

ANZ

Summary of ANZ's initiatives and outcomes

ANZ aspires to be a very different bank in the eyes of its customers, its people, the community and its shareholders. We are committed to fostering a distinctive and inclusive culture where difference is valued and leveraged, and where people can bring their "whole selves" to work, feel valued and be challenged.

Enabling women to fully contribute to the best of their ability is a core element of ANZ's diversity strategy. Over the past 12 months, we have introduced a number of initiatives to continue to support and develop our female employees.

Enhancing female representation

- *Women in Management* - In February 2006, ANZ's Chief Executive Officer John McFarlane set targets for women in management across the organisation. Results are reported to the Board quarterly. The table below represents progress to date and targets:

	ACTUAL			TARGET		
	1996	2005	2006	Dec 2006	Sept 2007	Sept 2008
Executive*	4.2%	17.9%	22.0%	22%	24%	27%
Senior Manager	10.1%	25.3%	28.0%	30%	34%	39%
Manager	19.4%	36.0%	39.0%	40%	44%	49%

* includes Senior Executive roles

Over the past 10 years, we have seen considerable improvement in this important area, as John McFarlane explains: "Appointments of women to roles will continue to be based on merit. But we set targets for every other area of our business, and I don't see why this should be any different." (2006 EOWA Australian Census of Women in Leadership launch, August 2006).

Additionally, our recruitment for management positions has undergone a major shift. ANZ now requires at least one woman be shortlisted for every role and where possible, a woman should be a part of the selection panel. We have also briefed our panel of executive recruitment providers on ANZ's diversity strategy and female shortlisting policy and they are held accountable on sourcing quality candidates (particularly females) and complying with lawful advertising guidelines. An additional niche provider that specialises in the recruitment of executive female talent has been included in ANZ's executive recruitment list.

Overall, female appointments to management roles in 2005/06 increased by almost 5% compared to 2004/05.

- *ANZ Talent programs* – To increase the number of high potential females progressing through the talent pipeline, female targets for nominations across business units is set at 50%. Recently 52% females were enlisted into the Future Leader Program.

- *Graduate Recruitment* – Female targets were set for the 2007 graduate intake at 50%, with the actual acceptance rate for 2007 being 52%.

High usage of flexible work arrangements

In 2005/06 there was a significant increase in the number of females and males using flexible work arrangements.

- *Part time Work*
 - 47.3% of females occupy full time positions compared to 52.7% of men.
 - Of those employed part-time, 91.1% are female.
 - Part-time roles have increased at management level. In 2005 we had 253 employees at management level working on a part-time or casual basis. In 2006 this number increased to 311.
- *Increased Telecommuting* – 37.2% of staff with remote access were female, which is representative of the number of females occupying managerial roles and utilising flexible working arrangements available at ANZ.
- *Long Service Leave* – In 2005/06, 1885 employees went on long service leave, 71.5% were women.
- *Increased Lifestyle Leave* – In 2004/05, 55.5% of employees taking Lifestyle Leave were female. This increased to 63.4% for 2005/06.
- *An increase in the commencement of Career Breaks* – In 2004/05, 77.1% were women. This increased to 75% in 2005/06.
- *Carer's Leave* – In 2005/06 ANZ extended employees Carer's Leave entitlement from 38 to 76 hours annually. Since December 2005, 69.4% of staff taking Carer's Leave were female.
- *Part time work career extension policy* – In 2005/06 ANZ introduced this policy which guarantees employees aged 55 and over the right to move to a part-time working arrangement. This policy increases the participation of mature aged workers in the workplace by offering a phased approach to retirement, thereby recognising the value and experience this segment of employees has to offer.

Additional initiatives

- *Parental leave policy* – In December 2004, ANZ doubled its parental leave to 12 weeks. Additionally, full-time employees who are pregnant or caring for a child under the age of five can apply for part-time work and retain the right to return to a full-time role after the part-time period has ended. Employees can also request an extension up to a total period of two years of unpaid parental leave. Eligible casual employees are now entitled to unpaid parental leave.
- In 2005/06, 614 individuals took parental leave, 91.4% were female. During this period, 358 females returned to full time and part time roles, 50.4% into part-time work, and 49.6% into full-time work. ANZ's current female retention rate is 87%.
- *Appointment of Head of Advancement of Women and Diversity* – In January 2006 Fiona Krautil was appointed to this newly created role to support ANZ's strategic diversity agenda.

- *Group Diversity Council* – In 2005/06 the council, chaired by Group Managing Director Brian Hartzer, was revamped. It incorporates a Management Board mandate, a \$1 million budget to fund diversity innovation in the divisions and a more diverse membership that includes six staff representatives in addition to the Management Board nominees.

Our efforts are paying off

The increased use of policy and flexible work arrangements by both males and females has helped increase ANZ's levels of engagement. In 2005, ANZ participated in the Hewitt Best Employers Study, which surveyed the engagement levels of a sample of our staff. ANZ's engagement in this study increased to 63%, which is a significant improvement over the 58% result in the Best Employers 2004 study. This places ANZ well ahead of the Banking and Finance sector benchmark of 54% and is the highest engagement score of large organisations in Australia and New Zealand.

Media Talent:

ANZ women – case studies

- **Jackie Uhi**

Project Manager, Retail Branch Network, Personal Division

Benefits of ANZ's parental leave policies

Since starting with ANZ eight years ago, Jackie has taken parental leave three times and has experienced improvements in ANZ's policies each time. In 2000, Jackie took four weeks parental leave. In 2004 she took six weeks and in 2006 Jackie enjoyed 12 weeks leave under ANZ's new policy that saw parental leave doubled from six to 12 weeks. Jackie says that the additional time she took in parental leave in 2006 was a huge bonus, enabling her to spend quality time not only with her newborn child, but with her four other children – two biological and two adopted children following the death of her sister-in-law in Tonga. Jackie says the increased support offered through the new policy enabled her to make choices that suited her lifestyle and achieve a better work life balance. It also enabled her to provide the support and structure to her husband Stanley, who was also settling into a bigger role - caring for the growing brood. Jackie says that the opportunity to support him for the longer parental leave period really made a difference with settling back into work, as the household was in order. This enabled Jackie to give her attention to her work, during work hours, without worrying about how the children were coping. Additionally, she used a range of flexible arrangements to stay connected while she was on parental leave, including attending events, regular contact with her colleagues and logging in remotely to check the intranet for major announcements. Jackie is also an active member of ANZ's Working Parents Network and acknowledges that her line manager has been both extremely supportive and a major influence in ensuring a smooth transition back to work. Jackie is a committee sponsor of Forward, which is an internal ANZ women's committee that is focussed on the support and advancement of up-and-coming women in the organisation which includes graduates and newly-appointed managers. One of Jackie's key areas of interest for Forward in 2007 is looking at the opportunity to build skills such as readiness and resilience in our younger generation to deal with the challenges of a becoming a mother whilst holding a senior management role.

- **Sarah Hearn**

Strategy Analyst, Debt and Transaction Services, Institutional

A different kind of mentoring

Sarah Hearn joined ANZ's graduate program in 2005. Sarah undertook a role that is essentially the opposite of a typical mentoring relationship, as she is now a mentor to Mark Whelan, joint Managing Director of Markets in ANZ's Institutional division. They have reversed roles as part of the ANZ "Trading Places" program, in which Executives are mentored by people from across the division. The goal is to increase exposure to particular areas of diversity, including, in Sarah and Mark's case, gender roles. Sarah says the initiative has been extremely beneficial for both herself and Mark – moving them "out of their comfort zones". And while Sarah has helped open Mark's eyes to perspectives and experiences of women at ANZ, she is also benefiting from the unique development opportunity of working with and learning from a senior leader.

Media Contact:

Katherine Rellos

rellosk@anz.com