

more
than
money



TOWARDS 2020:

NAB's road to gender equality



TOWARDS 2020: NAB'S ROAD TO GENDER EQUALITY



Throughout my 30 year career, the biggest lesson I've learned is that banking is about people.

It is about supporting our customers, over half of whom are women, in their work and personal lives. And it's about supporting our people – again, over half of whom are women, to perform at their best in meaningful roles that make our customers lives better.

As a father of two working women, as the CEO of NAB, and as a Male Champion of Change, I want women to be able to achieve their goals, whether they are my family, customers, employees or members of our community.

I want talented women to have amazing careers at NAB, and to be well represented at senior levels of the bank. I want every female graduate who gets a job at NAB to know they have just as much chance of becoming the CEO of this bank as their male colleagues.

This is not just because it's the right thing to do and consistent with our NAB values as we strive to be the most respected bank in Australia and New Zealand. Research and experience shows this is good for our customers, our people and our business.

Gender equality is something we've been working towards for a while now. I'm really proud of what we have achieved. We've increased the number of women in senior roles, we regularly review gender pay equity and most of our people work flexibly.

In March this year we also launched the first social bond to specifically promote workplace gender equality. The bond enables institutional investors to invest in supporting Australian organisations that champion women and equality in a positive way.

In the community, we're also backing the NAB AFL Women's Competition, and we've been corporate leaders when it comes to supporting women who have survived domestic violence.

But we have more work to do, at NAB and in the wider community, to achieve gender equality.

In 2017, we are making a bold commitment; from our executive leaders through to our entry level roles, every level will have 40%-60% female representation by 2020.

Over the next few pages, you can read how we will make our 2020 commitment a reality.

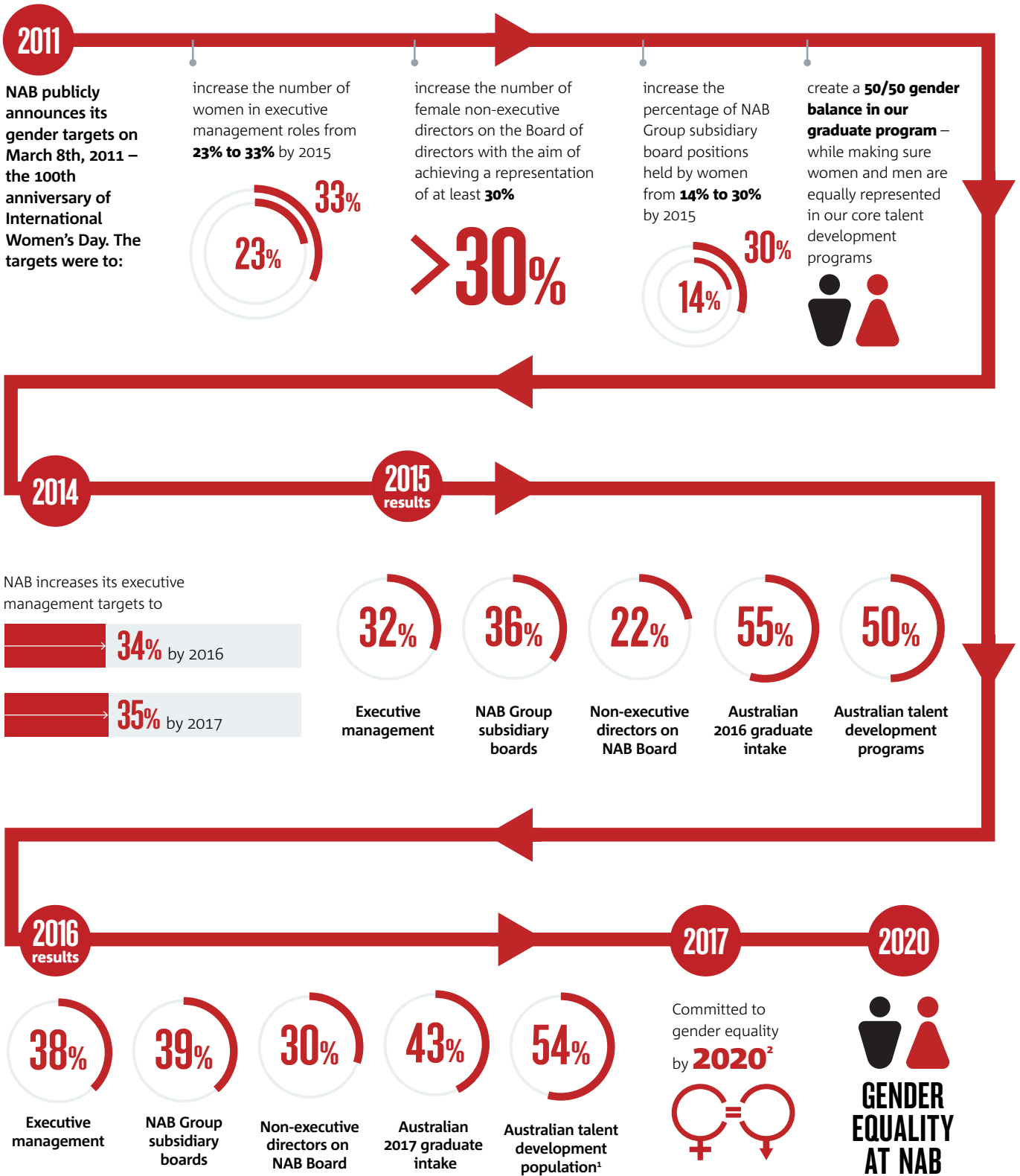
Gender equality is about fairness and building an even better bank. I look forward to working with everyone at NAB to get us there.

Andrew Thorburn, CEO National Australia Bank

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.

THE ROAD SO FAR...



¹ The Australian Talent population includes all employees who were identified against evidence based criteria as high potential employees. In previous years we reported female participation in talent on a different basis, being the number of employees participating in our core Australian Talent programs.

² Gender Equality is defined as 40%-60% of either gender represented.

“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

39%

Female representation
on NAB Group subsidiary
boards achieved in 2016



INCLUSION AND GENDER EQUALITY STARTS WITH OUR LEADERS

With some 35,000 employees, more than 10 million customers globally and 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.

- **NAB CEO, Andrew Thorburn**
– Male Champion of Change (2015), Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador
- **BNZ CEO, Anthony Healy**
– Co-Chair for NZ Champions for Change
- **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.
- **One NAB Leaders** – All One NAB Leaders are held accountable on their progress towards gender equality each quarter.
- **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.



“As a leader at NAB, I believe strongly in gender equality and the value it creates for our people and our customers.

Gender equality is at the core of what we do, how we do it and how we work as a team. Having a team that has diversity of thought and experience goes to the heart of delivering superior customer service.”



Danny Fischer,
General Manager,
Corporate and Institutional

“Global forecasts predict gender parity will happen... in around six generations time. About the year 2186³. So, here we are in 2017 and this is our watch. We can change this. How? Through mindful actions to build an employee population that reflects New Zealand.

We have one very simple stated goal regarding gender that sets our focus – to achieve gender equality by 2020 across all levels of our organisation.”



Mark Carrick,
BNZ Diversity &
Inclusion Council Member

“As a leader at NAB, gender equality is important to me as I passionately believe we all should be able to bring our true selves, and our best selves to work, and be able to progress our careers without restraint. An organisation succeeds when people are motivated and enabled to be their very best, to bring their personal creativity and personal skills and thoughts to the fore.”



Lisa Palma,
General Manager,
Consumer and Wealth

³ <http://erports.reform.org/global-gender-gap-report-2016/>.



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
- Every management role that's advertised strives to have a minimum of 40% female representation on shortlists, regardless of whether they're sourced internally or externally
- 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 40% female representation across succession plans for senior management roles
- 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 diamond 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 we've built inclusive leadership into all of our leadership programs. 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 in our award-winning⁴ NAB Board Ready program. The program – which is built by NAB women for NAB women – gives people the freedom to choose the technical and behavioural components that are critical to their own development, so that they can become a skilled director, and a fantastic leader.

Creating the space to re-energise

Our CEO is passionate about seeing great women succeed, that's why he launched Championing You, an experience for high performing senior women to develop and grow.

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.



⁴ Recognised globally at 2014 Catalyst Conference including Practice Recognition recipient.

CONNECTING WOMEN OUR EMPLOYEE RESOURCE GROUP

Connecting Women

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. Connecting Women, 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, Connecting Women strives to create an inclusive workplace where women can grow their careers as leaders in NAB.

Connecting Women in Technology

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



“Gender equality is not a women’s issue. It’s an issue that we should all be passionate about fighting for. My hope is that one day there will no longer be a need for a group like Connecting Women – because everyone, regardless of gender – will be equal in status, rights and opportunities. Until that time, having a group like Connecting Women is a critical element for our business to bring women and men together to talk about the things that matter and continue to build momentum toward parity.”



Jodie Stojanovski,
Connecting Women,
Victorian Chapter
Co-Chair

“As founder of Connecting Women in Technology, I am incredibly passionate about creating sustainable career paths for women in technology and making NAB an employer of choice for women within the technology industry. I am immensely proud of the difference Connecting Women in Technology has had for so many women.”



Dayle Stevens,
Connecting Women in
Technology Chair

“I’m incredibly proud of the work NAB and Connecting Women 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,
Group Chief Risk Officer
& Connecting Women
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,
Consumer & Wealth



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 leave through our "Keeping in Touch" communications – which gives our people tips and tools to support them during their transition back to work, along with all the important NAB news
- Our employees can choose to be part of 'Pop Up Parenting'. This is a group created on Yammer – NAB's private social network – that parents can join to share ideas on juggling being a parent with their careers
- 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.

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 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,
Senior Consultant,
People Team

"I feel really fortunate to have worked for an organisation like NAB throughout both periods of Parental Leave. The support I have received from my People Leaders and colleagues has made the transition back to work a really positive experience. With the backing of my People Leader, I applied and was granted a Chief Executive Women scholarship to study at the Australian Graduate School of Management whilst on Parental Leave last year. In negotiating a gradual transition back to work, I have been able to balance my study, personal and professional obligations and have recently been appointed to a new role as Head of Transformation."

Victoria Jones,
Head of Transformation,
Business Lending Customer
Products and Services

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 2016, our employee engagement survey told us that over 85% of our employees feel that they have the flexibility needed to accommodate their priorities at work, at home and in the community.



“Over the 7 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

“Being in a job share arrangement has enabled us to succeed in a challenging and rewarding role whilst actively progressing our careers in part time hours. We have managed to find a balance between work and home that suits our families and enables our career.”



Sarah Strain and Daniela Pati,
Job share partners,
Business Transaction
Banking



“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 (2015-2016) indicates that the gender differential in base salaries at NAB has reduced from 25.6% to 24.2%. 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.

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 newly established 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.



WE'RE PROUD

to give more women the chance to participate in our country's favourite sports



Football Federation Australia – ALDI MiniRoos, Westfield W-League and Westfield Matildas

We're proud to provide boys and girls across Australia the opportunity to learn the fundamentals of football through the ALDI MiniRoos program. As a partner of the Westfield W-League, we provide the most talented women football players across the country the chance to live their dream playing football at the elite level.

We're passionate about the growth and development of future stars of the game, which is why we support the NAB Young Footballer of the Year program, recognising a talented up and coming star in the W-League each month. In addition, our partnership sees our support extended to the national women's football team, the Westfield Matildas, as they represent Australia on the global stage.

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. It's largely been an issue that's gone unspoken – but not anymore. 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. 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 employees can also access emergency financial relief through the Dibbs and Massie Foundation.

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 – which gives them access to the emergency funding needed to leave a violent situation. The grant includes:

- An independent transaction account to give the customer a crucial step toward financial independence
- Up to \$2,500 to cover reasonable expenses to safely leave the relationship – like bond and rent for a new home.

Customers experiencing domestic and family violence can also be connected to support services like specialist counselling and safety planning, through our partnership with Kildonan Uniting Care.

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

Bringing change to the community

In 2017, the NAB Foundation will provide grants to social purpose organisations who are working to implement innovative solutions in domestic and family violence prevention and intervention. This includes:

- Focus on preventing violence including the cultivation of respectful relationships or considers cultural requirements within certain communities
- Aim to stop the cycle of violence within families and communities through focus on intergenerational change
- Are innovative in approach to early intervention focused on people who are at-risk of becoming perpetrators of domestic and family violence
- Enable greater collaboration between service groups to improve access and delivery of support services to victims
- Focus on 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.



“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,
Corporate Affairs



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** search ‘NAB Foundation’

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 Kildonan Care Ring
- Extra privacy and security measures on banking products and services
- Family Violence Assistance Grants of up to \$2,500 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 will be 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