



more  
than  
money



**NAB**  
**ELEVATE**  
**RECONCILIATION**  
**ACTION PLAN**  
2020 Progress Report



RECONCILIATION  
ACTION PLAN  
**ELEVATE**

# OUR 2020 PROGRESS

This progress report provides information on how we've tracked against our 2019-2021 Elevate Reconciliation Action Plan (RAP) commitments, between 1 October 2019 and 30 September 2020.

In the past twelve months, the wide-ranging impacts of bushfires, drought and COVID-19 disrupted many parts of Australians' lives. We felt these impacts in many parts of our business: NAB quickly enabled 30,000 colleagues to work from home in response to COVID-19; we received over 170,000 customer assistance requests, up from an annual average of ~40,000; and created a dedicated COVID-19 case team to co-ordinate NAB's response to suspected or confirmed cases amongst colleagues.

Commitments in our RAP were also impacted by COVID-19. This particularly impacted our commitments around engagement, employment, and community events, which in some cases were not met or delayed until next year.

Despite this, we continued to make progress against core commitments within our RAP, and took the opportunity to pivot some of our programs to ensure we could continue to deliver. Out of a total of 43 indicators that were possible to meet in FY20, we met 31, were below our interim targets against 6, and didn't meet an additional 6.

## Reacting to COVID-19 - pivot to virtual Jawun secondment, and building relationships with colleagues

NAB has been a proud corporate partner with Jawun for more than ten years, working with Aboriginal leaders, organisations and communities in the Kimberley region to deliver positive change. NAB's 200th secondee joined the program virtually in 2020 - after the in-person secondment program was paused due to COVID-19 and the need to keep communities safe. NAB worked closely with Jawun to adopt a new virtual secondment program, where our colleagues could continue to participate and support Aboriginal organisations. With the virtual program oversubscribed internally, and NAB recognised by Jawun as a leading early adopter of the program, NAB hopes to incorporate both the in-person and virtual secondments in the future.

NAB's dedicated employment programs also faced significant challenges as a result of COVID-19 impacts, with our Indigenous trainees needing to step out of the branches as a result of COVID-19 protocols. During this time, the Early Careers team was in close contact with the training organisations and the trainees, and arranged a series of webinars and connection points to keep our trainees engaged. These focused on career development, career pathways, and NAB's response to COVID-19.

We're continuing to integrate and embed our early-career Indigenous colleagues throughout the NAB business, by building our relationships with our provider organisations. We've also strengthened our relationship with CareerTrackers by attending their Learning Development Institute, and facilitating a mock-interview and assessment centre for 300+ CareerTracker interns.

# OUR 2020 PROGRESS

## Supporting financial resilience through localised approaches

In partnership with Good Shepherd Australia New Zealand, we've continued to support Aboriginal and Torres Strait Islander peoples' financial resilience. This includes providing more than 6,900 no and low interest loans to Aboriginal and Torres Strait Islander clients over the past year, and partnering to run the Indigenous Money Network. Almost half of Aboriginal and Torres Strait Islander people experience severe or high levels of financial stress, as indicated by research conducted by the Centre for Social Impact, First Nations Foundation, and NAB<sup>1</sup>. The Indigenous Money Network (IMN) provides grants of up to \$10,000 to eligible organisations in the microfinance network, for the organisations to run projects relevant to their local communities.

Over two years, the IMN has supported 50 different projects, which have all been designed by community organisations to support the financial resilience of Aboriginal and Torres Strait Islander people in their communities. The project ideas have been thoughtful and innovative, addressing staffing, technological, outreach and access needs. This includes projects such as that run by AnglicareNT, who have translated information on No-Interest Loans into Western Aranda, Warlpiri, and English, to make sure that all of their clients can understand the program, and access fair and affordable microfinance options. Examples of these translations can be found [here](#) in Aranda and [here](#) in Warlpiri – showing the importance of making programs available in a range of languages, and in a way that is accessible to a range of clients and customers.

## Improving our ability to support Aboriginal and Torres Strait Islander customers

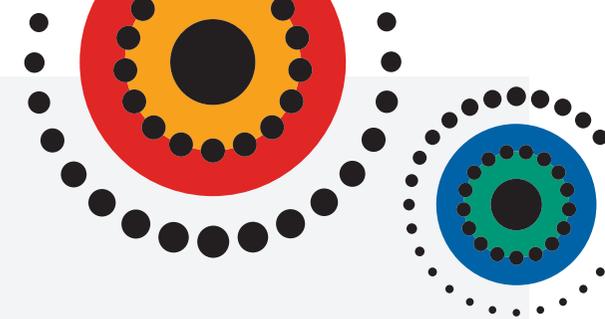
Customer Ms Shirley\* called NAB's Indigenous Customer Service Line (ICSL) from Darnley Island – closer to Papua New Guinea than to mainland Australia. Ms Shirley wanted to set up telephone banking so she could more easily access and transfer her money, but had been unable to access her account for some time. With telephone banking, she'd be able to limit travel to the branch on Thursday Island, which cost over \$1,000. Using the specific identification questions, our ICSL team were determined to help Ms Shirley through language and hearing challenges, and worked closely with other internal teams to ensure Ms Shirley had ongoing access to her account.

Our dedicated team on NAB's Indigenous Customer Service Line are working hard to provide comprehensive help to customers like Ms Shirley. Building on recommendations from the 2019 research *Money stories: financial resilience among Aboriginal and Torres Strait Islander people*, we've expanded the capability of our ICSL team, who can now identify and open transaction accounts for customers remotely, using alternative forms of identification, but still maintain AUSTRAC compliance. This increases opportunities to better support customers remotely – particularly important in a COVID-19 environment when customers couldn't travel easily to branches. Our recently established interpreter service can also assist customers in First Nations languages – an important step as we change to provide a better service to our customers.

<sup>1</sup>nab.com.au/financialresilience  
\* name has been changed

# ECONOMIC PARTICIPATION

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



RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>Drive financial inclusion and resilience with Aboriginal and Torres Strait Islander people</b>		
Continue being the leading provider of microfinance services and products to Indigenous Australians, and increase the number of microfinance loans accessed	6,300 microfinance loans are provided to Aboriginal and Torres Strait Islander customers	✓ 6,906 NILS and StepUP loans accessed by Indigenous Australian customers <sup>2</sup>
Support financial resilience and self-determination of organisations and communities	10 projects supported annually through the Indigenous Money Network	✓ 23 projects supported throughout Australia
Better understand the financial resilience and exclusion of Aboriginal and Torres Strait Islander Australians	Identify practical applications of the Indigenous financial resilience research	✓ Completed
	Progress one identified recommendation within NAB or the financial services industry	✓ Completed – expansion of capabilities of NAB's Indigenous Customer Service Line
<b>Create a supportive ecosystem for a viable and growing Aboriginal and Torres Strait Islander business sector</b>		
Commit to diversification of NAB supply chain and grow procurement opportunities with Indigenous business	Achieve \$800k with Indigenous businesses by September 2020	✓ Spent more than \$2.4m with Indigenous businesses <sup>3</sup>
	Implement Indigenous procurement strategy	✓ Strategy has been implemented and will continue to be progressed
	Continue to purchase carbon credits from Indigenous organisations	✓ Purchased Australian Carbon Credit Units from the Aak Puul Ngantam project which supports traditional Indigenous fire manage practices in the Cape York region
	Maintain membership of Supply Nation	✓ Membership maintained
Support infrastructure for the Indigenous business sector	Review the benefits of diverse procurement at annual sessions with Supply Nation representatives and NAB procurement teams	✓ Reviewed

<sup>2</sup>The number of microfinance loans accessed is calculated from 1 July 2019 – 30 June 2020

<sup>3</sup>In FY20, procurement spend calculations exclude GST. This figure incorporates both NAB's Tier 1 (direct spent with businesses) and Tier 2 (NAB specific spend via a Tier 1 supplier) procurement spend with Indigenous businesses

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RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>Be a bank for Indigenous businesses and organisations</b>		
Provide market leading financial opportunities for Indigenous businesses and organisations	Develop capability building tools and approaches to work with Indigenous businesses	✓ Champions identified across the bank and in different market sectors. Indigenous business identified as a priority sector, with customer value propositions being developed for Indigenous business and community organisations
Understand NAB’s role in historical lending with a view to improving future practice	Research the extent of NAB’s historical involvement with establishing, funding, and growing Indigenous community organisations	↓ In progress, although delayed by COVID-19 impacts. Will be a focus in FY21
<b>Partner with organisations in the RAP community to identify, explore, and implement opportunities for collective value</b>		
Participate and lead innovation with organisations in the RAP community	Where appropriate, contribute insights to, and participate in, the Australian Bankers’ Association, the Business Council of Australia, the Australian Institute of Superannuation Trustees, Diversity Council of Australia, or Indigenous finance forums	✓ Includes contributing to and supporting relevant discussions and events with the ABA, Diversity Council of Australia, and Indigenous finance discussions
	Advocate and create forums to discuss partnership opportunities	✓ On track, including bringing together and participating in reconciliation discussions with Australian banks, supporting the development of a funeral savings products with Social Ventures Australia, and facilitating an information session with community organisations on the Queensland Stolen Wages program

# PEOPLE

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



RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles</b>		
Strengthen employment pathways and career development for Aboriginal and Torres Strait Islander employees so that employment representation continues to increase	Implement an Aboriginal and Torres Strait Islander employee roadmap	✓ Roadmap has begun to be implemented, and will continue to progress strategy
	Maintain a minimum 1% employment of Indigenous employees across the NAB Australian employee base but aim for 2% by 2022	✓ 1.23% of Australian employees identify as being Aboriginal or Torres Strait Islander, according to NAB's Heartbeat survey <sup>4</sup>
	Maintain engagement scores amongst Indigenous employees that are at least equivalent to the NAB engagement score in Australia	X Engagement score of 73, which is 1 point lower than the broader Australian population <sup>5</sup>
	Increase engagement scores amongst Indigenous employees year on year alongside top quartile employee engagement	↓ NAB switched engagement providers and methodology in FY20. The FY19 engagement score has been recalculated based on the new methodology to support a level of comparison. The FY19 score is modeled to be 67. This suggests an increase in engagement from 67 (FY19) to 73 (FY20). However, this engagement score is below the top quartile benchmark <sup>6</sup>
Support a range of employment options for Aboriginal and Torres Strait Islander employees across the NAB business	Provide 20 internships annually to Indigenous Australians currently completing tertiary study	X 12 internships provided. The program was negatively impacted by COVID-19, with a pause on new employees entering the business
	Offer 70 flexible traineeships annually across both school-based and adult trainees	X 65 traineeships offered. The program was negatively impacted by COVID-19, with a pause on new employees entering the business
	Offer ongoing positions to 100% of all trainees who successfully complete the trainee program, subject to business resource demand	X 95% of employees who successfully completed the program were offered a further position with NAB <sup>7</sup>
	Achieve an 80% completion rate of trainees on programs	X 66% completion rate, which is below our target, but above average completion <sup>8</sup>
<b>Support the Indigenous leaders of tomorrow by creating an inclusive workplace, with career pathways underpinned by targeted development opportunities</b>		
Ensure Aboriginal and Torres Strait Islander employees are supported in their career development and leadership aspirations	Create the Indigenous Employee Peer Support Network as a community where Indigenous employees can share and connect	✓ Internal network, 'Cooee - The Yarning Circle' continues to be active, driven by internal Indigenous leaders, to host conversations amongst Indigenous colleagues. To further support career development, mentoring and sponsorship opportunities, our colleagues are encouraged to join all Employee Resource Groups in an effort to broaden and diversity their networks
	Identify and support one person per year to participate in the Emerging Indigenous Executive Leaders Program	X NAB's leadership programs were paused to reconsider the leadership strategy across the business. NAB has invested in two signature development programs that all colleagues will benefit from attending. The programs are Distinctive Leadership, and Career Qualified in Banking

<sup>4</sup>This figure is calculated from the NAB Heartbeat (employee engagement) survey conducted in October 2020, slightly outside of the reporting period, and SAP data from 30 September. The October Heartbeat survey was the first to contain the required demographic questions for this data

<sup>5</sup>The FY20 engagement score of Indigenous employees includes trainees who completed the survey. Overall NAB Australian population engagement will differ from that in the NAB Sustainability report, as the data used here is from the October survey

<sup>6</sup>2020 and future employee engagement surveys conducted with a new provider, utilising a new methodology and frequency compared to 2018-19. Due to the change in providers the 2019 score has been recalibrated using the new scoring methodology to support a level of comparison between years. The FY19 figure has not been assured by EY. The 2020 score is based on the October survey results given this metric was not available in the July results

<sup>7</sup>Positions offered where there is business demand and availability, and trainees have expressed interest

<sup>8</sup>The methodology to calculate this figure has been updated from FY19, to reflect that successful completion of the trainee program can occur before December of the relevant year, which aligns to the school year

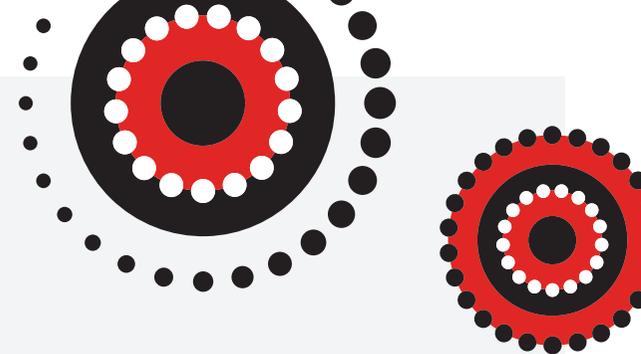
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RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>Ensure we build engagement with Indigenous initiatives and organisations throughout our business</b>		
Invest in Aboriginal and Torres Strait Islander organisations and communities through our people	25 volunteer days contributed by our employees to supporting Indigenous initiatives and organisations	↓ In progress, with 6 days completed in FY20
	15 NAB secondees complete projects with Indigenous organisations through Jawun in the Kimberley region	↓ In progress, with 12 secondees completing in-person and virtual secondments with Jawun, given the impact of COVID-19
Increase understanding of the NAB RAP and RAP commitments	Utilise NAB Diversity & Inclusion Employee Resource Groups (ERG) to showcase Indigenous role models, educate our employees on how to create an inclusive and respectful environment, and build champions for reconciliation	✓ Completed, with messages throughout the year. Examples include but are not limited to: <ul style="list-style-type: none"> <li>• Sharing of the NAB Indigenous Acknowledgement email signature through Workplace</li> <li>• To celebrate National Reconciliation Week 2020, colleagues were encouraged to post stories amplifying and celebrating Indigenous success</li> <li>• Susan Ferrier, Group Executive People &amp; Culture, shared her Jawun virtual visit experience via Workplace</li> </ul>
<b>Practice self-determination and highlight Indigenous Australian experience and expertise in corporate Australia</b>		
Share insights from Indigenous Australians with leadership and corporate Australia	Create avenues for Indigenous employees to connect with NAB senior leaders to build self-determination and develop employee perspectives	✓ On track
	Conduct research on Indigenous Australians' careers and experiences in corporate Australia, to develop corporate pathways and to better understand and reframe leadership with an Indigenous cultural overlay, and share with Reconciliation Australia	✓ Until now, the narrative around Indigenous employment has largely been informed by non-Indigenous people and voices To address this gap, NAB partnered with the Jumbunna Institute and the Diversity Council of Australia as a Foundation partner on Gari Yala - which means 'speak the truth' in Wiradjuri - to provide a voice for Aboriginal and Torres Strait Islander workers on cultural safety, inclusion/exclusion, and racism This research, with insights from over 1,000 Indigenous respondents, shares the experiences of Indigenous Australians in workplaces, and offers 10 key truths. This research can be used by organisations to create more inclusive workplaces, and to support and build Indigenous Australians' careers, with insights on Indigenous leadership and cultural strengths Released in November, the reports can be viewed <a href="#">here</a> , and we encourage all workplaces to examine the insights

# CULTURAL INTELLIGENCE

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



RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>Show respect and build understanding for Aboriginal and Torres Strait Islander cultures and traditions</b>		
Continue assisting employees to understand and use appropriate protocols for Welcome to Country and Acknowledgement of Country	Welcome to Country conducted at key events including the Annual General Meeting of Shareholders and official functions	✓ On track
	Display Acknowledgement of Traditional Owners in all NAB branches	✓ Completed, with additional installation at NAB Business Banking Centres
	Maintain and/or update internal protocol document for Welcome to Country and Acknowledgement of Country with relevant regional specific information	✓ Completed
	Engage with executive managers, executive assistants, and internal communications teams to include an Acknowledgement of Country in appropriate briefs	✓ Completed, and will continue to be incorporated as appropriate
<b>Build understanding and increase employee engagement with Aboriginal and Torres Strait Islander Australia</b>		
Celebrate NAIDOC and National Reconciliation Week (NRW) and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC and NRW	40 NRW events held and registered with Reconciliation Australia, and retail branches supported to participate	↓ Below target of 40 events, due to the impact of COVID-19. Engagement was shifted to a virtual format, with communications throughout the business
	Employees encouraged and supported to participate and attend events in NAIDOC and NRW annually	✓ Completed. Examples include, but are not limited to: <ul style="list-style-type: none"> <li>• Gary Lennon, Group Chief Financial Officer, encouraged employees via Workplace post to be involved in NRW</li> <li>• Ross McEwan, Group Chief Executive Officer, Workplace post highlighting an Intranet story on a NAB Indigenous colleague, and encouraging leaders to participate in NRW activities</li> <li>• Susan Ferrier, Group Executive People &amp; Culture, Workplace post reflecting on leaders' roles in supporting First Nations people to address inequality and inequity</li> </ul>
<b>Build cultural capability of NAB staff across the business</b>		
Improve cultural awareness of all NAB staff with a series of training and development offerings	110 NAB and/or partner employees complete face to face cultural awareness training to increase the level of their understanding of Indigenous Australia	↓ 43 colleagues completed face-to-face cultural awareness training, through both in-person and virtual classrooms. NAB continued to have mandatory Indigenous cultural awareness training via elearn for all customer-facing colleagues Sharing experiences to increase cultural awareness also continues through a range of communications
	All RAP Working Group members to have completed cultural learning activities during RAP timeframe	✓ On track

# GOVERNANCE AND REPORTING

NAB undertakes annual quality reporting and publicly reports on progress. We have strong internal governance of our RAP that drives reconciliation action at all levels of the Bank.



RAP TARGET	PERFORMANCE INDICATOR	FY20 PERFORMANCE OUTCOME
<b>RAP governance is maintained</b>		
RAP Working Group actively monitors RAP development and implementation	Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group	✓ Completion will be measured over the course of the RAP
	Meet at least four times per year to monitor and report on RAP implementation	✓ Completed
Maintain governance systems around RAP programs and commitments	Hold two Indigenous Advisory Group meetings each year, following stakeholder engagement plan	✓ Completed, with two IAG meetings held
<b>Regular RAP reporting occurs</b>		
Report on and promote RAP achievements and challenges internally and externally	Report quarterly on selected RAP commitments to key leadership and stakeholders across the business	✓ Completed
	Conduct external limited quality assurance review on selected RAP targets annually and submit report to Reconciliation Australia	✓ Completed
Report RAP progress to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	✓ Completed
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer	✓ Completed



NAB's Indigenous icon that features on the front cover of this report was developed by a group of NAB's Emerging Indigenous Leaders, in partnership with a Bundjalung Elder from Fingal Heads. The icon, featuring two boomerangs and a circular framework, represents our commitment to working with Indigenous Australia and the community.

## FURTHER INFORMATION:

This report, and our full Elevate Reconciliation Action Plan are available at [nab.com.au/indigenous](http://nab.com.au/indigenous).

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

The Assurance Statement, outlining the assured RAP metrics, is available on our [website](#).