

more  
than  
money

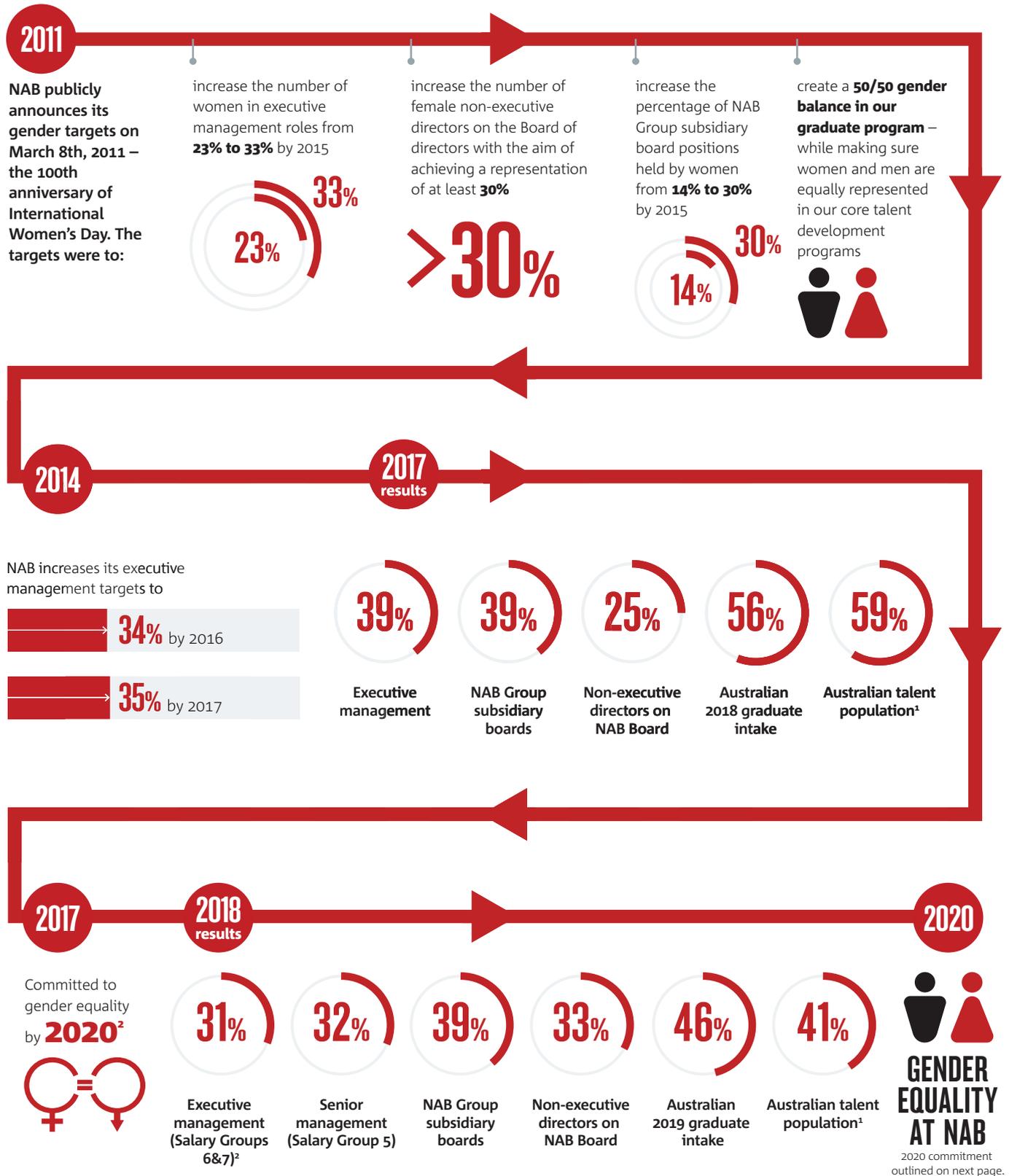


# TOWARDS 2020:

*NAB's road to gender equality*



# THE ROAD SO FAR...



<sup>1</sup> The Australian Talent population includes all employees who were identified against evidence based criteria and selected by Divisional Leadership Teams as having upward potential.

<sup>2</sup> The definition of 'Executive Management' adopted for the measurable objectives adopted for FY18-FY20 is different to the definition adopted for the measurable objectives for FY15-FY17. For the measurable objectives for FY18-FY20, Executive Management positions are all employees within NAB's Salary Groups 6 & 7. For the measurable objectives for FY17, the Executive Management positions are those held by Executive Leadership Team members, Executive Leadership Team members' direct reports and their direct reports. Support roles reporting in to these roles (for example, Executive Manager and Executive Assistant) are not included in the data.

<sup>3</sup> Gender Equality is defined as 40% - 60% of either gender represented.

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“As a major bank, NAB has an obligation to make a positive contribution to the lives of its customers, employees and to society more broadly. One key way we can do this is by backing gender equality.

At NAB we have already driven promising changes such as increasing female representation within NAB Group subsidiary boards from 14% in 2010 to 39% in 2016. This is a great achievement, but there is still more to do. We want to lead the way for others to follow.

I am committed to doing my part to enable gender equality at NAB and in the community.”



**Ken Henry AC,**  
Non-Executive Director  
and NAB Board Chairman

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## A NOTE TO THE READER

Gender diversity continues to be a key priority for NAB – not only because it’s the right thing to do, but also because it makes good business sense and has clear alignment to NAB’s values. This document articulates the commitment NAB has made to gender equality and how we plan to get there.

We recently increased the NAB Group Board target to

**40-60%**

by 2020, after achieving our previous target of 30% by 2018.



## OUR 2020 COMMITMENT

Throughout our business, from entry level roles to our executives and board, we are committed to every level having 40%-60% of either gender represented by 2020.

The table outlines NAB's gender equality measurable objectives and how we've performed against them in FY17 & FY18.

Measurable objective <sup>4</sup>	Fy17 actual female representation (As at 30 sep 2017)	Fy18 actual female representation (As at 30 sep 2018)	Fy18 target female representation	Fy19 target female representation	Fy20 target female representation
NAB Board (non-executive directors) <sup>5</sup>	25%	33%	-	-	40-60%
NAB Group Subsidiary Boards	39%	39%	-	-	40%
Executive Management (Salary Group 6 & 7)	31%	31%	35%	37%	40%
Senior Management (Salary Group 5)	30%	32%	34%	37%	40%
Management (Salary Group 4)	38%	38%	-	-	40-60%
Non-management (Salary Group 1 – 3)	59%	57%	-	-	40-60%
Australian Talent population <sup>6, 7</sup>	59%	41%	50%	50%	50%
Australian graduate program intake <sup>8</sup>	56%	46%	50%	50%	50%
Total organisation	54%	52%	-	-	40-60%



<sup>4</sup> These targets are enterprise targets, include operational and non-operational employees but exclude fixed term contractors and casuals. Non-operational employees are employees on any specified absence type for greater than 90 days.

<sup>5</sup> The target for NAB board non-executive directors was recently increased to 40-60% by 2020, after having achieved our previous 2020 target of 30% in FY18.

<sup>6</sup> The Australian Talent population includes employees who have been objectively assessed against evidence-based criteria, and selected by Divisional Leadership Teams as having upward potential.

<sup>7</sup> In FY17 Australian Talent population numbers only reflected a small portion of the population due to the flow of assessment and Talent selection, and were not a true reflection of final numbers, which explains the variance between 2017 and 2018 female representation in the Talent Population.

<sup>8</sup> As at 30 September 2018, 46% of the graduates who have accepted positions in NAB's 2019 Australian graduate program are female. At offer stage of the 2019 Graduate Program, female representation was 50.7%. Due to the lead time between acceptance and start, graduates may withdraw which can change the composition of this group.

# INCLUSION AND GENDER EQUALITY STARTS WITH OUR LEADERS

With over 33,000 employees, some 9 million customers globally and more than half a million shareholders, we have a responsibility to our people – and to the whole Australian community – to make equality a reality. And it’s a responsibility that our leaders take very seriously, as is demonstrated through the roles they play in the community.

- **Diversity & Inclusion Steering Committee** – Led by Sharon Cook, Chief Legal and Commercial Counsel, and Gary Lennon, Chief Finance Officer, the Committee provides a voice for inclusion at NAB and removes barriers that might get in the way of equality. It has senior representation from each business area.
- **Executive Leadership Group** – All NAB Executive Leaders are held accountable on their progress towards gender equality in their performance goals.
- **NAB Leaders** – Our leaders have committed to a ‘Panel Pledge’ – that whenever our people are invited to be involved in or sponsor a panel or conference, we’ll ask about the organiser’s efforts to ensure women are represented.



“Gender equality is a strategic imperative for leading Australian businesses who aspire to outperform. In a world increasingly demanding more balanced sustainable leadership, harnessing the full potential of our nation’s most precious resource – our people – by providing equal opportunity for our best and brightest, is a keystone to realise a sustainably prosperous future.”



**Shane Conway,**  
Executive General Manager,  
Deposits & Transaction Services &  
Gender Balance Co-Chair

“Considered one of the world’s most successful investors, Warren Buffett acknowledges that, part of his success over a number of decades is due to the fact that he was only competing with half the population: men. If we truly want to be Australia’s leading bank, we need to double the talent in the organisation and

ensure we are a well-represented and diverse workforce, offering outstanding products and exceptional service to our customers.”



**Drew Bradford,**  
Executive General Manager,  
Markets, Corporate  
& Institutional  
Banking & NAB Pride  
Executive Sponsor



# 50/50

representation  
in our graduate positions

## WE'RE WELCOMING TALENTED WOMEN

**The financial services industry is full of hard-working, talented women and men. And to make sure we can welcome as many of those people to NAB, we'll always try to spot talent early, hire well, and give them plenty of room to grow – with useful learning, and on-the-job career development.**

### Getting started with us

We want to be an organisation that doesn't just attract, retain and develop the best people – but makes everyone feel included and valued as well. So we've made sure our recruitment process is as fair and open as possible. As part of that, our gender commitment is:

- All people at NAB are able to work flexibly. This can include part-time roles, varying hours, job share arrangements, and working from home or various locations. The right option depends on a balance between the needs of the customer, the business, the team and the individual
- Employees on parental leave (paid and unpaid) are considered for a promotion or any job vacancies
- All interview panels, for both internal and external candidates, will be conducted by both male and female employees in similar positions of authority where possible
- We strive to have 50:50 gender representation on the recruitment shortlist for all roles at all levels, with the exception of volume based recruitment which already has steps in place to reduce gender bias
- We review our recruitment systems and processes regularly to keep bias out of the framework.

### Equality is serious business

2020 isn't far away so big steps need to be taken for us to achieve gender equality. To support this, NAB's gender talent commitment is to:

- Continue to maintain 50:50 representation of those employees identified as key talent
- Aim for a minimum of 1 female and 1 male as 'ready now' for each succession plan, and an overall 50% female representation across senior management succession plans
- Continue to have 50:50 representation in our graduate positions
- Continue to promote flexibility and genuine inclusive leadership.

# GIVING OUR WOMEN THE SUPPORT TO SUCCEED

No matter which stage of their career or their lives they're at, our women all have one thing in common – our support in enabling them to perform and reach their full potential. And we have a range of targeted programs and practices in place to break down the barriers, and give women the platform to reach their full potential.

## Career progression

We offer career development programs for women at all different stages in their careers. From building self-awareness, career clarity and confidence, right through to developing a personal brand, breaking down self-limiting mindsets and leveraging networks, all of the programs have career progression at their core.

And our women can enjoy the benefits of our ruby membership of Women in Banking & Finance – a not-for-profit organisation that creates smart and innovative business opportunities for its members. Through our membership, our women can access a range of programs and a network that assists them in achieving meaningful leadership roles in the industry.

## Creating insightful, inclusive leaders

Creating an inclusive culture starts with our leaders. They're accountable for encouraging their people to be their best – and making sure they feel valued for the great work they do, and the qualities that make them unique.

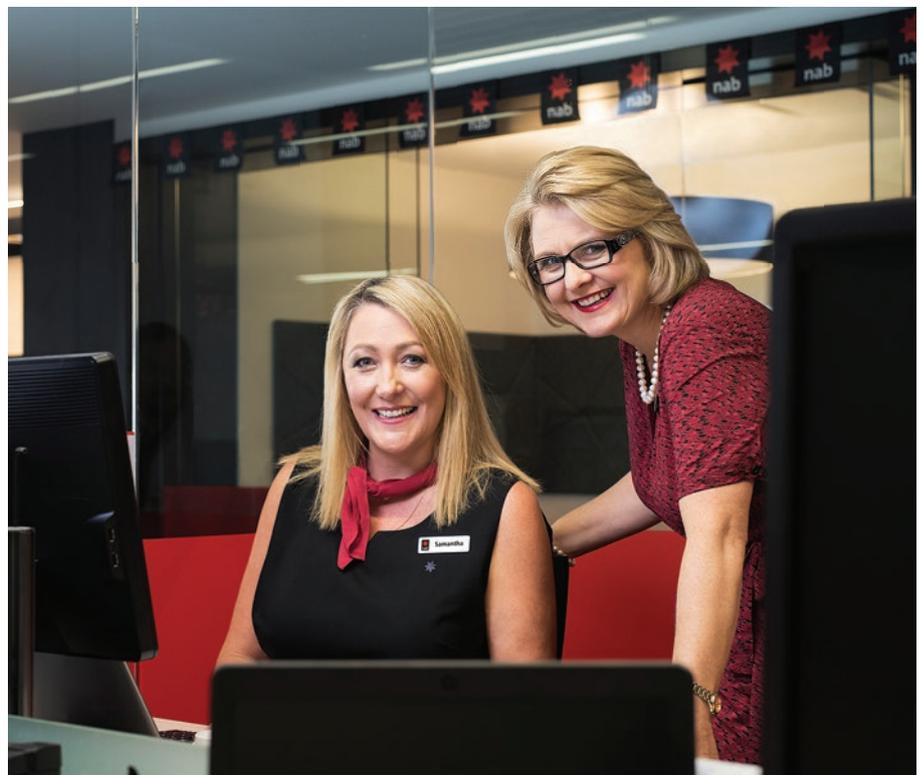
Which is why in 2018 we embedded inclusive leadership into our core leadership development programs for Group 2-5 leaders. Through these programs, our leaders will master inclusion concepts, focus on shifting mindsets and encourage the behavioural change that leads to a more inclusive workplace.

## Bringing more female participation to our Boards

We actively encourage our talented women to join NAB Group subsidiary and not-for-profit boards, through education, training and development opportunities that are focussed on becoming a skilled director and a fantastic leader. This includes providing direct access to formal learning through the AICD Company Director's Course, and a broad range of education and development opportunities through our partnerships with Women on Boards and Women in Banking and Finance.

## Support for our employees in the early stages of parenting

Whether you're becoming a parent for the first time, or gearing up for the second, third or fifth time, we'll be here to support you during the transition. Online tools, best practice policies and coaching are all available to our people – so that juggling work and your new or growing family is made easier.



# GENDER BALANCE

## OUR EMPLOYEE RESOURCE GROUP

### Gender Balance

We're passionate about supporting capable women into leadership positions at NAB – and making sure both men and women know exactly why it's so important. Gender Balance, our employee-led resource group, helps to engage our people – so that female leaders are as successful as possible. With chapters in all major states and our global offices, Gender Balance strives to create an inclusive workplace where women can grow their careers as leaders in NAB.

### Connecting Women in Technology and Operations

We're serious about being an employer of choice – not just for women, but for women in technology and operations. And we're actively introducing new initiatives to support women throughout their technology and operations career, with opportunities to develop, experience, connect and contribute to the community.



“I believe gender equality results in better decision making, which in turn will make us a stronger organisation with more loyal customers and a more engaged workforce. Diverse and inclusive teams are key to long term sustainable success.”



**Raechelle Binny,**  
General Manager,  
Consumer and Business  
Banking Legal & Gender  
Balance Co-Chair

“I believe that NAB, and Technology and Operations specifically, is stronger when we have diversity of skills, experience & thought. This is why I took on the sponsorship of Women in Technology and Operations efforts. We are looking to build off of the success that the Connecting Women in Technology has had over the last several years, expanding to include the Operations and Shared Services functions.”

**Glenda Crisp,**  
EGM Enterprise Data CDO  
and Connecting Women in  
Technology and Operations  
Executive Sponsor

“I'm incredibly proud of the work NAB and Gender Balance are doing to build a more inclusive culture through a commitment to gender equality. Our success in this area is testament to the passion, boldness and tenacity of both the men and women in our business who champion gender equality and rightfully insist women have an equal place in not only our business, but our communities as well.”



**David Gall,**  
Chief Customer  
Officer, Corporate and  
Institutional Banking  
& Gender Balance  
Executive Sponsor



## CASE STUDY

### Parental leave in action

Whilst working as a Retail Customer Executive for the Perth South Market in 2015, I was blessed to find out I was 3 months pregnant. Whilst it was such fantastic news, it was very important to my family that I be back in QLD to have our baby boy and raise him where I had the family support to continue on with my career. Through conversation with the QLD leader, NAB went out of its way to support and accommodate my family with this move. In 2015 NAB not only supported my move back to QLD, but they also found a perfect fit for me in the front line as the Branch Manager in Brisbane for my final 3 months prior to starting parental leave. The Branch Manager role was a perfect role, as it allowed me to travel less and be closer to home. My career has always been, and will continue to be very important to me, so upon going on parental leave my People Leader at the time stayed in regular contact with me regarding career opportunities. I was very grateful to come back to NAB in February 2016 as a Retail Customer Executive into Brisbane West market where I could continue my career whilst raising a family. When required, I have flexibility around my working hours and location, which enables me to balance the needs of my family and the business I run. NAB has worked with me every step of the way to have a family, and smoothly transition back to work. I'm proud to work for an organisation that has supported me in so many ways.

**Abby Mackenzie,**  
Retail Customer Executive,  
Brisbane West

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# A PLACE FOR PARENTS

From the moment you announce the big news, to the day you return to work, we want everyone's parental leave experience to be a good one. And here's how we can make that possible:

- Parental leave is available to all permanent NAB employees – no matter how long they've worked for NAB
- Permanent NAB employees who've been with NAB for a year or longer are entitled to up to 12-weeks paid primary carer's leave (or 24 weeks half pay), regardless of their gender
- Up to 40 weeks of unpaid parental leave will still be recognised for long service leave accrual
- Up to 40 weeks of unpaid primary carer's leave will still accumulate superannuation contributions
- When employees come back to work from parental leave they'll take part in a remuneration review – so we can make sure they're getting paid the appropriate amount. We've included this as a commitment in our Enterprise Agreement.
- We stay in contact with our employees whilst they are on Parental Leave through our "Stay in Touch" communications – which gives our people information on parenting, age appropriate activities, developmental milestones, strategies for securing childcare, how to make a successful transition back to work and business updates.
- Our employees can choose to be part of 'Parents at NAB'. This is a group created on Workplace – NAB's private social network – where parents can access support tools, articles and info snippets. This also provides a place for parents to keep in touch, connect, share anecdotes and generally support each other through the journey of parenthood, including before and after parental leave.
- We've also developed a comprehensive childcare strategy – so that many of our employees have access to quality, convenient and cost-effective childcare.

When someone from the team is coming back to work from parental leave, it's important to have open conversations about managing their work and life priorities. Providing flexible work options is an essential way of making sure we can retain talented working parents – and attract new people too.



"In 2016 I had the opportunity to spend 3 months at home as a full time dad with my son Jackson. The opportunity NAB gave me to do this was amazing. I was able to spend quality time with him, rather than just the 1 hour after work before bedtime each day. It has helped me appreciate what is involved in parenting as well as bond with my son in these early days."



**Jamie Grixti**,  
Manager,  
People Team

## PRIMARY CARER'S LEAVE

Permanent NAB employees who've been with NAB for a year or longer are entitled to up to 12-weeks paid primary carer's leave (or 24 weeks half pay), regardless of their gender

In 2019, NAB partnered with Care Corporate to deliver our working parents a comprehensive child care solution. The NAB Child Care Program provides access to a range of useful services including:

**Child care vacancy alert pro** - A child care referral service that provides a personalised report of child care services with current vacancies that match your requirements and emailed alerts when spots become available in your preferred location.

**Emergency child care program** - Access to back up carers who can help if your child is too sick to go their regular service or your usual arrangements fall through.

**Child care job ad posting** - Advertise for a nanny, au pair or babysitter on ChildcareJobs.com.au, Australia's only dedicated child care job board, for free.

**Weekly child care and parenting news** - Advice and assistance on work and child care as well as parenting tips.

# THE FREEDOM TO WORK IN A WAY THAT SUITS YOUR LIFE, THE BUSINESS AND OUR CUSTOMERS

**Flexible working is available to our people. From job sharing, working from home, flexible start and finish times to extended leave – our employees can utilise the flexible working option that best works for them, their team and the business.**

These options have the potential to make each team member more productive. They can also make them feel more supported to live life on their terms. In 2018, our employee engagement survey told us that over 84% of our employees feel that they have the flexibility needed to accommodate their priorities at work, at home and in the community.



“Over the 9 years that I have been with NAB I have experienced a variety of formal and informal flexible working arrangements - from 2 days, 3 days and 4 days a week; 2 different job shares, and I am currently full time based in Brisbane, with a team in Melbourne. This demonstrates that if you are flexible with flexible working then it can be a really powerful enabler of your career, to on ramp and off ramp as your personal and work priorities change.”



**Kristy Macfarlane,**  
Head of Diversity  
& Inclusion

“Six years ago, Jenny and I were both on parental leave with our firstborns and we would chat and joke during our postnatal pilates class how it would be awesome to job share when we both returned to NAB. We now have been job sharing for 5 years in a variety of roles at Docklands and love the flexibility that it provides our families. It allows me to switch off from work during my days off and spend time with the kids. Job sharing has also enabled us to pursue interesting and challenging roles within the bank. I truly believe that NAB makes flexible working “real” for it’s employees.”



**Lydia Cesana,**  
Manager Reporting  
Support & Governance,  
with job share partner  
Jenny Hodsmann



“We’ve been working on gender pay equity for many years now and have made great progress. But there is more work to do – and as a working woman and a leader I am proud to be working at an organisation where breaking down the barriers to pay equality is a priority.”



**Lynda Dean,**  
Executive General  
Manager, Performance  
& Reward

## PROVIDING EQUITABLE REMUNERATION TO OUR EMPLOYEES, REGARDLESS OF GENDER

**We’re just as committed to breaking down the barriers to equal pay between men and women as we are to offering equitable remuneration that’s consistent with the market and performance framework.**

The Workplace Gender Equality Agency’s analysis (2017-2018) indicates that the gender differential in base salaries at NAB has reduced from 22.7% to 21.1%. It should be noted that base salaries are annualised and issues such as hours worked are not included in the analysis.

At NAB, we regularly review gender pay equity.

### We’re committed to:

- Managing our gender representation at all levels
- Conducting regular reviews of similar roles and the organisation as a whole
- Setting variable reward targets for gender consistency and alignment
- Making sure any annual remuneration recommendations for specific roles are kept gender neutral
- Looking into any performance outcomes on a yearly basis to spot any potential gender bias
- Focussing on gender pay equity on an organisation-wide, level-by-level and like-for-like basis.

# BRINGING SOCIAL CHANGE TO THE COMMUNITY

The need for gender equality stretches beyond the walls of our organisation. And we're just as driven to bring about change on a social level.



## NAB AFL Women's Competition

We don't just want to sponsor AFL. We want to see it grow – to become a more diverse, more enjoyable game for more people. And giving every child in Australia the opportunity to play AFL is a great way to start.

Through our support of the NAB AFL Auskick program and the NAB AFL Women's Competition, we're now giving every boy and every girl across the country

a chance to nurture their love of the game, creating role models along the way.

We're proud to give more women the chance to participate in one of our country's favourite sports, providing a pathway for women from the grassroots to the elite level through our support of the NAB AFL Women's Rising Star Program.

# 32%

The NAB AFL Women's Competition has played a key role in contributing to an outstanding increase in females playing the game, now representing 32 per cent of all participation.

# PUTTING A STOP TO DOMESTIC AND FAMILY VIOLENCE

As a significant Australian employer we have a responsibility – and a platform – to tackle the big issues that impact our people, customers and the community.

This includes domestic and family violence. We're committed to playing an active role in raising awareness and providing critical support to see the end of domestic and family violence in the community.

## Keeping our people safe

In 2013, we were the first major bank in Australia to introduce a formal Domestic Violence Support Policy for our employees – and in 2014, we included domestic violence support within our Enterprise Agreement. The support includes uncapped paid special leave based on a person's specific needs. We have a range of support strategies in place, relating to safety and security, access to specialist external resources, counselling, and emergency financial assistance.

In 2018, we expanded our policy to include reasonable paid leave to support family or immediate household members experiencing domestic and family violence.

We know that we have a duty to help keep employees safe from domestic and family violence, and we are continuously working on ways to do this.

## Our support extends beyond our own employees

In 2016, we were the first Australian bank to offer Family Violence Assistance Grants for our customers experiencing domestic and family violence.

The NAB Domestic & Family Violence Assistance Grant helps our customers take steps towards financial independence – and provides support for those who are struggling to leave violent relationships or homes. We've also partnered with Uniting Kildonan and their 'CareRing' Program to offer our customers a whole range of support services, beyond just financial.

Any NAB customers who are experiencing financial hardship can get in touch with NAB Assist on **1800 701 599** to find out more.

Mon-Fri 8am-8pm (AEST/AEDT)  
or 9am-1pm on Saturdays

## Bringing change to the community

Since 2017, NAB's philanthropic arm, the NAB Foundation have granted \$1.8 million to social purpose organisations working to implement innovative solutions in domestic and family violence prevention, early intervention and improvement in support of victims. The focus of these organisations includes:

- Preventing violence, including the cultivation of respectful relationships or consideration of cultural requirements within certain communities
- Stopping the cycle of violence within families and communities through focus on intergenerational change
- Innovative approaches to early intervention focused on people who are at-risk of becoming perpetrators of domestic and family violence
- Collaboration between service groups to improve access and delivery of support services to victims
- Technology solutions to facilitate the safe and secure access to information and support as well as the use of data to improve support of victims
- Survivor advocacy work, by enabling women who have experienced violence to share their stories with the public through the media, as a way to build a shared understanding of violence against women.



“To create real change, organisations need to be bold and ambitious, and focus our efforts in the areas we can have the greatest impact. That's why I am proud of the role NAB continues to play in shaping community attitudes on domestic and family violence. We have a role and opportunity to help our customers, people and our communities to escape and re-emerge from violence. I am proud of the work we have achieved to date, but there is more to be done and we will continue to play a leadership role on this important issue.”

**Nathan Goonan,**  
Executive General Manager,  
Group Strategy and Development

NAB is proud to be a corporate leader in supporting the elimination of domestic and family violence. We continue to explore new initiatives and approaches that will help to create real change and ultimately see an end to violence.



Find our more at  
[nab.com.au/endtoviolence](https://nab.com.au/endtoviolence)

## Support for our people

Our Domestic Violence Support Policy incorporates:

- Paid leave for medical and legal assistance, court appearances, counselling, relocation, or to make other safety arrangements. The amount of leave that's given will be determined by every individual's situation
- Strategies to assist employees at risk
- Flexible working rosters and a change of work location if needed
- Linking employees to external organisations, such as 1800 RESPECT, as well as providing counselling through Employee Assistance Program and Manager Assist
- Emergency financial assistance if and when it's needed
- Treating any information around domestic and family violence confidentially
- Access to emergency financial support through the Dibbs and Massie Foundation.

## Support for our customers

- Financial and personal counselling, delivered through the United CareRing
- Extra privacy and security measures on banking products and services
- Family Violence Assistance Grants to provide financial support for customers fleeing violence
- NAB's Financial hardship support includes options like:
  - a break from payments for a period of time
  - reduced payments for a fixed period
  - more time to catch-up on missed payments
  - restructure of the loan facility
  - refund of interest and fees
  - waiving part of a debt – or in some cases, the full amount.

## SUPPORTING OUR COMMUNITY

The NAB Foundation grant supports domestic and family violence prevention and intervention





## SUPPORTING SUSTAINABLE CHANGE

### **Making socially responsible investments**

As one of Australia's leading financial organisations, we have a real opportunity to find innovative new ways to promote gender equality in the workplace. Which is one of the key reasons we launched Australia's first Social Bond (Gender Equality).

NAB Social Bond (Gender Equality) are fixed income obligations of NAB that offer investors the opportunity to make a Socially Responsible Investment – by helping to finance companies that are cited by the Workplace Gender Equality Agency as Employer's of Choice for Gender Equality.

The proceeds of the Bond have been earmarked for financing or re-financing businesses, projects and assets that we've funded. Only organisations that hold the Employer of Choice for Gender Equality citation and meet the requirements detailed in the NAB Social Bond Framework will be eligible.

### **Delivering a more diverse supply chain**

We started the Australian Supplier Diversity Program in 2012 to promote diversity in our supply chain, build sustainable enterprises, and support communities through the power of purchasing.

By incorporating businesses owned by women, Indigenous people, people with disability and social enterprises into our supply chain, we can increase their exposure to corporate procurement – creating more employment and training opportunities, sustainable growth and social and financial inclusion.



**For more information, or for an alternative format email: [diversity.&.inclusion@nab.com.au](mailto:diversity.&.inclusion@nab.com.au)**