visit: nab.com.au/Indigenous

Contact: NAB Indigenous Affairs

Email: Indigenous@nab.com.au

NAB
ELEVATE
RECONCILIATION
ACTION PLAN
2019-2021

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ACKNOWLEDGEMENT

National Australia Bank recognises Aboriginal and Torres Strait Islander peoples as Australia's First Peoples, and the Traditional Custodians of the land where we live and work.

We pay our respects to Elders, past, present and emerging, and we are proud to live in a country which is home to the world's oldest living cultures.

NAB's Indigenous icon



NAB's Indigenous icon that features on the front cover and throughout this RAP was developed by a group of NAB's Emerging Indigenous Leaders, in partnership with a Bundjalung Elder from Fingal Heads. The Emerging Indigenous Leader cohort derived the icon from the Banaam Cultural Framework, introduced during a cultural immersion session on Country. The icon, featuring two boomerangs and a circular framework, represents our commitment to working together with Indigenous Australia and the community.

The Bundjalung relational framework is part of a reciprocal structure that differs from the corporate hierarchal structure. This framework focusses on expertise and support, with the aim of benefiting the whole community; an apt description for how we see our role for collaborating with Aboriginal and Torres Strait Islander people.

The four outer circles represent collaboration, connection, and the importance of community, with the customer being at the centre of everything we do. And the boomerangs facing inward depict a positive and open partnership between Aboriginal and Torres Strait Islander people and NAB. The boomerangs feature the colours of both the Aboriginal and the Torres Strait Islander flags, and our own corporate colours. We brought these striking colours together to illustrate our shared journey. It's a powerful visual reminder of what we stand for and why.

Our Indigenous icon has been artistically reimagined by Marcus Lee, and our RAP features both the original Indigenous icon, and these artistic interpretations.

NAB'S VISION FOR RECONCILIATION

We see a reconciled Australia where the gaps between Aboriginal and Torres Strait Islander and non-Indigenous Australians are closed. It's a future where Aboriginal and Torres Strait Islander people have the same access to finance and employment—where Indigenous and non-Indigenous Australians and organisations work together to build healthy, inclusive and sustainable communities. Reconciliation means all Australians acknowledge, respect, and take pride in the diverse histories and cultures of Aboriginal and Torres Strait Islander people, can speak to our shared past, and know how to contribute to a shared future.

Our vision is led by NAB's purpose to **Back the Bold who Move Australia Forward**. We believe a prosperous and resilient future includes a strong relationship with Australia's First Peoples. To achieve this, we continue to focus a core part of our business on working with Aboriginal and Torres Strait Islander people, businesses, and communities.

To assist in driving meaningful change in Australia, we've chosen to target areas where we can leverage our expertise. This means focusing on how we provide support, banking, and capability building across the financial spectrum. This includes extending our microfinance work to ensure more people have access to fair and affordable financial products, promoting growth in the Indigenous business sector, and exploring how we are better able to contribute to Indigenous prosperity. Economic participation is key to creating better outcomes for Indigenous Australia, and subsequently all of Australia. This must be achieved hand in hand with developing the cultural competency of non-Indigenous Australia, as we can achieve more together than we can apart.



**Gary Lennon,
Chief Financial Officer and member of NAB Indigenous Advisory Group**



I have the pleasure to announce NAB's eighth Reconciliation Action Plan, and our fourth with Elevate status. We launched our first RAP in 2008 and are committed to our ongoing partnership with Indigenous Australia. At NAB, our purpose is to 'back the bold who move Australia forward' and the partnership with Australia's First People – to forge a better way forward – is critical to living this purpose.

All Australians, including our own employees, should be proud we are part of the oldest continuing cultures in the world. We recognise that NAB buildings and branches lie on traditional lands around Australia, and we are honoured to contribute to the ongoing recognition and celebration of Aboriginal and Torres Strait Islander cultures. We're also continuing to make NAB a place where Aboriginal and Torres Strait Islander employees, customers, and communities feel respected and celebrated – and we're determined to do more.

As a large business bank, we see potential in delivering powerful change through economic participation, and we're excited about the opportunity to bring this expertise as we work with Indigenous Australia. Achieving equality requires long term commitment, and we look forward to building on our workforce of more than 200 Indigenous employees, our support for more than 6,000 Indigenous Australians accessing microfinance, and our business banking relationships, to contribute to this future.

We also understand that where we can work with others, our impact is often magnified. This is critical in our relationships with, and support for, Aboriginal and Torres Strait Islander Australians. By partnering with other financial services and RAP Elevate organisations, we have developed meaningful programs and initiatives to increase financial inclusion.

Together, we must keep working to create an Australia where respect, relationships, and opportunities are shared and experienced by all Australians.

**Karen Mundine
Chief Executive Officer, Reconciliation Australia**



Reconciliation Australia congratulates the National Australia Bank (NAB) on its past successes and ongoing commitment to advancing reconciliation as it adopts its eighth Reconciliation Action Plan (RAP); its fourth at the Elevate level.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation. By raising the bar of its RAP ambitions once again, NAB continues to lead national reconciliation action in the finance sector.

NAB is very well-positioned as one of Australia's four largest financial institutions to make a positive and far-reaching impact on reconciliation in our nation. The organisation has an excellent track record of delivering on targets pertaining to relationships, respect and opportunities; essential aspects of reconciliation.

In 2013, NAB became the first organisation to develop an Elevate RAP, and has achieved great feats since; from its fantastic supplier diversity program to its partnership with the Centre for Social Impact and First Nations Foundation, with the aim to conduct research to better understand the financial resilience of Aboriginal and Torres Strait Islander Australians.

In this RAP, NAB is dedicated to continuing to provide and sustain its support for Aboriginal and Torres Strait Islander peoples, communities and businesses through its leadership, ensuring that First Nations peoples can participate equally and equitably in Australia's economy.

On behalf of Reconciliation Australia, I congratulate NAB on adopting this Elevate RAP, and look forward to continuing to follow its achievements into the future.

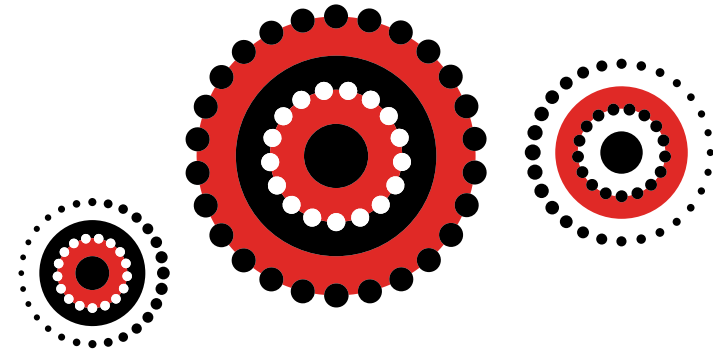


OUR BUSINESS

We provide financial products, advice and services to more than 9 million customers across Australia, and around the world. Our organisation has approximately 30,000 people, with around 1% of our employees identifying as Indigenous, over 900 branches and business banking centres globally and more than 520,000 shareholders.

Our common purpose unites all our people: Back the bold who move Australia forward. We're motivated to make a positive and sustainable impact on the lives of our customers and communities. We do this through quality products and services with fair fees and charges – and by building a business that delivers excellent returns to shareholders.

At the foundation of our business is a commitment to creating more of what matters most to people, communities and the economy. It's a belief that motivates us to do the right thing, show passion for customers and win together, be bold and show respect for people. Our responsibility is integral to our strategy, and a core commitment is supporting Indigenous success to help create stronger communities.



Our RAP governance

We developed our fourth Elevate RAP through collaboration and input from internal and external stakeholders, and strong leadership within NAB.

We maintain multiple stages of governance over our RAP:

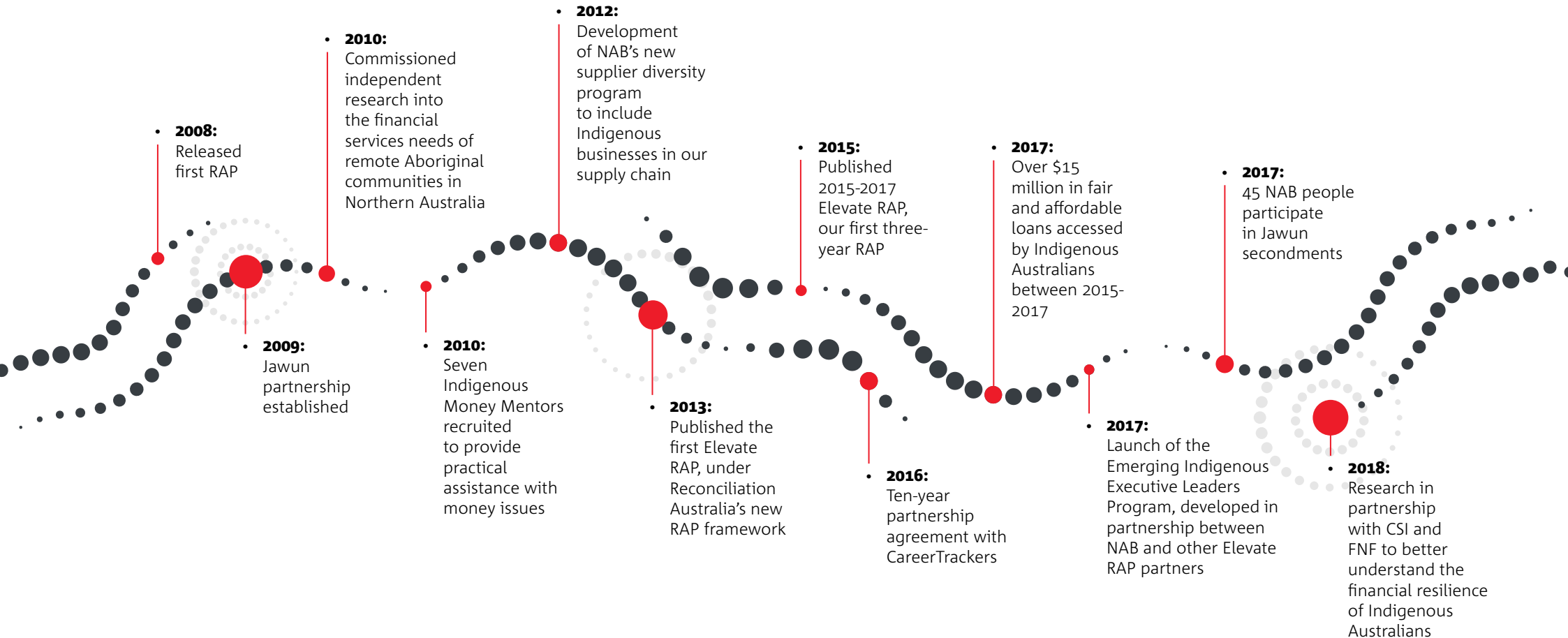
- NAB Indigenous Advisory Group—comprised of external Aboriginal and Torres Strait Islander and non-Indigenous leaders, as well as NAB senior executives, who advise NAB on the direction of our work in Indigenous affairs.
- Internal RAP Steering Committee—comprised of senior NAB leaders across key business areas, the Steering Committee provides feedback into RAP development, oversees ongoing performance against targets, and is accountable for achieving many RAP commitments. Both the Steering Committee members and the NAB senior executives on the Indigenous Advisory Group are champions for NAB's Indigenous affairs work.
- Internal RAP Working Group—this group is comprised of Aboriginal and Torres Strait Islander and non-Indigenous employees from across our business. The Working Group ensures the ongoing performance against targets, and that a wide range of NAB employees engage in Indigenous affairs.

To emphasise the integrity of our RAP reporting, each year we employ Ernst & Young to assure NAB's RAP results independently. The process allows us to refine the results, and assists in holding ourselves accountable to our commitments. Our shareholders, customers, employees and communities take comfort with the reliability of our results, and we include them in our Sustainability Report.

Our RAP provides structure for our work over the next three years, but equally important is our reporting over this period. Targets that focus on building collective impact and implementing recommendations will allow us to create and take advantage of opportunities. We encourage all stakeholders to follow our progress on key commitments via our yearly public reporting on this work.

OUR RECONCILIATION JOURNEY

Our fourth Elevate Reconciliation Action Plan reflects on NAB's eleven years of work in reconciliation. We've achieved significant milestones along the way, have developed relationships, and faced challenges—all while our business experienced significant changes. The following milestones represent some of the achievements along our reconciliation journey:

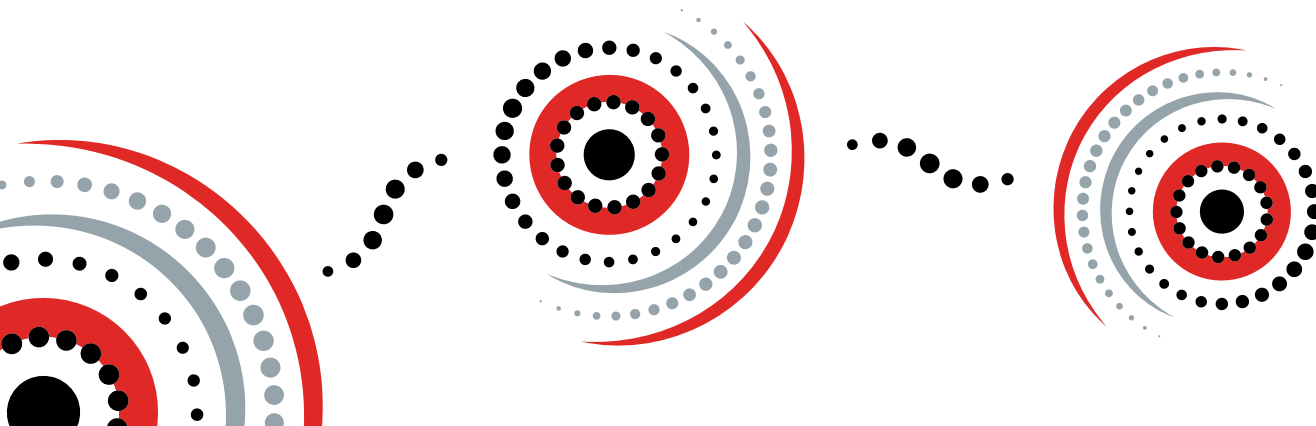


OUR 2019–2021 ELEVATE RECONCILIATION ACTION PLAN JOURNEY

Over a decade ago, NAB became actively involved in Indigenous affairs. We have a responsibility to be concerned with important issues critical for the future success of our nation and contribute to Australian society. One of the ways we do this is by supporting the success of Aboriginal and Torres Strait Islander people, organisations, and communities. We seek to contribute to solutions which confront the relationship between Indigenous and non-Indigenous Australia and help to address the entrenched disadvantage experienced by many Aboriginal and Torres Strait Islander people.

Being committed to Indigenous affairs also offers us opportunities as a business. Meaningful engagement provides us with a better understanding of our customers, allows us to better engage our workforce, and provides us with an avenue to develop new and creative thinking.

At the conclusion of our first three-year RAP, we took the opportunity to reflect on how our work in reconciliation changed the shape of our business. We know that our leading microfinance programs, improved Indigenous employment outcomes, more diverse procurement approaches and an increasingly better understanding of Aboriginal and Torres Strait Islander cultures has made us more aware and inclusive. In turn, this has allowed us to deliver better outcomes for our Indigenous customers. In this RAP we continue to embed core elements of our work into the way we do business. Improving employment, increasing our cultural understanding, and establishing reconciliation initiatives across our business are non-negotiable. NAB believes that to do business well, we must continue delivering on this work so it becomes embedded as usual practice. The core commitments in these areas are refined to ensure they're focused, meaningful and integral to our business.



The landscape in Indigenous affairs had significantly changed since developing our previous RAP, so our approach to reconciliation has also evolved. As part of this process, we spoke to five Indigenous leaders external to our organisation who shared their thoughts on the future of reconciliation, and how large corporate organisations can contribute and encourage progress. From these conversations, three key themes emerged:

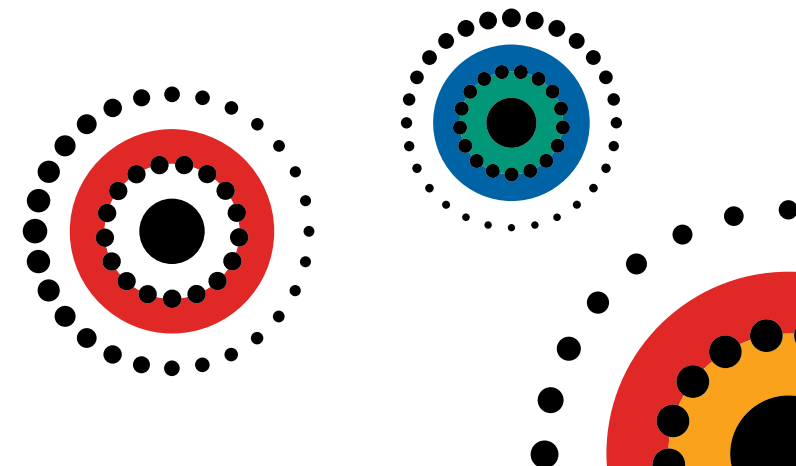
1. Raising the bar, which challenges corporates to be doing more in the areas of procurement, employment and improved visibility of support in Indigenous affairs;
2. Letting go, which encourages the redress of power imbalance in relationships between Indigenous people and institutions, particularly around how institutions can support the philosophy of self-determination;
3. Cultural connection, which focuses on truth-telling and the creation of a common Australian narrative where non-Indigenous people talk proudly about Australia's Indigenous histories and cultures. Part of this is demonstrating that NAB is a good place for Aboriginal and Torres Strait Islander people to work, because we understand and talk about Indigenous cultures and histories.

These three themes have informed this RAP, and take shape in our focus areas:

Economic Participation, including financial inclusion initiatives and business partnerships, **People**, and **Cultural Intelligence**. To raise the bar, we've looked across each of our commitments and considered where and how we could do more: this includes more loans to support financial inclusion, more jobs, and increased spending with Indigenous businesses. We are applying the spirit of letting go in how we support community-identified projects in the Indigenous Money Network and creating opportunities for our Indigenous employees' voices to be heard. Finally, we have an ongoing commitment to building a cultural connection within NAB, through practices at formal events, training, visual symbols, and our Employee Resource Group.

Looking at previous years' work, we combined Financial Inclusion and Business Partnerships into our Economic Participation commitments. This aligns better to our holistic approach, strengths of our core business, strategic objectives, and purpose to Back the Bold who Move Australia Forward.

A key social issue NAB seeks to help address is support for the economic development and participation of Aboriginal and Torres Strait Islander Australians. Currently, Indigenous Australians are 2.5 times more likely to be financially excluded, but over the past ten years have also driven a 72% increase in the number of Indigenous business. This has added \$2.2-\$6.6 billion to Australia's GDP. We want to see a country in which Indigenous Australians have the same financial opportunities and resilience as non-Indigenous Australians. Over the next three years of this RAP, NAB is well-placed to keep working towards this long-term aspiration. Each of our RAP focus areas contributes to this goal, through microfinance, businesses development, meaningful careers, and creating an inclusive work place.



Each of our RAP pillars plays a significant role in contributing to our vision for reconciliation, and each pillar contains key goals:



ECONOMIC PARTICIPATION

1. Drive financial inclusion and resilience with Aboriginal and Torres Strait Islander people
2. Create a supportive ecosystem for Aboriginal and Torres Strait Islander business
3. Be a bank for Indigenous businesses and organisations
4. Partner with organisations in the RAP community to identify, explore, and implement opportunities for collective value

PEOPLE

1. Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles
2. Support the Indigenous leaders of tomorrow by creating an inclusive workplace, with career pathways underpinned by targeted development opportunities
3. Ensure we build engagement with Indigenous initiatives and organisations throughout our business
4. Practice self-determination and highlight Indigenous Australian experience and expertise in corporate Australia

CULTURAL INTELLIGENCE

1. Show respect and build understanding for Aboriginal and Torres Strait Islander cultures and traditions
2. Build knowledge and increase employee engagement with Aboriginal and Torres Strait Islander Australia
3. Build cultural capability of NAB staff across the business

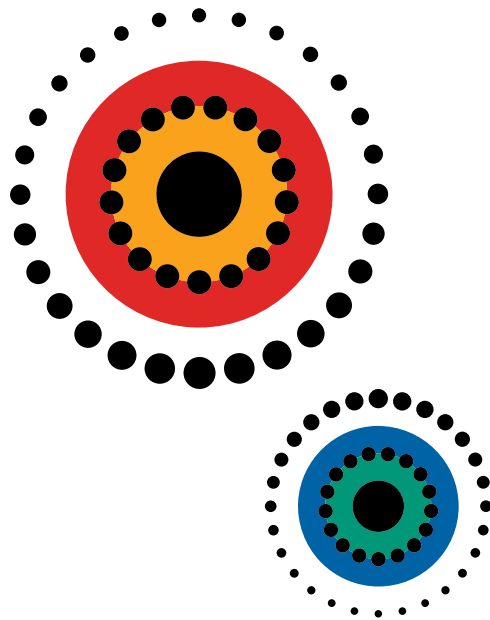
OUR RAP LOOKING FORWARD

Our RAP commitments were developed through an internal and external consultation process with NAB leadership, our IAG, the RAP Steering Committee, and RAP Working Group along with NABs business areas. The RAP includes 11 goals relating to Economic Participation, People, and Cultural Intelligence, with 51 measurable performance indicators. Additionally, our two goals relating to governance and reporting ensure we remain on-track and accountable. The RAP goals contribute to the realisation of the United Nations Declaration on the Rights of Indigenous Peoples, and the Sustainable Development Goals. The table at the end of this RAP shows how our RAP commitments sit across these international and domestic frameworks. We won't achieve these goals in three years; they're long-term and aspirational. However, we'll keep building on the substantial work already done and continue moving forward towards our reconciliation vision.

Our Elevate RAP aims to develop our work in reconciliation further. Over the next three years, we're committed to strengthening our position as a leader in reconciliation, creating meaningful change in Australia in our sector and others. Between 2019–2021 we'll continue to align with Reconciliation Australia's five interrelated dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance.



ACHIEVEMENTS, CHALLENGES, AND LESSONS LEARNED



Ten years of insights, reflections, experiences and knowledge has allowed us to share information to help build the reconciliation community.

Our financial inclusion programs continue to lead the way in helping Aboriginal and Torres Strait Islander Australians take control of their finances. Through our partnership with Good Shepherd Microfinance (GSM), between 2015-2017 we provided more than 16,000 fair and affordable loans to Indigenous Australians, equating to over \$15 million. We'll continue to build on this partnership and the number of loans we provide to Indigenous Australians.

Notwithstanding the impact of our financial inclusion programs, we haven't had an evidence-based understanding of Indigenous Australian's financial resilience. Financial resilience includes four key areas: access to financial capital, understanding finance, access to financial products and services, and access to financial social capital.¹ Understanding financial resilience and creating initiatives to address financial exclusion is integral to our work. As such, we've partnered with the Centre for Social Impact and First Nations Foundation to undertake significant research to better understand the financial resilience of Aboriginal and Torres Strait Islander Australians. The findings of this research will be used to inform our ongoing work in this area.

As one of the largest financial service organisations in Australia, we see opportunities to support the growing Indigenous business sector. Through increasing our procurement, by providing supportive banking services, and by exploring support for Indigenous business growth, we're committed to building on our success to drive business change in Australia. This approach unites our RAP leadership with NAB's core business, which we've learnt enables greater success. NAB embraces a shared value approach, and this focus on Indigenous business allows us to see the shared value of our Indigenous affairs work.

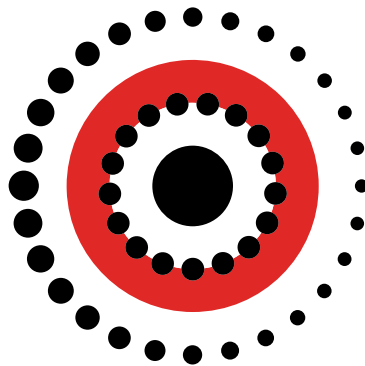
Our experience shows our strengths in creating employment opportunities. While we've been effective at bringing Aboriginal and Torres Strait Islander employees into our business, we must continue to support career growth and tenure within NAB. This means doing what we can to help retain our talent. We started to address this in 2016 when we partnered with leading RAP organisations, Reconciliation Australia and the Australian Graduate School of Management to develop the Emerging Indigenous Executive Leaders Program (EIELP). The program was designed to help Indigenous leaders break through the 'cultural glass ceiling' and advance their careers towards executive-level roles.

The development of the EIELP speaks to another key learning—we amplify our impact when we partner with other like-minded RAP organisations. So we're committed to working with partners, particularly within the Elevate RAP community, who allow us to create a more significant impact.

¹ For a more detailed explanation of financial resilience, as it is understood and used to inform NAB programs, please refer to the research into financial resilience in Australia, available from nab.com.au/financialresilience

ECONOMIC PARTICIPATION

“We don’t want handouts,
we want a hand up.
Help us build capability,
help us through procuring
with us and help us build
something of our own
that we can own.”
– Adam Goodes



NAB is Australia’s leading business bank, and in this capacity we aim to support the economic participation of Indigenous Australians, grow businesses, and back their success. By changing how we do business, and through our economic participation commitments, we have the potential to drive reconciliation in Australia. Supporting Indigenous self-determination and the Indigenous business sector aligns with NAB’s core focus, and we see potential to have a significant positive impact at every level – from those on low incomes to start-ups and small businesses, through to large companies and investments.

Access to fair and affordable finance is essential to creating a strong future—it can break the cycle of bad credit, enable people to make healthy financial decisions, and give someone back their quality of life. As the leading provider of microfinance to Indigenous Australians, NAB aims to continue growing the reach of our financial inclusion programs—including among Aboriginal and Torres Strait Islander customers. Indigenous Australians are around 2.5 times more likely to be excluded from mainstream finance, so to reach a truly reconciled Australia we must continue to address the gap. Through our partnership with Good Shepherd Microfinance, we’re maintaining a focus on

supporting our Indigenous clients around Australia and growing programs to reach over 6,000 clients each year. Following our commitment to improve financial equality and equity, we’ll release unique research exploring the financial resilience of Indigenous Australians. We encourage all financial services to learn from, and integrate, the findings from this research.

On top of increasing access to microfinance, we’re re-imagining how we support communities and Indigenous service providers to design appropriate solutions for their communities. Our first step is trialling the re-imagined Indigenous Money Network. Through community-focused grants, this program helps organisations and communities around Australia to implement self-determined solutions addressing local Indigenous financial resilience. Additionally, we’ll hear more from the microfinance workers that support Indigenous clients through a community of practice. By encouraging communities to design solutions that work for their circumstances, we’re actively ‘letting go’ and backing self-determination.

To advance the reconciliation dimensions of Equality & Equity and Institutional Integrity, we're also committed to providing support for a viable and growing Indigenous business sector. We continue to increase our purchases from Indigenous organisations and businesses, having spent over \$1.4 million with Indigenous organisations between 2015-2017. Our purchasing has a direct and positive impact on Indigenous economic participation. Using a shared value framework, we will focus on our people and place an increased emphasis on the benefits of working with Indigenous businesses, while improving our capability to do so. On top of this, we'll look beyond the walls of our organisation for collective action opportunities with other RAP organisations, particularly those in the financial services sector. Our experiences in the past have shown that by working with other members of the RAP communities, our impact can be more significant.

For years, NAB has been actively supporting and increasing the financial resilience of Aboriginal and Torres Strait Islander Australians through our partnerships and programs. Between 2015—2017, over 16,000 Indigenous Australians accessed over \$15 million in fair and affordable finance. On top of this, we have ongoing commitments to supporting financial inclusion through fee-free ATMs and alternative forms of identification, to actively address forms of exclusion and continue to progress reconciliation.

BUILDING OUR UNDERSTANDING

to create a better future

Since 2015, NAB has helped Australia better understand and improve financial resilience. We know that a person's economic resources, financial knowledge, financial social capital and access to services all matter and impact on how they can create a safe financial future. Unfortunately, Indigenous Australians are 2.5 times more likely to experience financial exclusion than non-Indigenous Australians, and while our fair and affordable microfinance loans have an immense impact on the lives of many of our Indigenous clients, we did not have a full understanding of the financial resilience of many Aboriginal and Torres Strait Islander people.

As a result, in partnership with the Centre for Social Impact and the First Nations Foundation, we have adapted our financial resilience research to capture the financial experiences of Indigenous Australians in different contexts and circumstances. In order for the research to be relevant and accurate, having expertise to understand the cultural

and relational context money plays for Indigenous people was essential, which is why we are proud to have partnered with First Nations Foundation on this research, and have had the oversight of a separate Indigenous advisory group. Through an extensive mixed-research approach comprising online, face to face, and focus group research, we will be able to make recommendations aimed to support better financial resilience for Indigenous Australians.

We're pleased to have evolved our financial resilience research to be inclusive of Indigenous Australians, to help all those involved in the financial services industry to better understand barriers and enablers that impact financial outcomes for Aboriginal and Torres Strait Islander Australians.



Jeffrey Danydjati, of Arnhem Land Progress Aboriginal Corporation, is part of the growing 1,100 team members.

HELPING OUR CUSTOMERS

to thrive

Arnhem Land Progress Aboriginal (ALPA) Corporation is Australia's largest Indigenous business, and NAB has helped ALPA grow over the past ten years. Established in 1972 as a co-operative of community stores in Arnhem Land, ALPA has grown to operate in 27 remote locations across the NT and Queensland and helps remote Indigenous communities and customers to be healthy, successful, and happy. ALPA's mission is operating successful and responsible businesses that emphasise local employment, training, career pathways, customer service and safety.

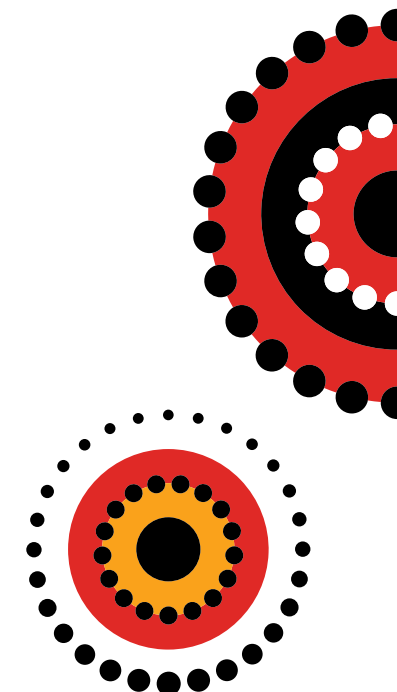
"Since 2013 ALPA has been looking for innovative approaches to business that better support the prosperity of communities where we work", say ALPA Deputy Chairman Mr Micky Wunungmurra. "As a Yolngu organisation, we're driven by a mission to operate businesses that support better futures for the Yolngu people in northern Australia. By working with us, by understanding our business, and by supporting us to make bold decisions, NAB has helped us continually achieve positive outcomes."

Our bankers agree: "By working with ALPA, NAB supports those who know the best way to work in remote Indigenous communities", Paul Chin reflects. "By helping ALPA to continue to thrive, we have a direct and positive impact on the lives of many Aboriginal and Torres Strait Islander Australians".

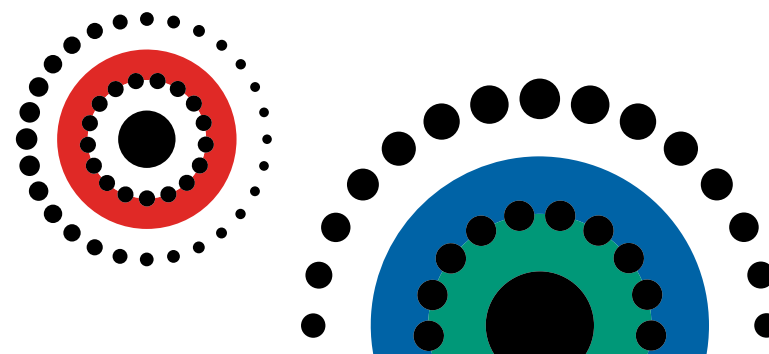
Matt Tybell, Client Coverage Corporate and Institutional Banking, agrees: "Our banking relationship with all our Indigenous business customers, including ALPA, is of high importance to NAB. In our relationships with Indigenous enterprises throughout the Northern Territory and Australia, we support these organisations to represent, deliver services, and develop solutions that create positive outcomes in the communities where they work."

Continuing to support Indigenous business and economic participation promotes reconciliation. These goals connect closely to NAB's purpose of backing the bold, and we believe that a solid financial future for Indigenous Australians is crucial to a better Australia for all.

RAP commitments	Performance indicator	Timeline and tracking	Responsibility	
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 Sep 2019 6,300 Sep 2020 6,600 Sep 2021	Head of Financial Inclusion and Indigenous Affairs (Head of FI&IA)
2	Support financial resilience and self-determination of organisations and communities	10 projects supported annually through the Indigenous Money Network	September annually	Head of FI&IA
		Indigenous finance advocacy forum created through the Indigenous Money Network	Sep-21	Head of FI&IA
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	Sep-19	Head of FI&IA
		Identify practical applications of the Indigenous financial resilience research	Sep-20	Head of FI&IA
		Progress one identified recommendation within NAB or financial services industry	Sep-20	Head of FI&IA
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 \$2.6 million spend with Indigenous businesses	\$600k September 2019 \$800k September 2020 \$1.2m September 2021	EGM Enterprise Property & Strategic Sourcing
		Update and refine Aboriginal and Torres Strait Islander procurement strategy, including ways to increase our spend. For example identifying an under-developed area of spend with Indigenous businesses and assist in addressing this gap via procurement and capacity building where necessary	Sep-19 Develop Sep-20 Implement	Head of Enterprise Sustainability
		Continue to purchase carbon credits from Indigenous organisations	September annually	Head of Enterprise Sustainability
5	Support infrastructure for the Indigenous business sector	Maintain membership of Supply Nation	September annually	Head of Enterprise Sustainability
		Review the benefits of diverse procurement at annual sessions with Supply Nation representatives and NAB procurement teams	September annually	Head of Enterprise Sustainability



RAP commitments	Performance indicator	Timeline and tracking	Responsibility
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	Sep-19 Develop	Customer Executive Emerging Sectors
	Develop capability building tools and approaches to work with Indigenous businesses	Sep-20 Sep-21	Customer Executive Emerging Sectors
	Conduct internal research to identify gaps and barriers to support and access to financing for Indigenous business	Sep-19 Research Sep-21 Pilot findings	Customer Executive Emerging Sectors
7 Understand NAB's role in historical lending with a view to improving future practice	Research the extent of NAB's historical involvement with establishing, funding, and growing Indigenous community organisations. Equally, explore to what extent the 1992 Mabo decision, and subsequent Native Title Act, have been taken into account in NAB lending decisions	Sep-20	RAP working group
	Report findings to NAB's Indigenous Advisory Group	Sep-21	RAP working group
Partner with organisations in the RAP community to identify, explore, and implement opportunities for collective value			
8 Participate and lead innovation with organisations in the RAP community	Where appropriate, contribute insights to, and participate in, the Australian Bankers' Association, the Business Council of Australia, the Australian Institute of Superannuation Trustees, Diversity Council of Australia, or Indigenous finance forums	September annually	Associate Director Indigenous Affairs (ADIA)
	Advocate and create forums to discuss partnership opportunities	September annually	ADIA
	Support the creation of collaborative projects advancing reconciliation in the financial services sector	Sep-21	ADIA



PEOPLE

“Reconciliation is about our shared history and honesty about this, *moving forward together.* In a practical sense for places like NAB, it is about jobs with a path to the highest parts of the organisation. Benefits from this will go to all parts of our community.” – Natalie Walker, Co-Chair NAB Indigenous Advisory Group

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. We’re challenging ourselves to promote the principles of self-determination and to better understand the experiences of Indigenous Australians in corporate Australia.

The People commitments in our RAP provide opportunities for talented Indigenous Australians to pursue careers in financial services. We’re opening the doors at all levels of the Bank, from high school to university students, and those changing jobs to those looking to extend their current career. Each of these commitments contributes to the reconciliation dimensions of Equality and Equity, as well as Institutional Integrity by advancing an Australian workforce in which Aboriginal and Torres Strait Islander people participate equally.

Our aspirational target is parity employment relative to the Australian population—however, this is a longer-term goal that extends beyond a three-year RAP. At the beginning of this RAP, we will redesign our Indigenous employee roadmap to ensure that our short and long term strategies are focused on achieving employment parity. In the life of this RAP itself we will strive to increase the number of Indigenous employees at NAB to 2%, double our current representation. At a minimum, we will maintain 1% Indigenous employment.

Through our internal leadership program NAB continues to support the career development of our Aboriginal and Torres Strait Islander employees. We also encourage senior Indigenous employees to participate in the Emerging Indigenous Executive Leaders Program (EIELP) at the Australian Graduate School of Management (AGSM). We are challenging ourselves to better understand the needs and experiences of our own Indigenous employees. Doing so provides active support of Indigenous self-determination, and allows our people leaders and business to make decisions informed by Indigenous perspectives.

The more employees that become involved in Indigenous affairs, the greater the value to our business and impact of our work. Building on existing work aims to grow the number of champions for Indigenous affairs by utilising our Diversity & Inclusion resources. To make our RAP more effective, we continue to embed Indigenous affairs across our business to help our people act with passion and integrity.

There remain significant challenges in the financial services industry to increasing the number of Indigenous employees within our business, but we're committed to achieving this in a sustainable manner across all levels of NAB. We aspire to be an employer of choice for Aboriginal and Torres Strait Islander people, and a true indicator of our success in this area is ensuring that our Indigenous colleagues are supported in creating meaningful careers. Our measure of success for this is via outcomes in our engagement survey—we want to create an environment at NAB where our Indigenous employees are engaged at a level equal to our general cohort, and that this engagement is increased year on year alongside top quartile employee engagement. By increasing employee engagement, our people are more likely to establish long-term careers.

GROWING OUR PEOPLE, *growing our communities*

Our Bourke Street offices might be thousands of kilometres away from Broome, but each year our people have the opportunity to swap the concrete and glass of the city for the red dirt of the Kimberley. In partnership with Jawun, high performing NAB staff can undertake a six week secondment, working on projects with Indigenous organisations and leaders to facilitate skills transfer, capacity building and two way learning.

Since 2010, over 180 people from across our business have taken part to bring IT, strategy, finance, and marketing skills to Aboriginal organisations across the Kimberley. The program also gives NAB an opportunity to build a deeper cultural understanding, as our people gain insights into Indigenous cultures, and can help to deliver outcomes that are 'more than money'.

Developing a connection with Aboriginal communities and organisations has had a direct and tangible impact on some of our peoples' careers. With 17 year's banking industry experience in Australia and overseas, Dearna Stojansek, former Associate Director in Lending Administration and Agency Operations, applied for a Jawun secondment.

Dearna wanted to take part in Jawun to "understand the purpose and importance of Aboriginal organisations and the complications they face; and to bring knowledge back to NAB". However, after six weeks at the Gelganyem Trust in Kununurra, supported by the Traditional Owners and experiencing the strength of Indigenous culture, she began exploring how she could stay. We backed her to become the local NAB Branch Manager, and a few weeks later she moved her life from the city to lead the Kununurra branch.

Dan Lawlor, a 2017 secondee who worked at the Nirrumbuk Aboriginal Corporation in Broome, reflects that the Jawun program offers "the opportunity to challenge yourself...it was great to be able to use my skills to lend a hand to an organisation stretched for resources. This forced me to think differently, and show initiative. The opportunity Jawun and NAB provides is to step out of your comfort zone, to really understand that family is crucial, relationships are vital, and trust is needed to work together". NAB is proud to offer opportunities that deliver positive impact for our communities and people.



Taleiyah Minniecon, part of NAB's 2018 Indigenous school-based trainee cohort, in the NAB Mackay branch

"I want to be part of change especially for Indigenous people."

GROWING EARLY-CAREER *talent at NAB*

Since 2009, our Indigenous traineeship programs have brought talented Indigenous Australians into our business. These programs have seen trainees join branches around the country, and in 2018, Taleiyah Minniecon commenced a school-based traineeship with NAB, which sees her work at our Mackay branch every Thursday during the school term, plus at least one week full-time over the holidays.

As well as a host of new friends at the branch, Taleiyah will also come away from the program with a Certificate II or III in Business, and many transferable skills. "There are a lot of different things I've learnt by working here. I've got a lot more confidence and I've learnt problem solving, teamwork skills and working with customers" Taleiyah reflects. "When I first started I couldn't even pick up the phone, but now I'm more confident!"

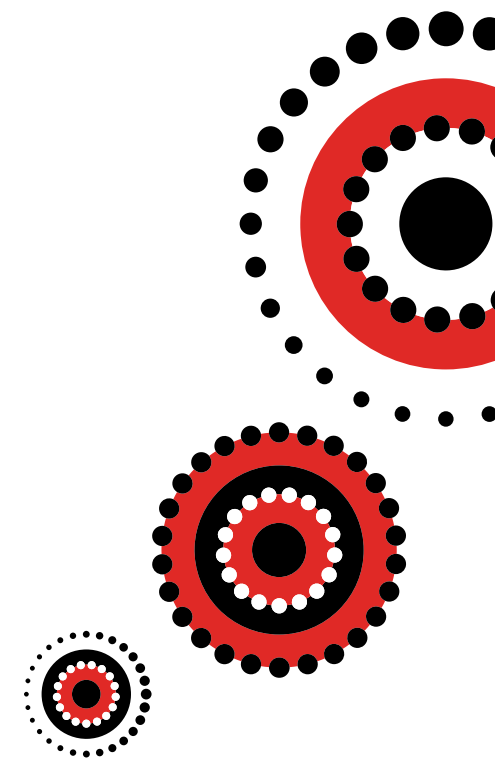
Taleiyah has had some impressive achievements in her young life so far. She's been part of the Indigenous Student Ambassador Network, and in 2016 was active in Harmony Day activities to raise money for cyclone-affected Fijians. "A lot of the things I get involved in are cultural-based things," said Taleiyah. "Equality of gender and equality of race are my ultimate goals. I think we should be

recognising the women in our community who are doing really great things, and I think Indigenous reconciliation just means recognising culture and that we are all equal."

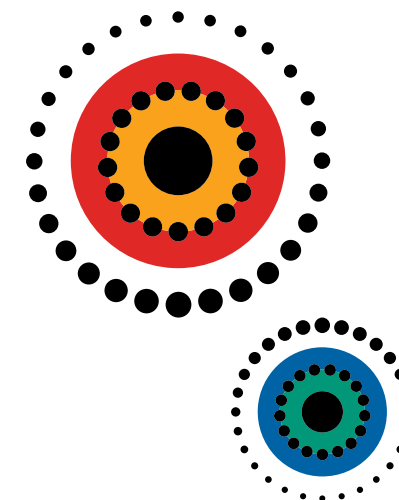
Taleiyah's commitment to inclusion and her passion for moving Australia forward was cemented further by her time as the Youth Member for Mackay in the Queensland Youth Parliament, where she landed some time at Queensland's Department of Aboriginal and Torres Strait Islander Partnership. "I want to be a role model to other Aboriginal and Torres Strait Islander young people to encourage them to participate in opportunities like Youth Parliament," she said. "I want to be part of change, especially for Indigenous people. I think that's what keeps me going, my motivation for change"

On Australia Day this year, Taleiyah got the surprise of her life when she received a Young Citizen of the Year Award. "I was really shocked at first, and it took a while to settle in," she said. "There were so many other young people there that night who did so many amazing things. I'm thankful for all the support I've had, and for all the people who nominated me." NAB is excited to work with inspiring young Indigenous Australians through our employment programs.

RAP commitments	Performance indicator	Timeline and tracking	Responsibility
Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles			
<p>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</p>	<p>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.</p>	<p>Sep-19 Develop Sep-20 Implement</p>	<p>People team</p>
	<p>Ensure early career Indigenous employees are supported in their career aspirations by implementing and enabling Individual Development Plans</p>	<p>Sep-21</p>	<p>People leaders</p>
	<p>Maintain a minimum 1% employment representation of Indigenous employees across the NAB Australian employee base but aim for 2% by 2022</p>	<p>September annually</p>	<p>Head of Talent Acquisition</p>
	<p>Maintain engagement scores amongst Indigenous employees that are at least equivalent to the NAB engagement score in Australia</p>	<p>November annually</p>	<p>People leaders</p>
	<p>Increase engagement scores amongst Indigenous employees year on year alongside top quartile employee engagement</p>	<p>November annually</p>	<p>People leaders</p>
<p>10 Support a range of employment options for Aboriginal and Torres Strait Islander employees across the NAB business</p>	<p>Provide 20 internships annually to Indigenous Australians currently completing tertiary study</p>	<p>Sep-19 Review according to employment strategy</p>	<p>Head of Talent Acquisition</p>
	<p>Offer 70 flexible traineeships annually across both school-based and adult trainees</p>	<p>Sep-19 Review according to employment strategy</p>	<p>Head of Talent Acquisition</p>
	<p>Offer ongoing positions to 100% of all trainees who successfully complete the trainee program</p>	<p>Sep-19 Review according to employment strategy</p>	<p>Hiring managers</p>
	<p>Achieve an 80% completion rate of trainees on programs</p>	<p>Sep-19 Review according to employment strategy</p>	<p>Head of Talent Acquisition</p>



RAP commitments	Performance indicator	Timeline and tracking	Responsibility
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	Refresh Sep 2019 September annually	Head of D&I
	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 8 young Indigenous leaders	Relaunch Sep 2019 Sep-21	Head of D&I
	Identify and support one person per year to participate in the Emerging Indigenous Executive Leaders Program	March annually	Head of D&I
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 (in addition to Jawun secondments)	25 days annually	Head of Engagement
	45 NAB secondees complete projects with Indigenous organisations through Jawun	Approx 15 secondees September annually	Head of Engagement
13 Increase understanding of the NAB RAP and RAP commitments	Develop and implement a strategy to communicate our RAP to internal and external stakeholders	Sep-19	ADIA
	Utilise NAB Cultural Inclusion Employee Resource Group to showcase Indigenous role models, educate our employees on how to create an inclusive and respectful environment, and build champions for reconciliation	September annually	Head of D&I
Practice self-determination and highlight Indigenous Australian experience and expertise in corporate Australia			
14 Share insights from Indigenous Australians with NAB leadership and corporate Australia	Create avenues for Indigenous employees to connect with NAB senior leaders to build self-determination and develop employee perspectives	September annually	ADIA
	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	Sep-20 Share results Sep-21 Implement findings	Head of D&I; ADIA
	Advocate and lead impact review of the EIELP in collaboration with partner RAP organisations	Sep-21	ADIA



CULTURAL INTELLIGENCE

“My hope, always, is that we end up in a place where all Australians value and feel a sense of ownership and *respect for our shared cultures and past.*” – Natalie Walker, Co-Chair NAB Indigenous Advisory Group

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, and creating this atmosphere contributes to the reconciliation dimensions of Race Relations, Historical Acceptance, and Institutional Integrity. Importantly, it helps establish a common cultural connection within NAB.

NAB is working towards a future where Australians can speak with knowledge and understanding about Aboriginal and Torres Strait Islander cultures, histories, and peoples. As a financial institution, NAB has a vital role to play in economic development and opportunities to educate and shape attitudes. We’ve created an ongoing cultural learning framework to drive increased cultural awareness across our organisation. This includes online learning for our customer-facing staff, face to face learning for our people leaders, and immersion opportunities for our executives.

In addition, we celebrate National Reconciliation Week throughout our retail network and banking business centres, and respecting Indigenous protocols has become standard practice at important NAB events, including our Annual General Meeting of shareholders.

NAB’s a big business, with a large national footprint. We know that opportunities for engagement in their local communities are important for our staff members, and building local connections are important for reconciliation. As such, we’ve supported our branch network to celebrate National Reconciliation Week through the creation of event packs. These packs contain collateral and items to hold a community BBQ, morning tea, or other event that engages our staff and community members. Supporting and celebrating National Reconciliation Week in our branches goes a long way to building support for reconciliation.

SUPPORTING AND CELEBRATING

meaningful careers

Since our first Reconciliation Action Plan in 2008, NAB has concentrated on welcoming Aboriginal and Torres Strait Islander employees to our organisation. We want to ensure that Indigenous employees have opportunities for growth and development, and along with other Elevate RAP organisations we discussed how to help address the 'cultural glass ceiling'. In 2016, this led to the development of the Emerging Indigenous Executive Leaders program (EIELP) in partnership with Reconciliation Australia, Elevate RAP organisations, and the Australian Graduation School of Management. For the past two years, the EIELP has focussed on developing the next generation of Aboriginal and Torres Strait Islander leaders, and bringing more Indigenous executives into the C-suite.

From joining NAB as an agribusiness graduate in 2001, Madeleine Harris was NAB's inaugural participant in the EIELP, and undertook the nine-month program focusing on strategic thinking, leadership and identity, innovation, personal

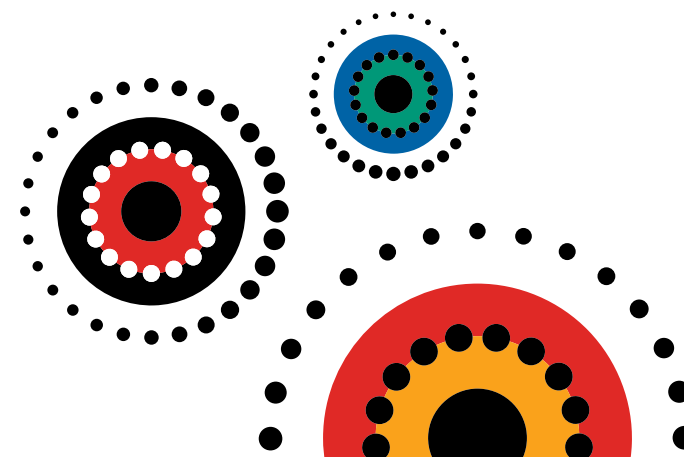
effectiveness and communicating with influence. Now a Managing Partner in South Australia, she learned through the EIELP to value what her Indigenous culture brings to the boardroom, and recognise the challenges and opportunities that come from 'having a foot in both worlds'. Similarly, growing from the graduate program in 2009, to being a Senior Consultant in our Customer Journeys team, Adam Fletcher's experience with the EIELP in 2018 was equally valuable. Working with an inspirational group of executive leaders from the Public and Private sector, Adam learned persuasive story telling techniques that leverage his Indigenous identity to engage and connect the audience with his message.

By backing programs that assist in bringing more Indigenous Australians into executive roles, the EIELP hopes to help create leadership change across Australia. NAB is proud to be part of the journey.

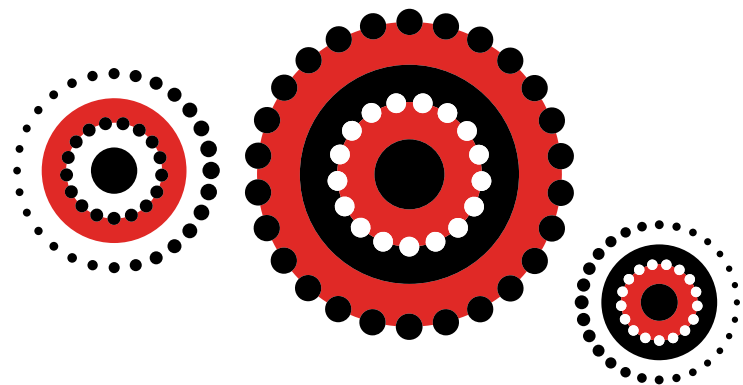
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Adam Fletcher, Wonnarua man and NAB EIELP participant 2018 wearing his family's ceremonial possum skin cloak at the EIELP graduation ceremony.
Photo credit: Joseph Mayers

RAP commitments	Performance indicator	Timeline and tracking	Responsibility
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	December annually	ADIA
	Display Acknowledgement of Traditional Owners in all NAB branches	Sep-19	EGM Property and Strategic Sourcing
	Maintain and/or update internal protocol document for Welcome to Country and Acknowledgement of Country with relevant regional specific information, and make available for all staff on the intranet	September annually	ADIA
	Engage with executive managers, executive assistants, and internal communications teams to include an Acknowledgement of Country in appropriate briefs	September annually	ADIA
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	June annually	ADIA
	Hold or support an internal or external NAIDOC Week event	July annually	ADIA
	Review HR policies and procedures to ensure there are no barriers to staff participating in NRW/NAIDOC Week	May-19	Head of D&I
	Employees encouraged and supported to participate and attend events in NAIDOC and NRW annually	May/July annually	Head of D&I

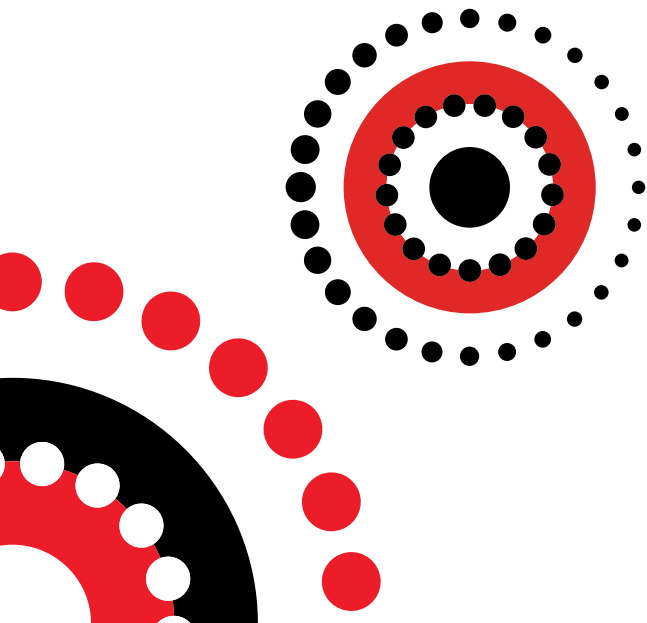


RAP commitments	Performance indicator	Timeline and tracking	Responsibility
Build cultural capability of NAB staff across the business			
17 Improve cultural awareness of all NAB staff with a series of training and development offerings	Implement mandatory completion of Indigenous cultural e-learn for customer-facing roles in the Australian business	Sep-19	Head of D&I
	Implement recommended completion of Indigenous cultural e-learn for other Australian staff supported by leadership	Sep-19	Head of D&I
	320 NAB and/or partners leading Indigenous employees complete face to face cultural awareness training, to increase the level of their understanding and awareness of Indigenous Australia	100 by Sep 2019 110 by Sep 2020 110 by Sep 2021	Head of Talent Acquisition
	All RAP Working Group members to have completed cultural learning activities during RAP timeframe	September annually	RAP Working Group
18 Senior leadership to experience cultural immersion	NAB to host a group at the Garma festival each year as a cultural immersion experience	August annually	ADIA



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. We also contribute to the broader knowledge of reconciliation in Australia by participating in the RAP Impact Questionnaire and the Workplace RAP Barometer.



RAP commitments	Performance indicator	Timeline and tracking	Responsibility
RAP governance is maintained			
19 RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the RAP	April-19	ADIA
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG	September annually	RAP Working Group
	Meet at least four times per year to monitor and report on RAP implementation	September annually	RAP Working Group
20 Maintain governance systems around RAP programs and commitments	Hold two Indigenous Advisory Group meetings each year, following stakeholder engagement plan	September annually	ADIA
	Review Terms of Reference for the Indigenous Advisory Group	Sep-19	ADIA
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	Feb, May, Aug, 2019 Feb, May, Aug, 2020 Feb, May, Aug, 2021	Associate Director, Reporting
	Conduct external limited quality assurance review on selected RAP targets annually and submit report to Reconciliation Australia	Feb-20 Feb-21	ADIA
22 Report RAP progress to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September annually	ADIA
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer	Aug-20	ADIA
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	Mar-21	ADIA

MAPPING OUR IMPACT

We organise our RAP into three themes: Economic Participation, People, and Cultural Intelligence, each of which contains specific targets. The themes align to the Sustainable Development Goals, the United Nation's Declaration on the Rights of Indigenous Peoples, the five Dimensions of Reconciliation and Reconciliation Australia's core RAP pillars of Relationships, Respect, and Opportunities. Our Economic Participation commitments address Relationships and Opportunities; our People commitments address Relationships, Respect and Opportunities; our Cultural Intelligence commitments address Respect and Opportunities. We recognise the mapping of these commitments may change over the course of our RAP.

RELATIONSHIPS

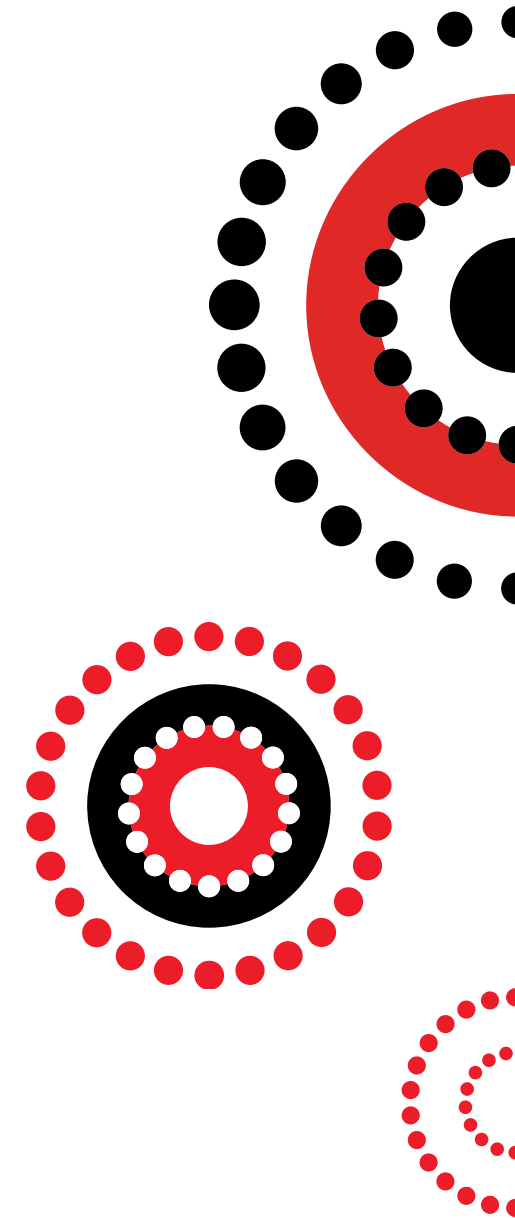
We aim for our outcomes founded on a strong partnership. Strong relationships with our employees, customers, and partners allow us to deliver better internal and external results for our RAP commitments.

RESPECT

Respect, understanding, and celebration of Aboriginal and Torres Strait Islander cultures, histories, and peoples have become interwoven into how NAB does business. Embedding respectful cultural practices in our business and ensuring our employees know more about Indigenous cultures and histories lets us serve customers better. It also means Indigenous employees can be their whole selves at work. Grounding these goals in respect makes achieving positive outcomes more likely.

OPPORTUNITIES

Bringing real change for Aboriginal and Torres Strait Islander people and the NAB team comes from creating opportunities through employment, procurement, and professional development programs, as well as cultural understanding programs, and support for working with Indigenous organisations, people, and initiatives. These opportunities are made possible by partnerships based on the principles of relationships and respect.



Target	Sustainable Development Goals	UNDRIP Articles	State of Reconciliation dimension
1	<ul style="list-style-type: none"> ● 1: No poverty ● 8: decent work and economic growth ● 10: reduce inequalities 	Article 3, 21	<ul style="list-style-type: none"> • Equality & Equity
2	<ul style="list-style-type: none"> ● 1: No poverty ● 10: reduced inequalities 	Article 23	<ul style="list-style-type: none"> • Equality & Equity
3	<ul style="list-style-type: none"> ● 10: reduced inequalities 	Article 23	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity
4	<ul style="list-style-type: none"> ● 8: decent work and economic growth ● 10: reduced inequalities 	Article 4, 21	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity
5	<ul style="list-style-type: none"> ● 8: decent work and economic growth 	Article 4, 20	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity
6	<ul style="list-style-type: none"> ● 8: decent work and economic growth 	Article 21	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity
7	<ul style="list-style-type: none"> ● 10: reduced inequalities 		<ul style="list-style-type: none"> • Institutional Integrity • Historical Acceptance
8	<ul style="list-style-type: none"> ● 8: decent work and economic growth ● 16: peace, justice, and strong institutions 	Article 21, 23	<ul style="list-style-type: none"> • Institutional Integrity • Unity
9	<ul style="list-style-type: none"> ● 8: decent work and economic growth ● 10: reduced inequalities 	Article 3, 21	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity
10	<ul style="list-style-type: none"> ● 8: decent work and economic growth ● 10: reduced inequalities 	Article 21	<ul style="list-style-type: none"> • Equality & Equity • Institutional Integrity

Keys

Sustainable Development Goals



End poverty in all its forms everywhere



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Reduce inequality within and among countries.



Make cities and human settlements inclusive, safe, resilient and sustainable.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Articles 3, 4, 5, 11, 15, 20, 21, 23, 31

Reconciliation Australia's State of Reconciliation five dimensions for reconciliation

- Unity
- Equality & Equity
- Race Relations
- Institutional Integrity
- Historical Acceptance

Target	Sustainable Development Goals	UNDRIP Articles	State of Reconciliation dimension
11	● 10: reduced inequalities	Article 3, 5, 21	<ul style="list-style-type: none"> Equality & Equity Institutional Integrity
12	<ul style="list-style-type: none"> ● 10: reduced inequalities ● 11: sustainable cities and communities 	Article 15, 20, 21, 23	<ul style="list-style-type: none"> Equality & Equity Race Relations Institutional Integrity
13	● 10: reduced inequalities		<ul style="list-style-type: none"> Unity Institutional Integrity Race Relations
14	● 10: reduced inequalities	Article 15, 21, 23	<ul style="list-style-type: none"> Equality & Equity Race Relations Institutional Integrity
15	<ul style="list-style-type: none"> ● 10: reduced inequalities ● 11: sustainable cities and communities 	Article 11, 15, 31	<ul style="list-style-type: none"> Unity Race Relations Institutional Integrity
16	<ul style="list-style-type: none"> ● 10: reduced inequalities ● 16: peace, justice, and strong institutions 	Article 11, 15, 31	<ul style="list-style-type: none"> Unity Race Relations Institutional Integrity
17	<ul style="list-style-type: none"> ● 10: reduced inequalities ● 16: peace, justice, and strong institutions 	Article 15	<ul style="list-style-type: none"> Unity Race Relations Institutional Integrity
18	<ul style="list-style-type: none"> ● 10: reduced inequalities ● 16: peace, justice, and strong institutions 	Article 11, 15	<ul style="list-style-type: none"> Race Relations Institutional Integrity

Keys

Sustainable Development Goals



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- Historical Acceptance

For more information:

Email: indigenous@nab.com.au

Visit: nab.com.au/indigenous

NAB's Indigenous icon was created by participants of NAB's Emerging Indigenous leaders program. NAB also thanks Marcus Lee Design for the design of the RAP document.

