

more
than
money



NAB Stretch Reconciliation Action Plan

August 2024 – August 2027



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 strategic ambition to "serve customers well and help our communities prosper".

NAB 'Walking Together' Star

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 colleague Kieran Cain-Hall, and was designed by Marcus Lee, a proud Aboriginal descendant of the Karajarri people from the north of Western Australia.

The design incorporates the colours of the Aboriginal flag, the Torres Strait Islander flag and the NAB brand. The star 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.

Song lines are behind the star, to represent the interests of all Aboriginal and Torres Strait Islander communities and language groups across Australia.

The star is displayed at many of NAB's branches and commercial offices across the nation and is available to colleagues to wear as a pin, as allies for reconciliation and First Nations customers and colleagues.



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The terms 'Aboriginal and Torres Strait Islander', 'First Nations', 'First Nations people' and 'First Nations Australians' are used interchangeably throughout our Reconciliation Action Plan. Our aim is to use culturally appropriate and respectful language when writing with, for, or about Aboriginal and Torres Strait Islander people. The term 'Indigenous' is only used where it is a title or a direct quote and cannot be changed. We understand all terms used may not reflect the diversity of Aboriginal and Torres Strait Islander peoples. NAB acknowledges that Aboriginal and Torres Strait Islander people come from many different nations and may prefer to be known by other cultural names.

Message from the First Nations Advisory Group Co-Chairs

The First Nations Advisory Group plays a pivotal role in guiding NAB to meet its RAP obligations by providing strategic advice on areas we are determined to act. As co-chairs, we work with our Aboriginal and Torres Strait Islander members and NAB's most senior leaders to problem solve challenges, identify opportunities and drive the outcomes NAB has set out to deliver for First Nations Australians.

We understand the role financial institutions like NAB can play in leading change to progress reconciliation and the need to include the voice of First Nations people in developing solutions. To drive change inside a big organisation, we have sought to focus on the key areas that are most relevant – where performance needs to lift and where NAB has the greatest opportunity to create impact and drive business outcomes.

NAB has set a target to more than double its lending to First Nations businesses and community organisations to at least \$1 billion over three years.¹ We know that the benefit of lending to First Nations businesses is that when they grow their business, they will hire more First Nations people. Behind this ambition is an investment in research that is First Nations led and contributes to their economic self-determination.

To serve First Nations customers well, NAB will keep building its cultural capability and First Nations workforce. This means getting recruitment and retention right and representation across all levels of the workforce, from entry-level to senior and executive leadership roles.

We are committed to listening and engaging respectfully with First Nations people to understand what is important and how we can serve them better. In the next three years we will further increase the First Nations representation on the First Nations Advisory Group.

We will continue to guide and challenge NAB to use its business influence and maintain focus on the areas we know will have the greatest impact on positive financial outcomes for individuals, their families and their businesses.

Co-signed

Ann Sherry and Tanya Hosch



Tanya Hosch



Ann Sherry

1. Lending target position refers to 'Gross Loans and Advances' as at the target of 31 December 2026 to customers who have been identified as an Indigenous business or community organisation. Baseline position of \$413.6m calculated as at 31 August 2023.

Message from the Reconciliation Australia CEO

On behalf of Reconciliation Australia, I congratulate National Australia Bank (NAB) on its formal commitment to reconciliation, as it implements a Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, a RAP program provides organisations with a framework to contribute to the reconciliation movement. The reach and impact of the RAP network continues to grow with more than five million people now working or studying in an organisation with a RAP.

NAB has been a pillar of the RAP network since its first RAP in 2008.

With its tenth RAP, NAB has shown maturity in its approach to its contribution to reconciliation. As a member of the RAP leadership cohort, it has critically reflected on the RAP type that is most appropriate for its context and – through this Stretch RAP – NAB will continue to be an exemplary leader in this ever-growing network.

NAB continues to leverage its influence in supporting economic and financial inclusion and growth for First Nations people and businesses.

In its previous RAP NAB recognised some of the structural barriers to the growth of First Nations businesses and the role it could play in supporting First Nations business. Examples of this included formal partnerships with the Indigenous Defence and Infrastructure Consortium, and through New Harvest's Indigenous Impact Investment Fund to support the success and growth of First Nations agribusiness.

On a personal and family level it supported 10,000 First Nations people through the no-interest loans scheme (NILs), a quarter of all NILs loans issued in the 2022-2023 financial year.

Internally it ensured the voice and interests of Aboriginal and Torres Strait Islander colleagues were heard via a First Nations Employee Resource Group.

In this Stretch RAP, it stays on this trajectory supporting sustainable growth for First Nations businesses, working in partnership with Aboriginal and Torres Strait Islander people, elevating the voices and impact of First Nations staff, and boosting cultural capability and leadership across the organisation.

Some of these new commitments include doubling lending to First Nations businesses and community organisations as well as creating data to support these decisions.

Further external measures to identify gaps, barriers and opportunities to deliver solutions include participation in the Broome Circle Meetings in the Kimberley and providing skilled volunteering business support to three Aboriginal Community Controlled organisations.

These measures will and must be backed up by strengthening representation of First Nations leaders on NAB's First Nations Advisory Group to ensure greater representation from different industries and community groups.

On behalf of Reconciliation Australia, I commend NAB on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from our RAP Co-Sponsors

We are proud to be the executive co-sponsors of NAB's tenth Reconciliation Action Plan (RAP). This RAP outlines how NAB is working together with Indigenous Australia to support and advance reconciliation, financial inclusion and success.

Our ambition is to provide better banking services to Indigenous businesses and customers. We will only succeed in serving customers well if we have a culturally capable workforce and safe environment, and we continue to strive to do this.

While there is more to do, we have taken positive steps to support reconciliation over the past two years. We continue to listen to First Nations Australians to better understand concerns regarding the barriers they experience in accessing banking services and trying to establish and grow their businesses.

The development of the new RAP has provided an opportunity to refresh our RAP Council, ensuring we continue to deliver against our ambitions. The RAP Council meets quarterly, with representation from across relevant areas of NAB. It provides reporting to the First Nations Advisory Group, as well as the CEO and Board.

Understanding Australia's shared history with First Nations peoples is central to true reconciliation and progress. We look forward to continuing to work together with Reconciliation Australia and advancing reconciliation.

Co-signed

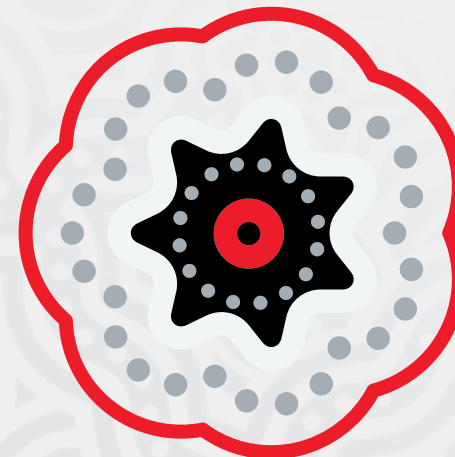
Rachel Slade, Group Executive, Business and Private Banking and
Sarah White, Group Executive, People and Culture



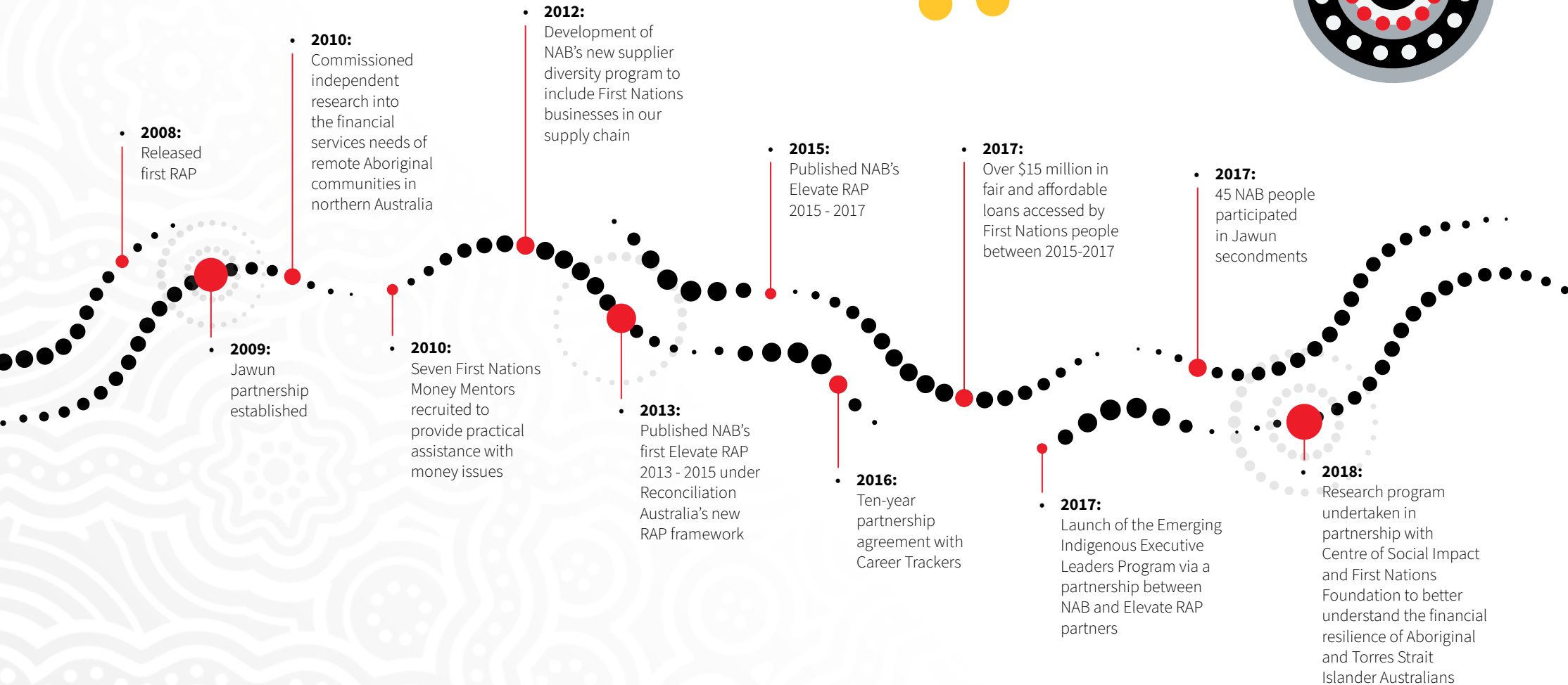
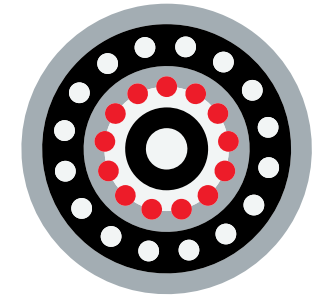
Rachel Slade

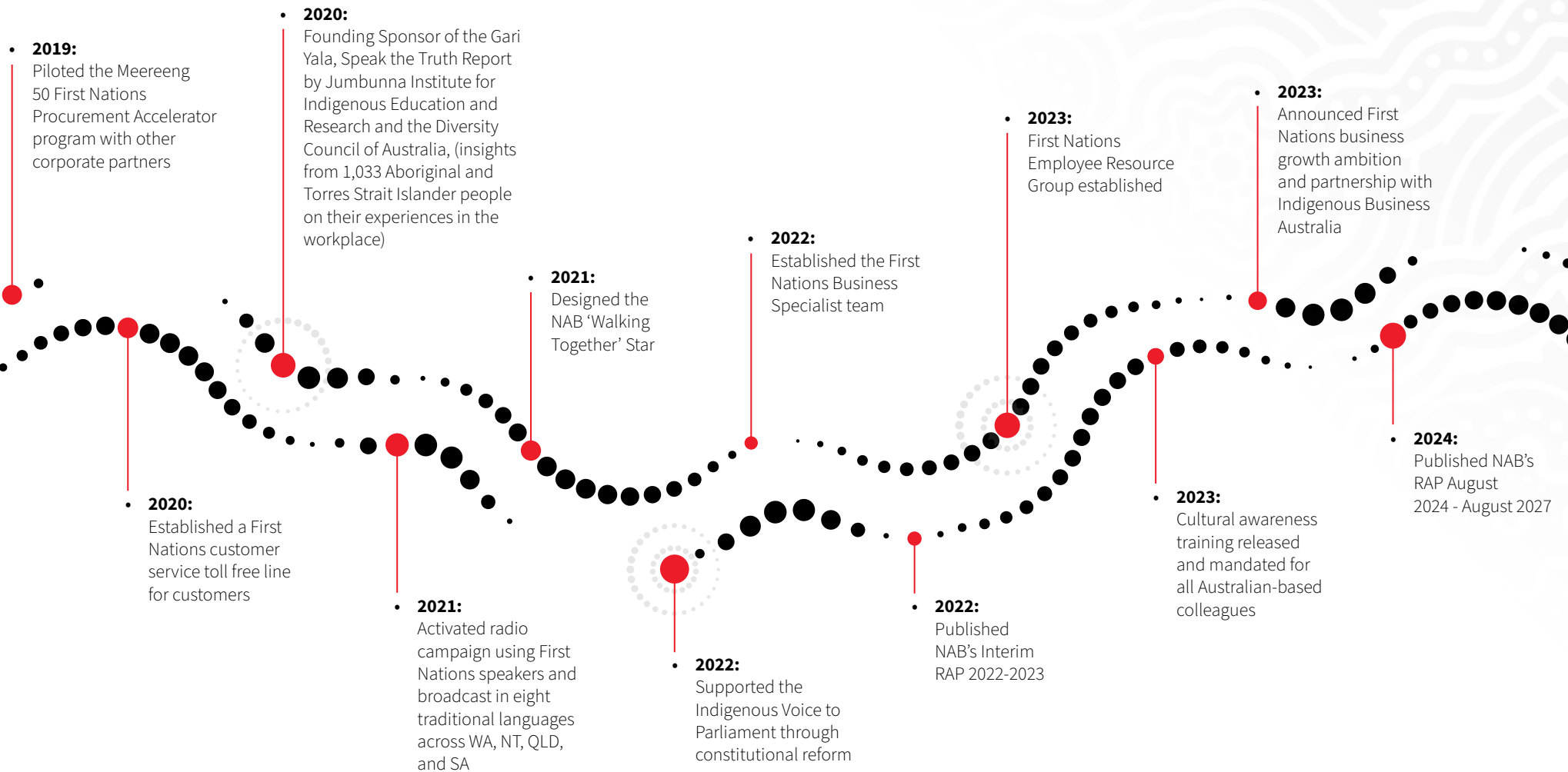


Sarah White



Our reconciliation journey







NAB's vision and commitment to reconciliation

Our vision for a reconciled Australia is a future where Aboriginal and Torres Strait Islander people have equitable access to finance and employment and where all Australians and organisations work together to build healthy, inclusive and sustainable communities.

Reconciliation means that everyone acknowledges, respects and takes pride in the culture of Aboriginal and Torres Strait Islander people and the gap is closed between First Nations communities and other Australians. Our vision is consistent with NAB's Group Strategy and purpose to "serve customers well and help our communities prosper."

In this RAP, we have drawn on feedback from First Nations leaders and customers to sharpen our focus. This ensures we address the most pressing need, which is to empower First Nations people to be economically self-determining by creating a more equal playing field when it comes to accessing banking and finance.

Stronger economic participation and First Nations business growth supports improved health, education, employment outcomes and contributes to Closing the Gap.

Our commitment to progressing sustainable change and reconciliation through this RAP is mapped against the Sustainable Development Goals, the UN Declaration on the rights of Indigenous Peoples specifically Article 1, Article 2, Article 3, Article 4, Article 5 and Article 13 and the five dimensions for reconciliation:

1. Race relations
2. Equality and equity
3. Institutional integrity
4. Unity
5. Historical acceptance

The Yoorrook Justice Commission shared

"Data shows that First Peoples experience lower levels of economic wellbeing. In 2021, the median weekly personal income for the general population was 30 percent higher than it was for First Peoples. Lower incomes are exacerbated by inequity in economic opportunities including lower levels of labour market activity and business ownership."

NAB's challenges and learnings in developing our Reconciliation Action Plan

This RAP has been designed in consultation with First Nations colleagues and accountable executives from across the NAB Group. Our approach is informed by feedback from our First Nations Advisory Group, First Nations customers and partners, as well as Reconciliation Australia.

Reflecting on NAB's 2019-2021 RAP, we identified the need to work differently. We took on a large number of activities instead of focusing on priority areas and this compromised our ability to deliver on key goals we had set for ourselves on First Nations employment, cultural capability and procurement.

In particular, the pandemic accelerated changes in our business and how our customers interact with us, with a move towards using our branch network less in favour of online and phone banking. It became clear that we needed to improve our approach to recruitment, retention and career development across the organisation, not just in our retail network.

Reconciliation Australia and our First Nations Advisory Group continue to guide and challenge us to do more and focus on the right things. NAB is grateful to Reconciliation Australia for providing direction and advice based on the RAP Impact Questionnaire and its 2022 Leadership Survey Report. The Reconciliation Australia leadership network has also provided NAB with critical insight on best practice to create impact.

NAB's 2024-2027 RAP is more clearly and strongly anchored to the key areas that are most relevant to our business and where we can make the most impact.

Pillar One: Stimulating sustainable growth in First Nations business

Pillar Two: Supporting the self determining aspirations of First Nations people

Pillar Three: Building cultural capability to support meaningful careers

We have set clear ambitions to support First Nations customers, particularly growing businesses. The ambition to more than double lending to First Nations businesses and community organisations to at least \$1 billion over the next three years has provided a rallying point for the organisation.

Renewed focus has been given to cultural education, learning and engagement. This includes BlackCard cultural awareness training for the top 100 leaders and mandatory cultural awareness training for all Australian-based colleagues. Our leaders are increasingly choosing to do business with First Nations suppliers.

We have mobilised First Nations colleagues and promoted their voices internally and externally, to celebrate leadership and excellence. This included the formation of the First Nations Employee Resource Group, a colleague representative group to represent the rights and interests of NAB's First Nations workforce.

As we embark on our next RAP, greater rigour has been created through the creation of a senior management level RAP Council to track and oversee delivery across the organisation. We have centralised critical program funding and added dedicated positions in the First Nations Affairs, Procurement and People & Culture teams.

On behalf of our colleagues, customers and communities, we will continue to ensure our internal processes are strong and suitably support our ambitions for reconciliation.



Key highlights from NAB's RAP 2019-2021

- Established an Indigenous Customer Service Line.
- Foundational sponsor for the first ever First Nations led research report into the experiences of First Nations people in the workplace. The Gari Yala Speak the Truth Report was led by Jumbunna Institute for Indigenous Education and Research and the Diversity Council of Australia. Insights from 1,033 Aboriginal and Torres Strait Islander people on their experiences in the workplace were gathered and recommendations identified to improve the experience, engagement and success of First Nations people in the workforce.
- Launched a radio campaign advertising the Indigenous Customer Service Line in eight First Nations languages across WA, NT, QLD, and SA and were recognised by First Nations Media for our efforts. These advertisements were broadcast on First Nations radio stations and other stations that broadcast into communities with high First Nations populations.
- Designed the 'Walking Together' version of NAB's iconic red star, introducing First Nations colours and adding traditional cultural patterns to show our support for reconciliation and First Nations customers. This star has now become part of our branding.
- Supported the proposal for a constitutionally enshrined Voice to Parliament.

Key highlights from NAB's Interim RAP March 2022-Dec 2023

- Established a First Nations Business Specialist team.
- Supported over 10,000 First Nations people to access no interest loans (NILs) via our partnership with Good Shepherd. These customers may not have otherwise been able to access commercial credit for essential items. First Nations people received 26% of all NILs loans issued to Australians in the 2022-2023 financial year.
- Sponsored the Aboriginal Employment Strategy's 25th Anniversary Deadly Dinner event celebrating First Nations employment, empowerment and partnerships.
- Sponsored the National Indigenous Business Summer School program in Western Australia. Thirty Aboriginal and Torres Strait Islander students in years 11 and 12 were engaged in the program and given information on the university pathways to study business and commerce.
- Established a First Nations Employee Resource Group for Aboriginal and Torres Strait Islander colleagues and their allies.
- Held four forums with Aboriginal and Torres Strait Islander colleagues to seek feedback on their experiences at NAB and inform workforce planning.
- Onboarded two First Nations recruitment agencies to support greater First Nations employment.
- Launched an internal education campaign to help colleagues inform themselves on the Voice and understand what was being asked of them in the referendum.

Key highlights from NAB's Interim RAP March 2022-Dec 2023 continued

- 32,000 colleagues participated in a mandatory Cultural Awareness E-learn, speaking directly to their peers on why it's important to have a baseline understanding of culture and how this can support First Nations customer banking experiences.
- Launched NAB 'Walking Together' star pins for colleagues to wear to show their support for First Nations Australians and their commitment to reconciliation, with 1,715 pins sold to date.
- Offered 11 full-time traineeships, 14 school-based traineeships and 13 First Nations internships.
- Invested in seven in-person cultural awareness training sessions in Sydney and Melbourne for NAB's top 100 leaders.
- Launched three videos and an inclusion toolkit designed to strengthen the cultural capability of all colleagues, as well as the cultural safety of our workplace for First Nations colleagues.
- Deployed 27 NAB colleagues to live and work in the Kimberley on secondment as part of our partnership with Jawun. The Jawun partnership model brings in high-calibre secondees into First Nations communities and creates a mutually beneficial relationship with both parties. The benefits for NAB range from enhancing corporate social responsibility to building a more engaged and culturally competent workforce. For First Nations communities, the highly skilled resources and access to corporate networks provide a catalyst for locally driven reform efforts. A total of 230 Jawun NAB secondees have participated since the partnership began in 2010.
- Piloted a 'Leader in Residence' program with Jawun, investing in First Nations leaders to participate in a secondment at NAB.
- Provided a total of \$1.5 million from NAB and NAB Foundation to support the 'Yes' campaign via Australians for Indigenous Constitutional Recognition and the Uluru Dialogue.
- Invited First Nations leaders into NAB to discuss topical issues including the Voice.
- Partnered with the Trans-Tasman Business Council to take 65 female executive leaders from Australia and New Zealand to Uluru to meet with community leaders, learn about culture and discuss the Voice as part of their study tour.
- Increased investment in media through advertising spend with Aboriginal media outlets with the intent of supporting organisations reaching and engaging First Nations audiences with the Beyond 3% initiative.
- Entered a formal partnership with the Indigenous Defence and Infrastructure Consortium (iDiC) to amplify NAB's ability to onboard First Nations businesses, as part of our commitment to increase our spend with First Nations business and support their success.
- Launched a two-year partnership with DeadlyScience to work with children in regional and remote communities to build their knowledge in Science, Technology, Engineering and maths (STEM). Our funding has enabled DeadlyScience to hire two additional program managers who have contributed to the delivery of educational sessions with 77 remote and regional schools, positively impacting 1848 learners this year.

NAB's three RAP pillars

Pillar One:

Stimulating sustainable growth in First Nations business

First Nations businesses play an integral role in strengthening First Nations leadership and creating opportunities for communities to succeed. NAB has listened to the views of First Nations businesses and community organisations on the barriers they experience when trying to establish and grow their business, specifically in accessing capital and becoming a supplier to NAB or other major corporates.

Pillar Two:

Supporting the self-determining aspirations of First Nations people

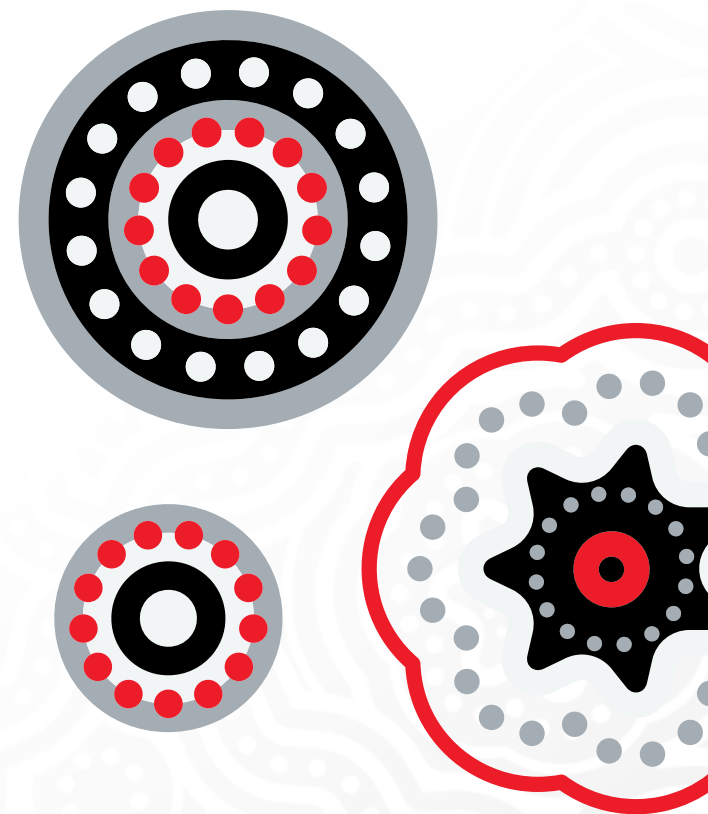
Building and maintaining respectful relationships with First Nations communities starts with acknowledgement of the perceived and actual power imbalance between banks and communities. We understand that banking can be difficult to navigate and we need to do more to empower and support customers to enable financial inclusion. We continue to listen to the voices of customers, colleagues, partners and advocacy groups to address issues experienced by First Nations communities.

Pillar Three:

Building cultural capability to support meaningful careers

First Nations people continue to be underrepresented in the financial sector and in our business, especially at senior levels. Revisiting the foundational aspects of talent recruitment and retention as well as the support of colleagues and career development will be critical to our ambition to double the number of self-identified, permanent NAB colleagues to 380 by September 2026.

We will continue to encourage all NAB colleagues to learn more about our shared history with First Nations peoples, critical for a reconciled Australia. Cultural capability is critical to cultural safety for Aboriginal and Torres Strait Islander colleagues. Where we can, we will extend knowledge and learning resources to our customers and community to progress reconciliation at scale.



Our business

As a leading financial services organisation, our business connects broadly across the Australian and New Zealand economies. Our organisation has more than 38,000 colleagues, as at October 2023 1% of our Australian workforce self-identified as Aboriginal or Torres Strait Islander.²

NAB has 596,000 shareholders and more than 10 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, of which First Nations economic advancement and resilient and sustainable business practices is a key priority.

Our strategic ambition



Why we are here

To serve customers well and help our communities prosper

Who we are here for



Colleagues

Trusted professionals that are proud to be a part of NAB



Customers

Choose NAB because we serve them well every day

What we will be known for

Relationship-led

Relationships are our strength

1. Exceptional bankers
2. Unrivalled customer value (expertise, data and analytics)
3. Truly personalised experiences

Easy

Simple to deal with

1. Simple products and experiences
2. Seamless – everything just works
3. Fast and decisive

Safe

Responsible & secure business

1. Strong balance sheet
2. Leading, resilient technology and operations
3. Pre-empting risk and managing it responsibly

Long-term

A sustainable approach

1. Commercial responses to society's biggest challenges
2. Resilient and sustainable business practices
3. Innovating for the future

Where we will grow

Business & Private
Clear market leadership

Corporate & Institutional
Disciplined growth

Personal
Simple & digital

BNZ
Personal & SME

ubank
Customer acquisition

How we work



Excellence for customers



Grow together



Be respectful



Own it

Measures for success



Engagement



NPS growth



Cash EPS growth



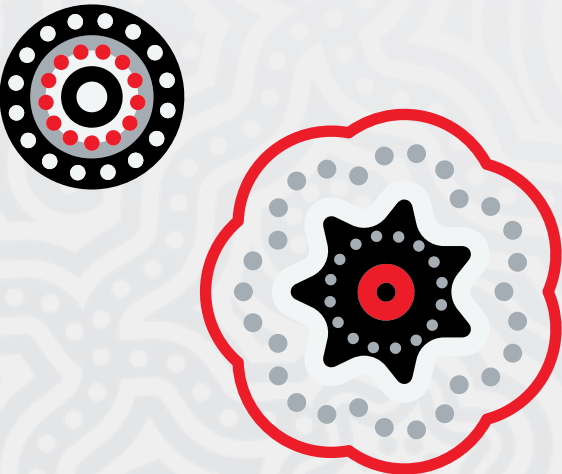
Return on Equity

2. Figures calculated for employee group located in Australia, based on the NAB Heartbeat (employee engagement) survey conducted in July 2023, based on the answer to one question, "Do you identify as Aboriginal and/or Torres Strait Islander, or Māori?" This is the same question used in 2022, with data taken from the August 2022 NAB Heartbeat survey. In 2023, results are filtered by Location: Australia. In 2022, results are filtered by Global Region: NAB Aus. In 2021, the figure was calculated from the Heartbeat survey conducted in July 2021, using a different question. It included colleagues who identified as Aboriginal or Torres Strait Islander for either their primary or secondary background and it included SAP trainee data as at 30 September.

Governance

Our RAP governance structure underpins the ambitions of our RAP to create meaningful and sustainable change. Our RAP is co-sponsored by Sarah White, Group Executive, People and Culture and Rachel Slade, Group Executive, Business and Private Banking.

Our governance structure reflects our maturity as a business by prioritising our First Nations Affairs ambition. We have the right level of sponsorship, seniority, and representation to enable and drive impact for reconciliation, First Nations customer outcomes and community partnership.



NAB First Nations Advisory Group

Our First Nations Advisory Group comprises of external Aboriginal and Torres Strait Islander leaders, NAB executives, colleagues and a Non-Executive Director of the Board. The Group provides guidance and oversight for the direction of the RAP.



Tanya Hosch
Advisory Group Co-chair

Executive General Manager
Inclusion and Social Policy,
Australian Football League



Ann Sherry
Advisory Group Co-Chair

NAB Non-Executive Director



Nareen Young
Associate Dean,
Indigenous Leadership and
Engagement, University of
Technology Sydney



Rachel Slade
RAP Co-Sponsor

NAB Group Executive,
Business and Private
Banking



Darren Godwell
CEO, i2i Global



Sarah White
RAP Co-Sponsor

NAB Group Executive,
People and Culture



Eveanne Liddle
NAB Head of
First Nations Affairs



Jessica Forrest
NAB Executive,
Sustainability

Board

The Board, alongside the First Nations Advisory Group, provides guidance and oversight for the direction of the RAP.

Executive Leadership Team

Holds ultimate accountability for the delivery of the RAP.

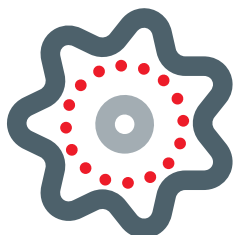
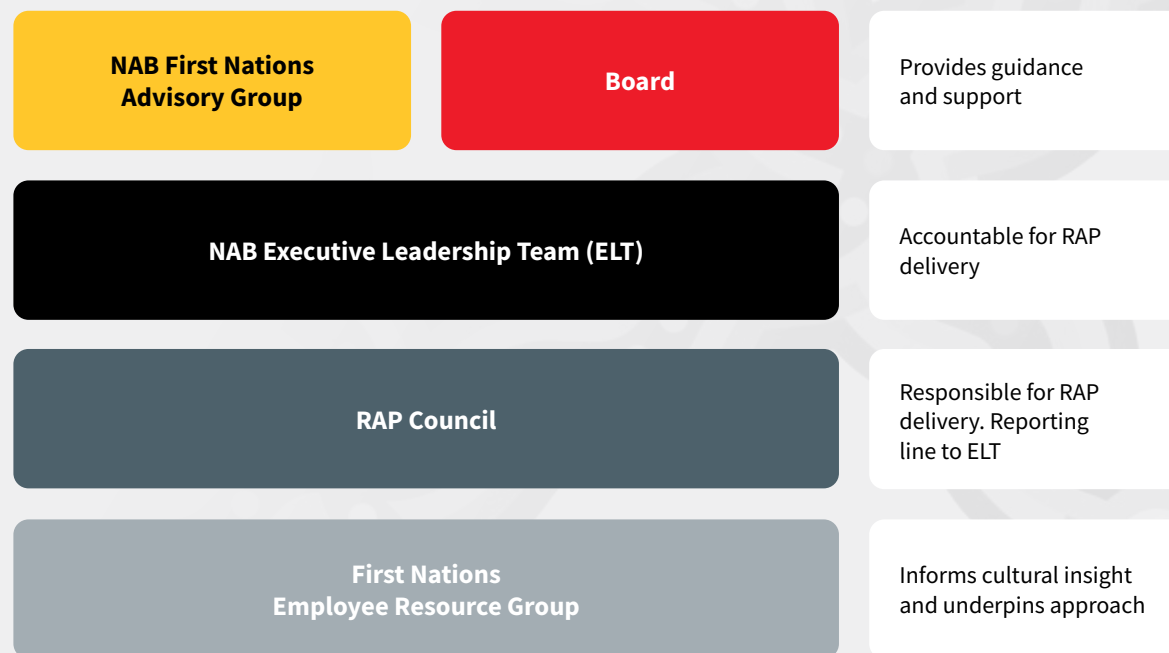
RAP Council

A group comprised of NAB Executives and Aboriginal and Torres Strait Islander colleagues. The Council monitors and drives the initiatives NAB have set out to achieve through its Reconciliation Action Plan. The Council reports progress on the RAP to the NAB Executive Leadership Team, First Nations Advisory Group and Board.

First Nations Employee Resource Group

A volunteer cohort of colleagues formed to advocate and represent the rights and interests of Aboriginal and Torres Strait Islander colleagues, including and supporting reconciliation activities and events.

Figure 1: RAP Governance Approach



Stories of progress: Clothing the Gaps

After almost six years, NAB customer Clothing the Gaps has become one of the most recognisable Aboriginal fashion labels – yet it had modest beginnings.

“How did we get here? There was never a plan,” CEO and co-founder Laura Thompson said.

“But we’re here and it means we’re agile and we’re actually responding to the needs of community and that’s at the core of Clothing the Gaps.”

Ms Thompson, a proud Gunditjmara woman and her business partner Sarah Sheridan started the company back in 2018, producing clothing with slogans that provoke social change. The business now funds and supports a sister charity, Clothing the Gaps Foundation, to help improve Aboriginal health outcomes.

“We unite people through fashion and a cause ... we’re all over what’s happening in the community, the issues Aboriginal and Torres Strait Islander people are talking about,” Laura said.

“We create the merchandise to spark the conversations and that in turn creates the social change that hopefully improves the lives of Aboriginal and Torres Strait Islander communities.”

Clothing the Gaps has grown to employ about 40 people across its retail and distribution functions.

Ms Thompson said mob was at the heart of the business; its workforce is almost entirely First Nations.

“It’s not something we talk about a lot, [we don’t] scream it from the rooftops, because it actually just makes sense in a business like ours to employ mob,” she said.

“And they just love to come here because it is a safe Black workplace and they get to work with their peers.”

In November 2023, then NAB Group CEO, Ross McEwan visited the flagship Clothing the Gaps store in Brunswick, Victoria as part of the ninth annual Indigenous Business Month.

“It’s great to see Clothing the Gaps’ success over the past few years,” Ross said.

“Laura and Sarah have really built up the business. Not only are they creating change in the community, but they are also a significant Aboriginal employer.

“NAB is a big supporter of Aboriginal and Torres Strait Islander business. The relationship with Clothing the Gaps is a great example of supporting First Nations business growth.”

“We’re passionate about empowering First Nations leaders like Laura, now and into the future, and helping communities prosper.”

NAB has undertaken significant work with First Nations businesses and community to better understand how to support the sector to grow.

That includes the \$1 billion lending target, over three years, for First Nations businesses and community organisations.

“It’s an ambitious new target that we hope will make a real difference to First Nations businesses and organisations,” said Ross.

A range of NAB customers, both large and small, will benefit from the initiative – from land councils and native food businesses to farmers and fashion designers.

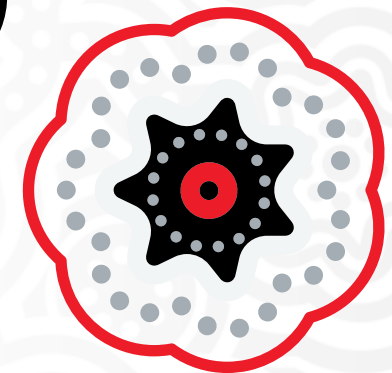
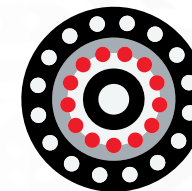
The \$1 billion lending target will be supported by NAB’s growing First Nations Business Specialist team who work on the frontline to support more than 1,900 customers across Australia.

Among NAB’s initiatives for both colleagues and customers is a dedicated First Nations Customer Service Line for people in remote Australian communities.

Microfinance loans are also available to First Nations Australians, in partnership with Good Shepherd.



Laura Thompson and former NAB Group CEO Ross McEwan



Stories of progress:

Backing First Nations leaders

Wayne in Residence

Leadership has always come naturally to Wirangu man, Wayne Miller.

After finishing school in his hometown of Ceduna, Wayne quickly progressed from carpentry to running an all-First Nations building company that has grown from 12 to 65 employees.

“I suppose I had pretty good parents and grandparents who were great role models to me,” he said. “My grandparents held leadership positions in the community and quite often would drag me along to whatever they were doing.”

Wayne said he also had “a knack for people” and a drive to make a bigger impact in his community. This ultimately led him to become CEO of the Ceduna Aboriginal Corporation (CAC), which supports First Nations people in areas such as education, culture, employment, and land management.

“I didn’t want to just limit myself to the building industry,” he said. “I wanted to be involved with all industries and really be in the trenches.”

In December 2022, Wayne travelled to Melbourne to join NAB Group executives Nathan Goonan and Shaun Dooley for a pilot ‘Leader-in-Residence’ program. They’d previously met in the East Kimberley when NAB’s top leaders joined the Jawun program.

“There was something really special about the presence that Wayne had and the leadership shadow that he cast,” said Nathan. “Both Shaun and I were keen to support Wayne in any way that we could.”



Wayne Miller discussing his experience with NAB’s Shaun Dooley, Nathan Goonan and Eveanne Liddle

“The idea was that Wayne could come and learn from how we go about our leadership at NAB, how we think about our operating rhythms, bring our teams together, navigate problems and structure our work.”

For Wayne, the week was transformative. “It’s been a great experience for me and there have been a lot of takeaways that we’ve been able to implement,” said Wayne. “It was only a week, but I’ve got a notebook and a half full of things that I’ve taken out of it!”

Wayne’s notebook included actionable learnings for the gamut of leadership activities including managing time, resources, crises, and employee wellbeing. And even how NAB designs workspaces, manages room booking and runs meetings.

“It has changed our way of thinking about how an office actually functions,” he said.

Many of Wayne’s memorable moments came from watching leaders follow the templates of NAB’s Distinctive Leadership Program, including first-hand experience of how NAB teams make decisions and prioritise work.

“We’re just starting to understand that you can’t do everything and that’s okay,” he said. “So if we look at making the biggest impact in that 80 percent of work and stop the other 20 percent, we’ll actually get a lot more traction.”

While the experience was transformative for Wayne, he also made an indelible mark on his new friends at NAB. “The focus on Wayne as he spoke at a ‘lunch and learn’ was just incredible,” said Shaun. “When he finished, people just sat there in silence and really absorbed his message.”

Both NAB and Wayne are committed to continued partnership.

“The fact that NAB has invested in me means that the bank has invested in the 65 staff that we have here as well,” he said. “I now want more of my senior management to see what I saw.”

Wayne Miller

Stories of progress: Partnering for impact

NAB's Impact in East and West Kimberley

NAB is proud to be a catalyse partner of Jawun, creating change for Aboriginal and Torres Strait Islander people and businesses in the East Kimberley region. Conversations between NAB and Jawun began in 2009, with a mutual understanding and commitment to the unique partnership model of driving First Nations-led systemic change. The mission was clear – to develop innovative ways to build the capacity of individuals and organisations and deliver appropriately skilled resources to priority projects.

Since 2010, NAB has partnered with Jawun to strengthen First Nations capacity and progress First Nations-led initiatives in the East and West Kimberley. Deploying skilled volunteers each year, NAB colleagues work across an array of First Nations business projects spanning areas such as business development, strategic planning, leadership, mentoring, project management and IT.

- After more than 13 years in the region, we're proud to have spent more than 1,200 weeks of colleague time in community, with 37 First Nations organisations.
- Improved outcomes – 99% of First Nations organisations felt that the NAB secondments helped improve the outcomes delivered by their organisations over time
- 86% transferred some of their skills to local First Nations communities (based on secondees feedback)

Through their participation, secondees were able to bring back to NAB a greater understanding of Aboriginal and Torres Strait Islander people and context.

"NAB has been instrumental in the maturity and economic growth of several Kimberley organisations. National Australia Bank are to be congratulated for their commitment to diving into the challenges of beginning such a ground-breaking program in an untested region."

Shane Ross, Jawun Representative, East Kimberley.



Jawun Regional Director, Shane Ross with NAB secondees Rosie Bether (Rosie is on the left of Shane) and then Ryan Bollard and Sophia Beckett

Stories of progress:

Building stronger communities

Sarah and the Green Heroes

Green Heroes founder Sarah Jantos knows that Jungarra Ngarrian (Cook Island) near her home in Fingal Head is a special place.

“We live beside the scenic rim and World Heritage Listed Wollumbin, one of the most biodiverse areas in Australia. Some scientists have described the region as having more plant and animal species than the Amazon rainforest!” she said.

But due to development, population pressures and the 2022 floods, habitat and species in the region are declining.

“The vision of Green Heroes is not just to protect this habitat but to support the vision of those Traditional Descendants in the community who seek to become environmental visionaries, innovators, leaders and confident contributors to local conservation efforts,” said Sarah.

“Some Elders identify that culture and Connection to Country has been lost over time. Caring for Country within a cultural context, is something that many community members want to immerse themselves in.”

In 2021, Sarah’s team was alerted to a clutch of endangered Loggerhead Sea turtle eggs that were laid on a beach track behind their homes. If left in the sand this late in the season, the eggs would be too cold to hatch.

“Our volunteer team was not willing to let that clutch of eggs die,” Sarah reports, “so they pulled together a project that successfully incubated, hatched and released almost 300 Loggerhead hatchlings from three separate nests.”

This success led into the Jungarra Ngarrian Conservation Project and sparked a deeper collaboration with the local First Nations community, with a clear focus on Sea Country conservation.

Today, two of the three Directors of Green Heroes are Aboriginal, along with most active volunteers.

Volunteers participate in training and education that includes PADI dive certification, Coxwains training, underwater research and threatened species monitoring in collaboration with NSW government marine estate management staff and team members.

“Our older volunteers and youth also mentor the younger kids,” said Sarah. “They accompany younger ones for snorkel trips and share stories about the significance and history of the island.”

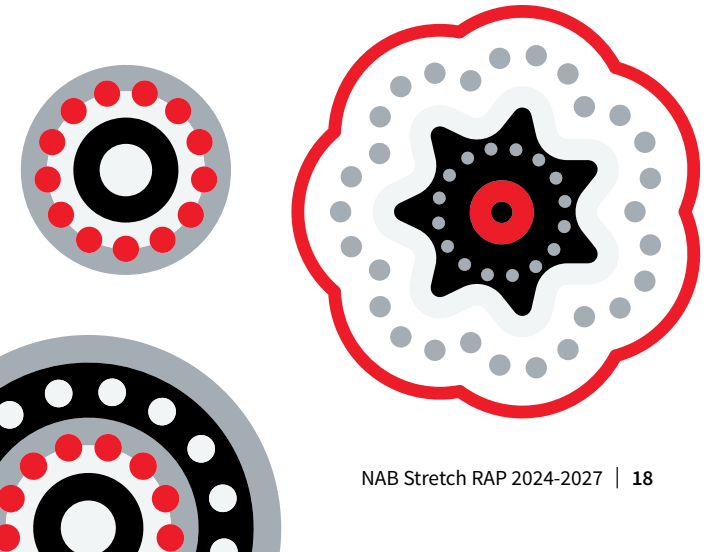
In 2022, Green Heroes received a \$10,000 grant from the NAB Foundation to fund workshops and diver certifications for Aboriginal youth wishing to join the program.

“The grant set us on an amazing journey,” she said. “As a small organization, we have dreams and visions, but until someone puts some money in and pays for boat charters and vital training, the project cannot get off the ground.”

“I am so pleased to report that we have many volunteers advancing to higher qualifications such as ‘scientific diver’ to enable paid research work.”



Local traditional Descendant Bijang Slabb participates in underwater monitoring and research as part of Green Heroes ocean conservation projects



Stories of progress:

Supporting First Nations business success

In early 2022, NAB launched its First Nations business strategy with the aspiration to be the bank that backs First Nations business. NAB has built a specialist team of bankers who understand the First Nations business sector.

Noel Prakash, NAB Executive, First Nations Business Banking, believes while NAB actively supports First Nations employment and community, it is time to use our business banking strength to drive First Nations business growth.

“Aboriginal and Torres Strait Islander leaders have been driving positive change in Australia for generations. This doesn’t show any sign of slowing down,” he said.

“The First Nations business sector provides a significant and growing commercial opportunity for NAB. For us to fully realise this opportunity, the most important thing is making sure our team is appropriately trained to meet their needs. This includes from a cultural perspective.”

“Business has an integral role to play in empowering First Nations leadership and creating opportunities for First Nations communities to succeed. We know First Nations businesses are large employers of Aboriginal and Torres Strait Islander people and when we support these businesses it helps to create jobs for more Aboriginal and Torres Strait Islander people,” Noel said.

“For our team at NAB, there are new and exciting things to come in our quest to further support growing First Nations businesses in Australia.”

Creating opportunities for Mob

When identical twins, Anthony and Saia Faingaa retired from playing rugby for Australia, one of the most important things in deciding what was next for them was how to create opportunities for other people.

It was this passion that led them to establishing Moonyah Workforce, a NAB customer and recruitment, labour hire and traffic management business based in Brisbane, Queensland.

“We wanted to run our business with really strong cultural values around giving people equal opportunity,” said Anthony.

“We sat around the yarning circle, which for us is the dinner table and decided we wanted Moonyah to be a safe place, a place that provided equal opportunity. This is something that’s really special for us.”

“To be able to say we’re an Indigenous business is something we are very proud of,” said Anthony.



Anthony and Saia Faingaa from Moonyah

Demonstrating impact for First Nations Community

A strong First Nations business sector does not only mean better outcomes for building wealth and self-determination for individuals and their families, but the positive impact in the community is clear.

Ryan James and Aron Kurzydlo are Directors of BSKT Wholefoods, a NAB-customer based in Burleigh Heads, Queensland. BSKT Wholefoods uses native flavours and ingredients to create wholefood products, as well as being focused on giving back to community.

“At the moment, every dollar spent with an Indigenous business creates four and a half dollars of social outcomes,” said Aron.

“For us it’s about aligning our values around the outcomes we want to create with community. Not only do we want to demonstrate First Nations business can thrive and survive, but we want to give back and support community as much as we can and really just close the gap and uplift other businesses to grow.”

“The knowledge is there to be shared and we need to build a platform for this to happen. Once we have greater positive financial impacts flowing into community, the community can start to support other individuals and their self-determination and development.”

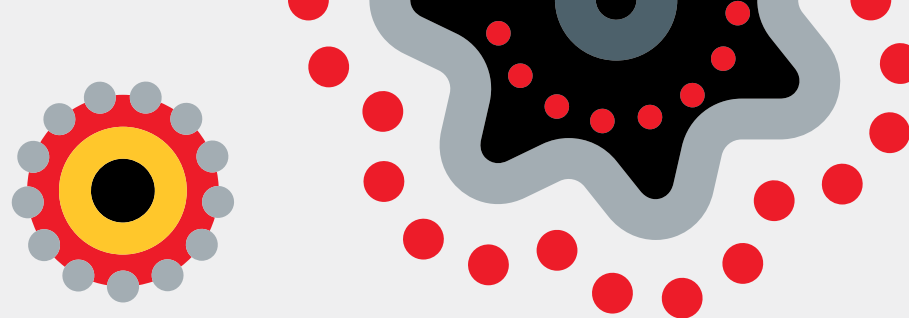
Aron Kurzydlo, BSKT Wholefoods Director



Aron Kurzydlo from BSKT Wholefoods

Pillar 1:

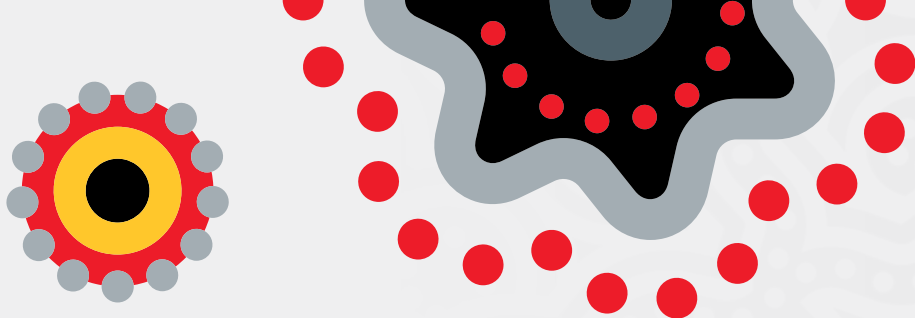
Stimulating sustainable growth in First Nations business



How we will do this	Measures of success and performance	Accountability Lead	Time frame
Supporting the financial aspirations and accessibility of banking services to improve the economic and social outcomes of First Nations businesses.			
1. Increase the financial support available by removing barriers to finance and lending.	• NAB has set a target to more than double its lending to First Nations businesses and community organisations to at least \$1 billion over three years. ³	Business & Private Banking	December 2026
	• Review the NAB First Nations business internet page at least twice yearly to identify improvements, ensure information remains current and is accessible to Aboriginal and Torres Strait Islander people accessing the site.	Business & Private Banking	August 2024 February & August 2025 February & August 2026 February & August 2027
2. Invest in specialised cultural awareness training for banking colleagues.	• A tiered cultural learning plan for bankers involved in supporting First Nations business customers will be developed to empower colleagues to build rapport with customers and develop higher levels of cultural competency and cultural safety for customers.	Business & Private Banking	December 2024
	• Support and empower the First Nations business sector by providing financial literacy, education and information at 12 First Nations forums annually. NAB colleagues will participate in panels, run workshops and webinars, and share knowledge contributing to thought leadership and capability and success of businesses and the sector.	Business & Private Banking	December 2025 December 2026
	• NAB will engage a First Nations financial organisation to provide cultural awareness training tailored to supporting business customers. We will have trained 180 colleagues by the end of the RAP period from Procurement, Credit, Risk, Legal and Business and Private Bank. This training will enhance their cultural competency and understanding of business customers' needs and contexts.	Business & Private Banking	August 2027
	• The First Nations Business Specialist team will spend up to 220 hours in-person with First Nations customers and prospects every year, visiting customers in their communities and on country to ensure service and support proposition delivered is culturally suitable.	Business & Private Banking	September 2024 September 2025 September 2026
	• NAB bankers with 10 or more First Nations business customers in their portfolio will participate in an intensive training session every year, to enhance capacity to build stronger customer relationships, understand emerging themes and banking needs and provide tailored solutions.	Business & Private Banking	December 2024 December 2025 December 2026

3. Lending target position refers to 'Gross Loans and Advances' as at the target of 31 December 2026 to customers who have been identified as an Indigenous business or community organisation. Baseline position of \$413.6m calculated as at 31 August 2023.

How we will do this	Measures of success and performance	Accountability Lead	Time frame
3. Maintain and create new partnerships with First Nations business leaders, Government and Peak bodies, to collaborate on sector-relevant product and solutions.	• Host three business roundtables annually with First Nations business customers, First Nations Business Chambers of Commerce leads and community leaders to inform our understanding of challenges and opportunities within the sector, allowing us to co-create suitable financial solutions.	Business & Private Banking	September 2024 March, June, September 2025 March, June, September 2026
	• Senior leaders from the NAB Business & Private Banking will meet with five First Nations businesses each year (15 over the RAP period) to build relationships with the First Nations community and improve their understanding of the business challenges and aspirations.	Business & Private Banking	December 2024 December 2025 December 2026
	• Three meetings with local First Nations community or business leaders attended by either the CEO or a Group Executive annually (nine over the RAP period).	Legal & Commercial Services	December 2024 December 2025 December 2026
4. Share and promote First Nations businesses and their successes through NAB internal and external networks.	• Share and promote NAB's First Nations business customers with NAB colleagues through internal channels during Indigenous Business Month.	Business & Private Banking Legal & Commercial Services	October 2024 October 2025 October 2026
	• Promote at least five stories of First Nations business success internally and externally, each year.	Business & Private Banking Legal & Commercial Services	December 2024 December 2025 December 2026
	• Sponsor 30 First Nations customers or prospects to attend relevant NAB or partner networking and Industry events each year.	Business & Private Banking	September 2026
	• Develop a communications plan to promote First Nations businesses success internally and externally.	Business & Private Banking Marketing	September 2024
5. Empower businesses to protect themselves from scams by providing general information and in person support to develop more secure systems.	• Engage with First Nations business owners and community at a minimum of 10 sector events, providing education and advice on scams and other digital security issues relevant to finance.	Business & Private Banking Technology & Enterprise Operations Legal & Commercial Services	December 2026



How we will do this	Measures of success and performance	Accountability Lead	Time frame
Implement robust procurement processes and onboarding systems and support to create more business opportunities for First Nations business.			
6. Set ambitious targets to increase our year on year spend with businesses and onboard more First Nations suppliers.	• Continue year on year increases in First Nations procurement spend – \$15 million total spend in FY24, \$18 million in FY25 and \$20 million in FY26.	Technology & Enterprise Operations	September 2024 September 2025 September 2026
	• 10% increase year on year in the number of First Nations suppliers, with an FY23 baseline of 20 suppliers.	Technology & Enterprise Operations	September 2024 September 2025 September 2026
7. Mature the business approach to First Nations procurement.	• Develop and implement a procurement plan to support NAB's spend aspiration.	Technology & Enterprise Operations	October 2024
	• Develop and identify internal targets for various business units/ categories of 'addressable' third party supplier spend and report progress through the RAP Governance structure.	Technology & Enterprise Operations	October 2024 October 2025 October 2026
	• Maintain an internal report on spend across supplier categories and identify where escalation to NAB executives is required to achieve First Nations procurement targets.	Technology & Enterprise Operations	September 2024 January, March, June and September 2025 January, March, June and September 2026
	• Partner with First Nations led business Indigenous Defense & Infrastructure Consortium to source new opportunities to achieve FY24-FY26 spend targets.	Technology & Enterprise Operations	December 2024 December 2025 December 2026
	• Refresh the tender processes applicable to First Nations businesses by issuing requests for First Nations proposals into the market. Successful First Nations suppliers will be directed and supported to onboard through a First Nations supply chain aggregator.	Technology & Enterprise Operations Business & Private Banking	December 2024 December 2025 December 2026

How we will do this	Measures of success and performance	Accountability Lead	Time frame
8. Maintain Supply Nation membership and support their events.	• First Nations procurement lead will meet quarterly with Supply Nation Relationship Manager.	Technology & Enterprise Operations	September 2024 January, April, July, October, 2025 January, April, July, October 2026 January, April, July, 2027
	• Maintain annual membership with Supply Nation.	Technology & Enterprise Operations	December 2024 December 2025 December 2026
	• NAB colleagues will attend the Supply Nation Trade Show annually. This includes a minimum of three procurement colleagues.	Technology & Enterprise Operations Business & Private Banking	September 2024 September 2025 September 2026
9. Collaborate and maintain relationships with the financial sector to support the success of First Nations business.	• Maintain participation in the Financial Services Procurement Network meetings with representatives from the finance, banking and insurance sector. The purpose of meetings is to exchange ideas and progress of activity with members of the RAP network and business stakeholders.	Technology & Enterprise Operations	September, November 2024 January, March, May, July, September, November 2025 January, March, May, July, September, November 2026 January, March, May, July 2027
	• Provide a range of support (this could include financial, resource and business education) to three business events or community forums annually, building capacity.	Business & Private Banking	September 2025 September 2026
	• First Nations Procurement leads will attend three culturally immersive events to enhance cultural capability knowledge, relationships with First Nations people and service to customers.	Technology & Enterprise Operations	December 2024 December 2025 December 2026

Stories of progress: Diversifying our supply chain

When NAB buys from a First Nations business, we support them to grow, and an outcome of this is that they will create more jobs for Aboriginal and Torres Strait Islander people. First Nations businesses are likely to have 60% higher employment rates for First Nations people than other Australian businesses.⁴

In the last 18 months, we've identified some of the reasons how and why First Nations businesses have historically found it difficult to meet the often complex and resource intensive procurement expectations of NAB and other large Australian corporates.

A new approach has been established through partnership with the Indigenous Defence and Infrastructure Consortium (iDiC). Established in 2016, iDiC is an Indigenous Supply Nation certified business which brings together a growing consortium of more than 140 First Nations businesses. Since establishment, through its process of connecting First Nations businesses and corporates, iDiC has already contributed to over \$250 million in economic and social value to First Nations businesses, people and communities.

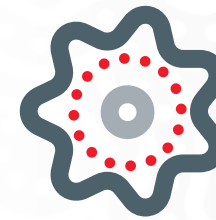
Proud Adnyamathanha and Narungga man and former Australian of the Year, iDiC CEO Adam Goodes, believes iDiC provides NAB with a pathway that can rapidly increase its First Nations business supply base.

"When First Nations businesses are given the opportunity to collaborate and participate in the supply chain of corporate and government Australia, we build financial and economic independence of Australia's First Nations people and contribute to the Australian economy" Adam said.

"When we were first approached by NAB, we were a little hesitant as we were conscious that working with a large bank could be very time consuming for a small business. In addition, there may be processes that were too onerous and just not possible for us due to the bank's requirements, regulatory compliance and bureaucracy."

"It was really impressive to see the way in which NAB approached our partnership. Their rationale for approaching us was based on establishing aligned ambitions and the bank demonstrated a genuine commitment to working fast to make our partnership happen. Our first discussion was in late February 2023 and we finalised our partnership agreement before the end of April 2023. NAB demonstrated it can be nimble and listen to small businesses. In the past, iDiC has experienced much longer onboarding periods with other large clients."

With this critical partnership now in place, the focus for NAB is to quickly expand the supply base, increase spend to help mature the supplier capability and in turn achieve greater success for First Nations suppliers in commercial tenders.



"When Indigenous businesses are given the opportunity to collaborate and participate in the supply chain of corporate and government Australia, we build financial and economic independence of Australia's First Nations people and contribute to the Australian economy."

Adam Goodes, iDiC CEO



iDiC CEO Adam Goodes

4. Report on Indigenous Participation in Employment and Business, House of Representatives Standing Committee on Indigenous Affairs, August 2021.

Stories of progress:

Amplifying First Nations voices to create change

NAB's First Nations Employee Resource Group (ERG) was formed in February 2023. ERGs are colleague-led volunteer groups that foster inclusivity and build community in the workplace and play an important role in helping our business create change. ERGs improve the experiences of our colleagues and help to drive innovation, education, engagement and growth.

NAB aspires to be an employer of choice for First Nations Australians. Establishing the First Nations ERG was a key step by creating a community of active and passionate colleagues focused on driving change, led by First Nations voices and allies.

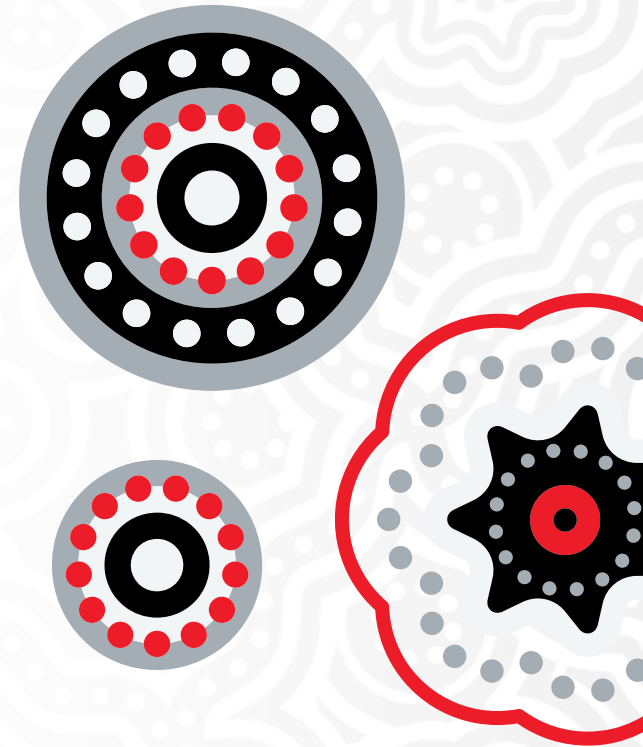
Sponsored by NAB Group Chief Risk Officer, Shaun Dooley, its purpose is to support NAB colleagues to recognise and celebrate Australia's oldest living culture and create an environment where First Nations peoples can thrive.

The ERG will be known for:

- Relationship-led – leading through connection
- Influence – raising awareness and education
- Celebration of culture – recognising and promoting
- Sustainability – creating the right environment for the long term.

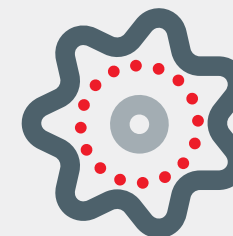
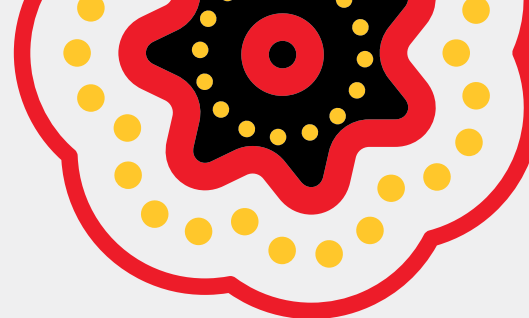


**First Nations
Employee Resource Group**



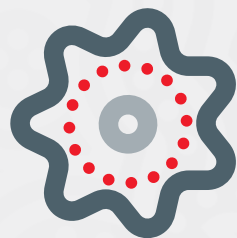
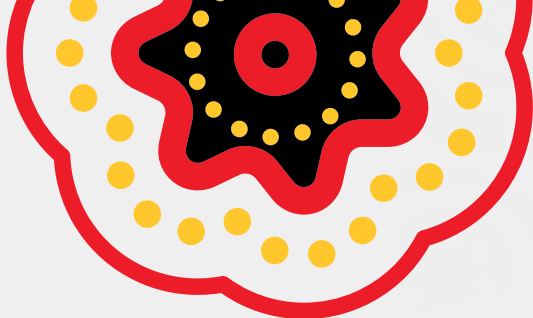
Pillar 2:

Supporting the self-determining aspirations of First Nations people



How we will do this	Measures of success and performance	Accountability Lead	Time frame
Build stronger two-way relationships with First Nations stakeholders through purposeful, ongoing engagement. This includes spending time to develop trusting relationships and partnerships that are mutually aligned on addressing the issues that matter to First Nations people.			
10. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations that drive First Nations outcomes. Continued	<ul style="list-style-type: none"> Maintain two formal partnerships with commercially focused organisations, to enhance the economic development opportunities of First Nations businesses; Indigenous Business Australia (IBA) and Indigenous Defense & Infrastructure Consortium (iDiC). 	Technology & Enterprise Operations Business & Private Banking	July 2027
	<ul style="list-style-type: none"> Maintain two formal partnerships with First Nations led employment organisations to support workforce recruitment and development. 	People & Culture	October 2024 October 2025 October 2026
	<ul style="list-style-type: none"> Maintain NAB's "Catalyse" top tier partnership with Jawun to enable community-led change and invest in relationships and opportunities for connection and cultural learning. 	Legal & Commercial Services	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Maintain our membership and regular contact with Reconciliation Australia to share challenges and success on a bi-monthly basis and participate in other forums including the Reconciliation conference and Learning Circles to contribute to discussion and share our progress. 	Legal & Commercial Services	September, November 2024 January, March, May, July, September, November 2025 January, March, May, July, September, November 2026 January, March, May, July 2027
	<ul style="list-style-type: none"> Maintain membership in the First Nations Financial Services Network to discuss and share initiatives in how to support First Nations customers, attending a minimum of four meetings a year. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Seek bi-annual feedback from First Nations recruitment agencies, early career partners and other First Nations led partners on their contact with NAB to inform learnings and feedback on our approach and engagement. 	People & Culture Legal & Commercial Services	December 2024 July, December 2025 July, December 2026 July 2027

How we will do this	Measures of success and performance	Accountability Lead	Time frame
11. Listen to the voices of First Nations people.	<ul style="list-style-type: none"> Maintain and invest in relationships with key state based First Nations Business Chambers of Commerce. NAB will engage with key State Chambers twice a year to ensure we remain aligned to the needs, challenges, and aspirations of First Nations businesses. 	Business & Private Banking	December 2024 May, November 2025 May, November 2026 May 2027
	<ul style="list-style-type: none"> Participate in a First Nations quarterly sourcing meeting with other banks, finance and insurance organisations to identify new opportunities for First Nations business spend, potential targets for spend, and identify actions to increase spend. This puts a First Nations lens across all new opportunities identified and ensures they are tracked and monitored. 	Technology & Enterprise Operations	September 2024 January, March, June, September 2025 January, March, June, September 2026 January, March, June 2027
	<ul style="list-style-type: none"> Participate in the Banking Accessibility Roundtable to listen and work with community leaders to identify gaps, barriers and opportunities to deliver solutions to provide better customer service and support to remote areas. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Increase the representation of First Nations members on our First Nations Advisory Group (from four to six) to ensure there is appropriate geographical spread and input from leaders from different industries and cultural groups. 	Legal & Commercial Services	December 2025
	<ul style="list-style-type: none"> Every year NAB will create opportunities for 50 colleagues to meet with First Nations leaders participating in the Jawun and NAB 'Leader in Residence' program. 	Legal & Commercial Services	December 2024 December 2025 December 2026



How we will do this	Measures of success and performance	Accountability Lead	Time frame
12. Amplify connection with First Nations peoples communities and organisations to drive reconciliation initiatives.	<ul style="list-style-type: none"> Review existing engagement plans with First Nations led partners to ensure our plans remain mutually beneficial and attuned to their needs. 	Legal & Commercial Services People & Culture	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Identify and contact First Nations led organisations in communities impacted by natural disasters, and provide information and contact details for available customer support. 	Legal & Commercial Services	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Create two interactive NAB-wide events where colleagues can hear and learn from First Nations leaders on topical issues. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> In partnership with Australian Business Volunteers, provide skilled volunteering to one Aboriginal Community Controlled organisation or social enterprise to tackle a business problem or strategic need, each year (three projects over the RAP period). 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> NABs executives to provide in-person mentoring to a First Nations leader for one week, as part of the 'Leader in Residence' program, delivered in partnership with Jawun. 	Legal & Commercial Services	September 2026
	<ul style="list-style-type: none"> First Nations female leaders to participate in the 'Stories of Female Leadership' Program in partnership with Jawun. 	Legal & Commercial Services	September 2026
	<ul style="list-style-type: none"> Maintain a Net Promoter Score (NPS) of 50+ with key community partners. 	Legal & Commercial Services	December 2024 December 2025 December 2026

How we will do this	Measures of success and performance	Accountability Lead	Time frame
Invest in projects that will raise awareness of reconciliation and drive reconciliation outcomes through our sphere of influence.			
13. Identify the barriers and opportunities for First Nations businesses.	<ul style="list-style-type: none"> Leverage Australian National Universities (ANU) Indigenous-led research findings into the barriers and opportunities for First Nations businesses. Share findings and insights with NAB business customers and more broadly via the Business Council of Australia's Indigenous Leadership Group and the RAP network. 	Business & Private Banking Legal & Commercial Services	December 2026
	<ul style="list-style-type: none"> Promote discussion and advocate for sector change based on ANU research findings, including via the Business Council of Australia, Indigenous Business Leadership Group, Australian Banking Association and the RAP network. 	Business & Private Banking	December 2026
14. Raise awareness and support for reconciliation during the AFL's Sir Doug Nicholls Round.	<ul style="list-style-type: none"> Demonstrate our support and allegiance to reconciliation in all messaging and marketing to reach nine million Australians in the following ways: <ul style="list-style-type: none"> In every game that is broadcast across Seven and Fox, our advertising will show the NAB Indigenous star a minimum of four times to viewers. All Auskickers playing on the football grounds will wear First Nations t-shirts designed by First Nations artists and sponsored by NAB. NAB will allocate tickets to customers and colleagues (50 per round). 	Marketing	June 2025 June 2026 June 2027
	<ul style="list-style-type: none"> Use \$100k per year of NAB's Community Service Announcement/bonus broadcast spots to promote any campaigns to support initiatives led by the AFL to address issues impacting on First Nations communities. 	Marketing	December 2025 December 2026
15. Build understanding of nature-related business opportunities for First Nations communities.	<ul style="list-style-type: none"> Research how communities may be able to access new income streams using their traditional knowledge and land, increasing greater economic participation of the community. Findings will be published and shared via First Nations Chambers of Commerce, the Business Council of Australia, Australian Banking Association and Reconciliation Australia. 	Legal & Commercial Services	June 2025
16. Share our cultural education resources with customers to support their learning and reconciliation journey.	<ul style="list-style-type: none"> Update NAB's cultural awareness e-learn and make it accessible to NAB business customers. 	Legal & Commercial Services Business & Private Banking	December 2025



How we will do this	Measures of success and performance	Accountability Lead	Time frame
Tackling First Nations disadvantage by fostering financial and social inclusion and wellbeing.			
17. Provide alternative options for First Nations people to access small amounts of credit.	<ul style="list-style-type: none"> NAB will provide the capital for First Nations community members who need credit to purchase essential items for their household, through our partnership with Good Shepherd. NAB will provide up to 30,000 no interest loans over the lifespan of the RAP to First Nations community members who are experiencing financial hardship. 	Legal & Commercial Services	September 2026
18. Strengthen cultural awareness for bankers whose roles require them to provide tailored support to First Nations customers.	<ul style="list-style-type: none"> Deliver targeted cultural awareness training three times per year for Indigenous Customer Service Line bankers. Training will improve banker knowledge and capability to respond to placed-based cultural needs. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Deliver targeted, annual cultural awareness training to fraud and scams customer service teams, responding to customers experiencing restrictions on their accounts and access. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Increase the number of English language translators and interpreters available to First Nations customers where English is a second or third language and to colleagues who require support with communication. Aspiring to offer 25 languages across the Northern Territory, Western Australia, South Australian and Queensland (including Thursday Island). 	Legal & Commercial Services	December 2026
	<ul style="list-style-type: none"> Twice a year undertake a community awareness raising campaign, promoting the Indigenous Customer Service Line to increase awareness of this service with First Nations communities. Targeted communities will be given information about this service and contact numbers. 	Personal Banking Legal & Commercial Services	November 2024 June, November 2025 June, November 2026 June 2027
	<ul style="list-style-type: none"> Incorporate a minimum of 10 traditional First Nations languages into greetings with customers on the First Nations Customer Service Line to increase the cultural safety for callers and improve their customer experience. 	Legal & Commercial Services	December 2025

How we will do this	Measures of success and performance	Accountability Lead	Time frame
19. Raise awareness of targeted services and support banks provide to First Nations customers.	<ul style="list-style-type: none"> Contact 10 First Nations organisations or councils to raise awareness that banks will accept community ID cards as an alternative form of identification. Offer support to organisations interested in developing these cards for their clients and community base. 	Personal Banking	July 2027
	<ul style="list-style-type: none"> Partner with First Nations led organisation/s or leaders to deliver nine (three per year) in-person banking financial literacy sessions in a metro, regional and rural community. 	Personal Banking	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> The Indigenous Customer Service Line will provide quarterly reports to the RAP Council on the total number and themes of calls received. 	Legal & Commercial Services	October 2024 January, April, July, October 2025 January, April, July, October 2026 January, April, July 2027
20. Collaborate with stakeholders in the Financial Service sector to contribute to better customer service across the industry.	<ul style="list-style-type: none"> Participate in Australian Securities and Investment Commission (ASIC) First Nations Advisory Group workshops to understand emerging and systemic challenges identified by First Nations communities. Provide feedback to the RAP Council on learnings and identifying recommendations for change if appropriate. 	Legal & Commercial Services Personal Banking	December 2026
	<ul style="list-style-type: none"> Participate in the Australian Banking Association (ABA) Indigenous Customer Outcomes Group to inform sector change to improve access of First Nations customers to financial services. 	Legal & Commercial Services Personal Banking	December 2026
	<ul style="list-style-type: none"> Attend the Financial Counselling Conference annually and maintain relationships with the FCA network of counsellors that support First Nations communities. 	Legal & Commercial Services Personal Banking	May 2025 May 2026

Stories of progress: Improving access to finance

Keeping Eunice on the road

“I lost my Mum when I was six years old,” said Norrargga/Kokatha woman Eunice Bartlett. “My grandmother tried to take us, but she wasn’t allowed to.”

Eunice became part of the stolen generation. She “got beltings” from her foster parents and ran away three times.

“I was caught pinching lollies by the police,” she said. “I told them about the beltings and sexual abuse at home, but they took me back there.”

Eunice is now 60 years old, with three children and 11 grandchildren.

“I say to my kids, I could have turned to drugs and alcohol with my upbringing but instead I turned my negatives into positives and I feel happy and privileged,” she said.

Those positives included a rewarding 30-year career in childhood education and supporting Aboriginal families.

“I was good at the job because I had a similar lived experience and could relate to the people I dealt with,” she said. “Been there, done that! “I had also gone through family violence with my first marriage, so I understood that too.”

But after a career of helping others, when her car broke down recently it was Eunice who needed support.

The repairs, new tyres and complete service I had done on my car came to \$1,400 all up,” she said.

Since 2003, NAB has partnered with Good Shepherd to deliver the No Interest Loans Scheme (NILs) to support people like Eunice who may have been excluded from mainstream banking products. Together we’ve supported over 1 million Australians with \$520.6m in loans issued.

NILs provides eligible Aussies with access to safe and affordable credit to purchase essential goods and services to the maximum value of \$2,000.

“NAB said that NILs was a good option for me, so I walked across the street to the Good Money store!” said Eunice.

“As an Aboriginal person, unfortunately sometimes you can expect a negative experience, but I didn’t feel stigmatised and the process was so easy because they had access to my internet banking details.”

In 2022-2023 financial year, Good Shepherd has supported more than 10,000 First Nations people with NILs loans, equating to 26% of all NILs Loans issued in this period.

“NILs has made a big difference,” said Eunice. “I make \$77 repayments and when I get a part-time job, I am looking forward to paying it off quicker.”

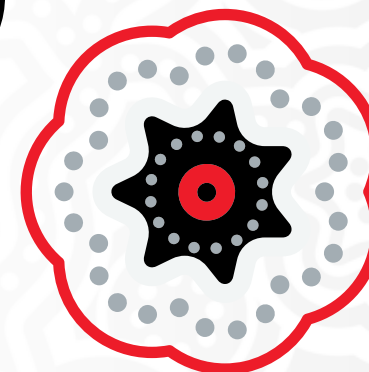
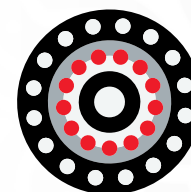
Eunice is looking to go back to work as a cultural mentor for Aboriginal families.

“I feel proud of what I achieved when I was working, because I know I protected women and their kids,” she said. “I can’t wait to get back to work!”

“I know I will leave a legacy that I am proud of and that I have been a role model to my family and my community.”



Eunice Bartlett



Stories of progress:

Strengthening our approach to First Nations recruitment, retention and talent development

NAB recognises the importance of our role as an employer of First Nations talent. Over the course of our previous two RAPs, the expectations we set ourselves were not met and we are taking steps to reset our approach.

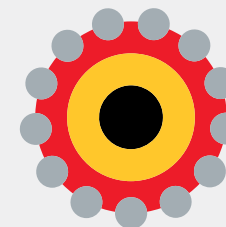
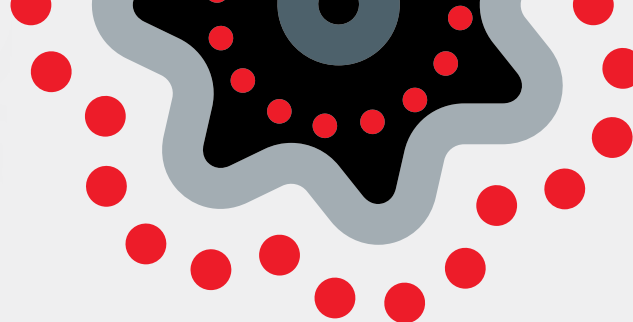
We have consulted with our First Nations Advisory Group and colleagues to inform our approach to increase and retain our First Nations workforce. A key focus will be to increase the number of leadership positions, with attention to Executive roles.

In 2023, we had a full day workshop bringing together key business units and colleagues from across the business. We identified five elements to drive long term, sustained improvement:

- 1. Reliable and accurate data to inform decisions**
Improving data and reporting capability; connecting data obtained through Workday, Heartbeat and recruiting processes to provide a clear, reliable and repeatable baseline for measurement. Ensuring cultural safety to support colleagues to feel encouraged and safe to self-identify.
- 2. Building NAB's reputation as an employer of choice**
Set an ambition to become, over time, an employer of choice for First Nations talent in Australia, providing an experience which makes our colleagues active advocates within their community.
- 3. Building attractive careers with a focus on retention**
Ensuring our colleagues have interesting, challenging and supported careers, which enable them to hold roles at the highest levels of the industry.
- 4. Setting First Nations employment as a bank-wide priority**
Including assigning employment accountabilities for all divisions, and appropriate resourcing and protections to manage the risk of de-prioritisation throughout the RAP cycle.
- 5. Diversifying our recruiting pipeline**
Ensuring enhanced focus on lateral career hires and building internal talent pipelines, as well as early careers.

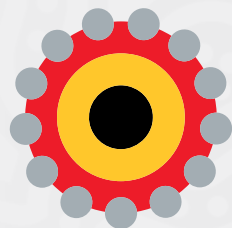
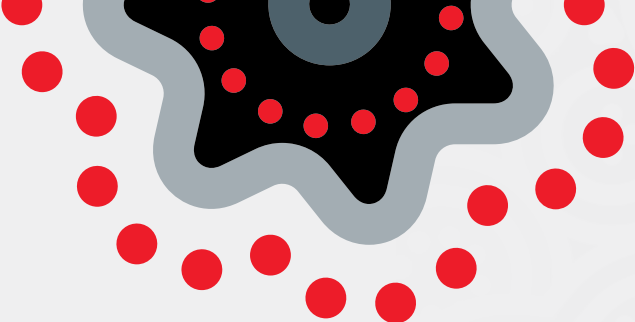
Pillar 3:

Building cultural capability and meaningful careers



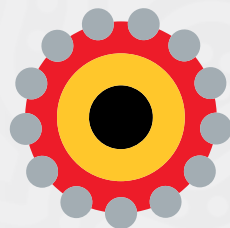
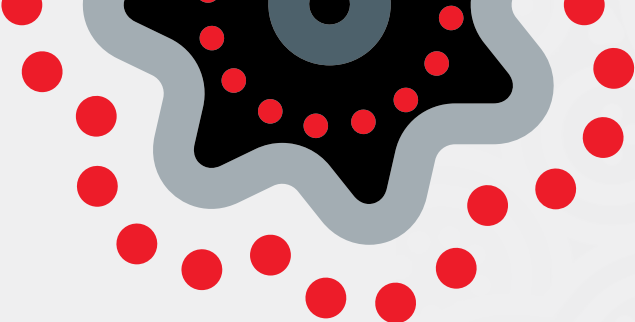
How we will do this	Measures of success and performance	Accountability Lead	Time frame
Ensure First Nations colleagues are supported in their career development and leadership aspirations.			
21. Creating a workplace culture where First Nations colleagues are supported and can thrive.	<ul style="list-style-type: none"> Increase colleague engagement in understanding culture and history by striving to increase membership of NAB's First Nations Employee Resource Group. Target to grow to 1500 members (representing an additional 290 colleague members per year). To be co-chaired by Senior First Nations colleague, with 40-60% of committee roles will be held by First Nations colleagues. 	People & Culture	October 2024 October 2025 October 2026
	<ul style="list-style-type: none"> Group Executive, People and Culture will meet with First Nations colleagues annually to seek feedback on their experiences at NAB and inform future planning. 	People & Culture Legal & Commercial Services	October 2024 October 2025 October 2026
	<ul style="list-style-type: none"> Two Executive leaders and a Group Executive will sponsor the First Nations Employee Resource Group to promote and champion the success and wellbeing of First Nations colleagues. 	Legal & Commercial Services	December 2026
	<ul style="list-style-type: none"> Maintain a First Nations colleague peer support group led by First Nations colleagues for First Nations colleagues only. The colleague peer support group will meet 10 times a year, providing a culturally safe place for colleagues to meet and discuss issues that matter to them. 	Legal & Commercial Services People & Culture	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Review the NAB-wide colleague Heartbeat survey responses from First Nations colleagues to inform and improve NABs engagement with these colleagues. 	People & Culture	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Facilitate a yearly hybrid (in-person and online) forum with Aboriginal and Torres Strait Islander colleagues to seek feedback on their experiences working at NAB and inform activity and actions to improve recruitment, retention and professional development activities and outcomes. 	People & Culture	August 2024 August 2025 August 2026
	<ul style="list-style-type: none"> Participate in the Gari Yala Research project and encourage First Nations self-identified colleagues to participate in the survey. 	Legal & Commercial Services	September 2025 September 2026

How we will do this	Measures of success and performance	Accountability Lead	Time frame
22. Improve employment outcomes by increasing First Nation's recruitment and professional development.	<ul style="list-style-type: none"> Develop and implement a First Nations Employment plan to reset our approach to recruitment, retention and professional development, to reach our employment and career aspirations for First Nations colleagues. 	People & Culture	Plan in place by September 2024. Annual review September 2025 and September 2026.
	<ul style="list-style-type: none"> Increase the number of self-identified colleagues to 380 colleagues (representing a net increase of 60 self-identified First Nations colleagues per year). 	People & Culture	September 2026 for overall target. Reporting in September 2024, September 2025, September 2026
	<ul style="list-style-type: none"> Have three First Nations recruitment agencies on panel to effectively reach First Nations talent and grow our workforce. 	People & Culture	September 2026
	<ul style="list-style-type: none"> Develop a reporting framework to monitor retention of First Nations colleagues on new hires and existing staff. Workforce reporting and progress will be provided quarterly to the RAP Council, First Nations Advisory Group and Board. 	People & Culture	Develop framework by August 2025 and report September 2026
	<ul style="list-style-type: none"> Implement a First Nations Employee Value Proposition and Employer Brand to attract and retain First Nations colleagues. 	People & Culture	September 2025
23. Execute a targeted plan to develop First Nations colleagues to increase career pathway opportunities and progress into more senior roles across the business including Executive roles.	<ul style="list-style-type: none"> The appointment of at least one self-identified First Nations person into a Group 6 Executive role by FY25. 	People & Culture	September 2025
	<ul style="list-style-type: none"> Individual development plans for self-identified Group 5 First Nations colleagues. 	People & Culture	September 2024
	<ul style="list-style-type: none"> Ensure that self-identified Group 4 and 5 First Nations colleagues are considered for internal succession plans. 	People & Culture	September 2025



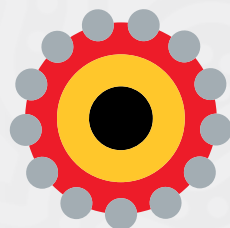
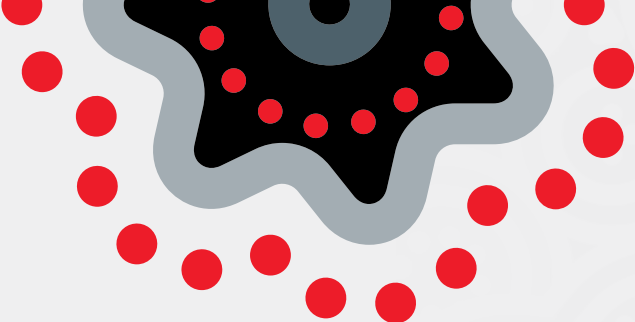
How we will do this	Measures of success and performance	Accountability Lead	Time frame
24. Refresh the early career development plan to create new career opportunities across the bank and develop and promote First Nations talent into new roles.	<ul style="list-style-type: none"> Maintain yearly contact with a minimum of five universities to promote careers at NAB and attract student to early career roles. 	People & Culture	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Offer 75 First Nations school based and adult traineeships (25 per year). 	People & Culture	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Pilot the traineeship program outside of the retail network to expand opportunities for First Nations colleagues in the bank (eight trainees in total over the course of the RAP). 	People & Culture	September 2026
	<ul style="list-style-type: none"> 60% trainee roles to be converted into permanent roles at the completion of the traineeship. 	People & Culture	September 2026
	<ul style="list-style-type: none"> Onboard an additional trainee vendor to increase our capacity to recruit trainees from more states and territories to provide more opportunities for employment. 	People & Culture	August 2025
	<ul style="list-style-type: none"> Maintain regular contact with early career partner leads to ensure First Nations trainees are identified for roles and supported in their role. 	People & Culture	October 2024 January, April, July, October 2025 January, April, July, October 2026 January, April, July, 2027
	<ul style="list-style-type: none"> Offer 45 First Nations university students internship opportunities (over the course of the RAP). We aim to reach at least a 70% conversion of interns to permanent roles on completion of study. 	People & Culture	August 2027

How we will do this	Measures of success and performance	Accountability Lead	Time frame
Increase our workforce understanding value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.			
25. Maintain and invest in cultural education and experiences to increase colleagues' cultural intelligence and understanding of Australia's shared history. Continued	<ul style="list-style-type: none"> Maintain 80% of Australian colleague participation in the cultural e-learn. 	People & Culture Legal & Commercial Services	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Facilitate the secondment of 45 NAB colleagues (15 per year) to live and work in the Kimberley region for six weeks supporting First Nations organisations and community members as part of the Jawun partnership. 	People & Culture Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> 15 Jawun secondees will share their experiences and cultural learnings with NAB colleagues following their secondment and on Country visit to the Kimberley region. 	People & Culture	September, December 2024 March, June, September 2025 March, June, September 2026 March, June 2027
	<ul style="list-style-type: none"> Six Executive leaders will participate in an in-person 2-3 day immersive experience with First Nations communities every year to create relationships and foster two-way learning. 	Legal & Commercial Services	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> State Leadership Executives (Personal and Business Bank) will host one learning opportunity for state-based colleagues on local history, with community leaders from the area. 	Personal Banking Business & Private Banking	September 2025
	<ul style="list-style-type: none"> Three meetings with local First Nations community or business leaders attended by either the CEO or a Group Executive annually (nine in total over the course of the RAP). 	Legal & Commercial Services	December 2026
	<ul style="list-style-type: none"> NAB Executive Leaders participating in executive visits with Jawun will share their experiences and learnings with NAB colleagues to raise awareness and interest in First Nations people and culture. 	Legal & Commercial Services	October 2024 October 2025 October 2026
	<ul style="list-style-type: none"> Host a minimum of two engagements for People & Culture leaders with First Nations leaders and/or customers to provide opportunities for learning and discuss themes related to First Nations Affairs. 	Legal & Commercial Services	December 2026



How we will do this	Measures of success and performance	Accountability Lead	Time frame
	<ul style="list-style-type: none"> Develop and implement a NAB-wide First Nations Cultural Learning Framework to support a tiered learning approach to understanding Australia's shared history and learning. 	People & Culture	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Develop and implement a communications plan to ensure all colleagues are aware of NAB's First Nations cultural learning approach and understand how they can participate. 	Legal & Commercial Services People & Culture	December 2026
	<ul style="list-style-type: none"> Provide cultural awareness opportunities in addition to the cultural e-learn for new People Leaders of self-identified First Nations colleagues. 	People & Culture	September 2025 September 2026
	<ul style="list-style-type: none"> Ensure executive representation at the GARMA cultural festival. 	Legal & Commercial Services	August 2024 August 2025 August 2026
	<ul style="list-style-type: none"> Review and update the cultural education and resources available to colleagues on internal systems to ensure they remain up to date. 	Legal & Commercial Services	September 2024 September 2025 September 2026
26. Observe Cultural Protocols.	<ul style="list-style-type: none"> Welcome to Country or Acknowledgement of Country to be undertaken at the commencement of the NAB AGM annually. 	Legal & Commercial Services	November 2024 November 2025 November 2026
	<ul style="list-style-type: none"> Acknowledgment of Country to be conducted at the NAB Board meetings. 	Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Review and update resources available on NAB's internal intranet page to support colleagues to understand the significance of cultural protocols and how to observe and practice these in a meaningful way. This will be undertaken each year prior to National Reconciliation Week. 	Legal & Commercial Services	May 2025 May 2026
	<ul style="list-style-type: none"> Add an Acknowledgment of Country prompt to the NAB internal meeting agenda templates for colleagues to use. 	Legal & Commercial Services	September 2024
	<ul style="list-style-type: none"> Update NAB's internal First Nations Affairs intranet page with information about how to add cultural protocols into NAB email signatory. 	Legal & Commercial Services	September 2024

How we will do this	Measures of success and performance	Accountability Lead	Time frame
27. Raise awareness and celebrate weeks of importance for National Reconciliation Week (NRW). Continued	<ul style="list-style-type: none"> Develop National Reconciliation Week plan detailing how NAB will promote and engage colleagues in National Reconciliation Week (NRW) activities and events. 	Legal & Commercial Services Personal Banking	April 2025 April 2026 April 2027
	<ul style="list-style-type: none"> Register all NAB internal NRW events on Reconciliation Australia's NRW website. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Share Reconciliation Australia's NRW resources with NAB colleagues through the internal social media communication channels and provide the link to Reconciliation Australia site on the NRW intranet page. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Hold at least one organisation-wide NRW event each year where we invite a First Nations guest speaker to discuss an issue of importance to First Nations People. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Organise 20 internal NRW morning teas for colleagues to attend to discuss the importance and meaning of NRW, raising awareness and understanding of the week, why it is important and NAB's support. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> RAP Council members and First Nations Employee Resource Group chairs to attend a minimum of two NRW events with one of these being an external event and encouraged to post internally to promote reconciliation. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Share two stories internally in the days leading up to National Reconciliation Week to raise interest and awareness and encourage learning. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> During NRW, NAB will broadcast our support and raise awareness of the week through messaging on all Digital Marketing Screens in 443 branches and throughout all head office screens in Melbourne, Sydney, Brisbane and Adelaide. 	Legal & Commercial Services	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Raise awareness of cultural leave policy and encourage colleagues to apply for cultural leave and attend NRW events. 	People & Culture Legal & Commercial Services	May 2025 May 2026 May 2027



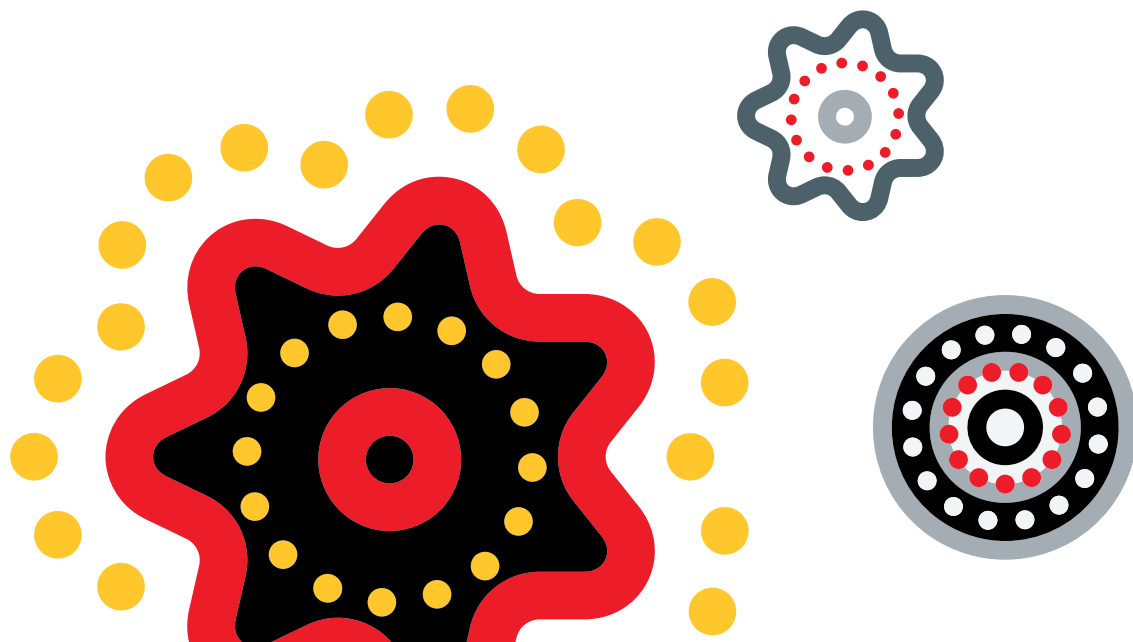
How we will do this	Measures of success and performance	Accountability Lead	Time frame
	<ul style="list-style-type: none"> Review relevant leave policies to ensure there are no barriers to colleagues participating in NRW. 	People & Culture	May 2025 May 2026 May 2027
	<ul style="list-style-type: none"> Identify at least two community members to connect and share experiences with colleagues and leaders during NRW. 	Legal & Commercial Services	May 2025 May 2026 May 2027
28. Celebrate and promote NAIDOC week to encourage colleagues to engage in internal and external activities.	<ul style="list-style-type: none"> Raise awareness and promote NAB cultural leave policy with colleagues and People Leaders prior to NAIDOC week to encourage colleagues to use this leave to attend events. 	People & Culture	July 2025 July 2026 July 2027
	<ul style="list-style-type: none"> Support all staff to participate in NAIDOC week events in their local area by raising awareness of this week and encouraging people to attend. We do this by: <ul style="list-style-type: none"> Creating a go/NAIDOC intranet page for colleagues with link to access national and local events on in their communities. Sharing two stories on NAB's employee social network promoting the success of First Nations people and celebrating their culture and history. Purchase tickets to one major NAIDOC event for colleagues to attend with a particular focus on senior leader attendance. Ensure all Australian-based colleagues are made aware of NAIDOC week and our support by showcasing the week on all colleagues' desktop wallpaper reaching 34,000 colleagues. Showcase NAIDOC week in all retail branch screens, visible to NAB customers. 	Legal & Commercial Services	July 2025 July 2026 July 2027
	<ul style="list-style-type: none"> RAP Council members to participate in at least one external NAIDOC week event and share their experience with their colleagues through email, NAB employee social network, meetings. 	Legal & Commercial Services	July 2025 July 2026 July 2027
	<ul style="list-style-type: none"> During NAIDOC week, NAB will broadcast our support and raise awareness of the week through messaging on all digital marketing screens in 443 branches and throughout all head office screens in Melbourne, Sydney, Brisbane and Adelaide. 	Legal & Commercial Services	July 2025 July 2026 July 2027
	<ul style="list-style-type: none"> Donate resources to three First Nations led community events for NAIDOC week. 	Legal & Commercial Services Business & Private Banking	July 2025 July 2026 July 2027

How we will do this	Measures of success and performance	Accountability Lead	Time frame
29. Proactively and meaningfully engage with Reconciliation Australia, and provide leadership to the wider RAP network.	<ul style="list-style-type: none"> Meet quarterly with Reconciliation Australia to discuss progress of work activity and keep informed of reconciliation activities and events. 	Legal & Commercial Services	November 2024, February, May, August, November 2025 February, May, August, November 2026 February, May, August 2027
	<ul style="list-style-type: none"> Attend Reconciliation Australia events organised for the RAP leadership cohort. 	Legal & Commercial Services	December 2024 December 2025 December 2026
Promote positive race relations through anti-discrimination strategies.			
30. Executive Leaders to champion conversations to promote positive race relations and anti-discrimination.	<ul style="list-style-type: none"> Educate NAB's Executive Leadership Group on the findings of the second Indigenous-led Gari Yala (Speak the Truth) research report which will examine the impact of racism in the workplace, by end of calendar year 2025. 	Legal & Commercial Services	December 2025
	<ul style="list-style-type: none"> Host a panel discussion on the impacts of racism on First Nations people with speakers from leading RAP organisations and the author of the Indigenous-led Gari Yala (Speak the Truth) research reports with NAB colleagues, during anti-racism week in March 2025 and 2026. 	Legal & Commercial Services	March 2025 March 2026
31. Consult with our First Nations workforce in our review of policies that relate to anti-discrimination.	<ul style="list-style-type: none"> Seek input from First Nations colleagues and/or advisors annually on anti-discrimination related policies and guidelines. 	People & Culture	March 2025 March 2026 March 2027
32. Promote Harmony Week and spotlight United Nations International Day for the Elimination of Racial Discrimination.	<ul style="list-style-type: none"> Produce a Fact Sheet on NAB's anti-discrimination policy for leaders to share with their teams. 	People & Culture Legal & Commercial Services	December 2024
	<ul style="list-style-type: none"> Raise awareness of NAB's anti-discrimination policies every year during Harmony week, culminating in the observance of the United Nations International Day for the Elimination of Racial Discrimination in March. 	People & Culture Legal & Commercial Services	March 2025 March 2026 March 2027
	<ul style="list-style-type: none"> Host an education session for People Leaders every year to educate and raise awareness of Cultural Leave and Sorry Business and the related policies. This will create opportunities for People Leaders to ask questions and understand the significance of these Cultural activities and reduce the likelihood of discrimination occurring in the workplace. 	People & Culture Legal & Commercial Services	December 2024 December 2025 December 2026
	<ul style="list-style-type: none"> Facilitate a First Nations led conversation on racism with First Nations colleagues to discuss racism, empowering colleagues to raise issues and seek support should they experience this directly or be supporting other colleagues through this experience. 	People & Culture Legal & Commercial Services	September 2024 September 2025 September 2026

NAB Foundation

NAB Foundation is a registered charity that uses philanthropy, social investment and in-kind support to fund social and environmental progress in Australian communities served by NAB. It funds First Nations projects that progress reconciliation outcomes and support the Closing the Gap initiatives, benefiting the Australian people, First Nations communities and customers we serve.

How we will do this	Measures of success and performance	Accountability Lead	Time frame
Invest in First Nations led research.	<ul style="list-style-type: none"> Fund Australian National University for an economic research project to explore the barriers and opportunities for First Nations business growth, job creation and economic self-determination. The research aims to understand the journey of First Nations business ownership and contribute to thought leadership and innovative practice toward increasing First Nations business success. 	NAB Foundation	December 2026
	<ul style="list-style-type: none"> Fund the second iteration of the Gari-Yala (Speak the Truth) research report to examine the impacts of racism in Australian workplaces. 	NAB Foundation	December 2025
Invest in Scholarship opportunities for First Nations students.	<ul style="list-style-type: none"> Fund a minimum of one scholarship program for a First Nations student to complete a finance or business bachelor's degree. 	NAB Foundation	September 2025
Provide Community Grants to First Nations communities.	<ul style="list-style-type: none"> Fund at least six community grants over the RAP period to First Nations organisations that help communities withstand and recover from natural disasters. 	NAB Foundation	August 2027



Tracking performance

How we will do this	Measures of success and performance	Accountability Lead	Time frame
Provide appropriate support and reporting processes for effective implementation of the RAP.	<ul style="list-style-type: none"> Develop a business reporting tool for accountable executives to input progress against RAP initiatives. Establish RAP Governance meeting cycle and reporting time frames to RAP Council, First Nations Advisory Group and the NAB Board. RAP Council and First Nations Advisory Group will meet quarterly and the Board will review progress bi-annually. 	Finance – Group Strategy & Performance Legal & Commercial Services	December 2024
	<ul style="list-style-type: none"> Review and update the Terms of Reference for the First Nations Advisory Group. A review will be undertaken every three years or as required. 	Legal & Commercial Services	August 2027
	<ul style="list-style-type: none"> Participate in Reconciliation Australia's biennial Workplace RAP Barometer. Undertake a comparative report of NAB's performance in the results of the Workplace Barometer Survey against previous performance to identify progress and areas requiring more focus. 	Legal & Commercial Services	Surveys completed in September 2024 and September 2026. Comparative reports completed December 2024 December 2026
	<ul style="list-style-type: none"> Conduct independent limited assurance reporting against this current RAP at its conclusion and improve measurement of impact and outcomes (against peer banks and other Stretch RAPs). 	Finance – Group Strategy & Performance Legal & Commercial Services	August 2027
	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify our primary and secondary contact details are up to date. 	Legal & Commercial Services	December 2024 December 2025 December 2026
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<ul style="list-style-type: none"> Submit the annual RAP Impact Measurement Survey. 	Legal & Commercial Services	September 2024 September 2025 September 2026
	<ul style="list-style-type: none"> Share the results of progress against the RAP commitments with Reconciliation Australia at the end of each calendar year and accompany results with a traffic light report. 	Legal & Commercial Services	November 2024 November 2025 November 2026
	<ul style="list-style-type: none"> Report RAP achievements, challenges and learnings internally and externally. 	Legal & Commercial Services	August 2025 August 2026
Stronger representation and oversight of RAP progress and activity by First Nations leaders.	<ul style="list-style-type: none"> Increase the number of First Nations external leaders on the First Nations Advisory Group from three to five. 	Legal & Commercial Services	July 2025



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Contact: NAB First Nations Advocacy
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