



Public report

2018-19

Submitted by

Legal Name:

Australia And New Zealand Banking Group Limited





Organisation and contact details

Submitting organisation details	Legal name	Australia And New Zealand Banking Group Limited
	ABN	11005357522
	ANZSIC	K Financial and Insurance Services 6221 Banking
	Business/trading name/s	
	ASX code (if applicable)	ANZ
	Postal address	833 Collins Street DOCKLANDS VIC 3008 AUSTRALIA
	Organisation phone number	(03) 8655 0000
Reporting structure	Number of employees covered by this report	20,851





Workplace profile

Manager

Management	Day of the selection of the OFO	Flttt		No. of employees			
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees		
		Full-time permanent	0	1	1		
CEO/Head of Business in Australia		Full-time contract	0	0	0		
	0	Part-time permanent	0	0	0		
		Part-time contract	0	0	0		
		Casual	0	0	0		
		Full-time permanent	3	3	6		
		Full-time contract	0	0	0		
Key management personnel	-1	Part-time permanent	0	0	0		
		Part-time contract	0	0	0		
		Casual	0	0	0		
		Full-time permanent	1	6	7		
	-1	Full-time contract	0	0	0		
		Part-time permanent	0	1	1		
		Part-time contract	0	1	1		
		Casual	0	0	0		
		Full-time permanent	15	31	46		
		Full-time contract	0	0	0		
	-2	Part-time permanent	0	1	1		
		Part-time contract	0	0	0		
Other averagitives/Compared reserves		Casual	0	0	0		
Other executives/General managers		Full-time permanent	6	22	28		
		Full-time contract	0	0	0		
	-3	Part-time permanent	0	0	0		
		Part-time contract	0	0	0		
		Casual	0	0	0		
		Full-time permanent	0	1	1		
		Full-time contract	0	0	0		
	-4	Part-time permanent	0	0	0		
		Part-time contract	0	0	0		
		Casual	0	0	0		





Management	Demostia a level to OFO	Faralla manage at at at at a		employees	
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time permanent	19	14	33
		Full-time contract	0	0	0
	-2	Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	51	108	159
		Full-time contract	1	2	3
	-3	Part-time permanent	3	2	5
		Part-time contract	0	0	0
Operior Morror and		Casual	0	0	0
Senior Managers		Full-time permanent	29	91	120
		Full-time contract	0	0	0
	-4	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	8	8
	-5	Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	2	1	3
		Full-time contract	0	0	0
	-2	Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	71	91	162
		Full-time contract	4	1	5
Other managers	-3	Part-time permanent	31	2	33
Other managers		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	140	317	457
		Full-time contract	1	5	6
	-4	Part-time permanent	26	2	28
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	117	285	402





Managar acquiretional actoroxica	Departing level to CEO	Employment status		No. of	employees
Manager occupational categories	Reporting level to CEO	Employment status	F	М	Total employees
		Full-time contract	1	3	4
		Part-time permanent	14	3	17
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	9	28	37
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	1	1
		Full-time contract	0	0	0
	-7	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers				1,033	1,579

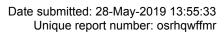




Workplace profile

Non-manager

Non manager conjugational actorogica	Employment status	No. of employees (excluding gr	raduates and apprentices)	No. of graduate	es (if applicable)	No. of apprentic	Total ammiayasa	
Non-manager occupational categories	Employment status	F	М	F	М	F	M	Total employees
Professionals	Full-time permanent	3,586	5,062	26	25	0	0	8,699
	Full-time contract	125	240	0	0	0	0	365
	Part-time permanent	735	56	0	0	0	0	791
	Part-time contract	30	9	0	0	0	0	39
	Casual	3	7	0	0	0	0	10
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Technicians and trade	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Community and personal service	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	2,937	2,365	0	0	0	0	5,302
	Full-time contract	64	46	0	0	0	0	110
Clerical and administrative	Part-time permanent	2,966	460	0	0	0	0	3,426
	Part-time contract	39	15	0	0	0	0	54
	Casual	369	107	0	0	0	0	476
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Sales	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0







Non manager equipational estageries	Employment status	No. of employees (excluding ga	raduates and apprentices)	No. of graduates	s (if applicable)	No. of apprentice	es (if applicable)	Total ampleyees
Non-manager occupational categories	Employment status	F	М	F	М	F	М	Total employees
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Labourers	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
Others	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		10,854	8,367	26	25	0	0	19,272





Reporting questionnaire

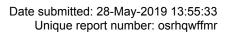
Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

NB. IMPORTANT:

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- · Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.
- 1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

1.1	Recruitment
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.2	Retention
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ✓ No (you may specify why no formal policy or formal strategy is in place) ✓ Currently under development, please enter date this is due to be completed ✓ Insufficient resources/expertise ✓ Not a priority
1.3	Performance management processes
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority





1.4

Promotions



	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.5	Talent identification/identification of high potentials
	 ✓ Yes (select all applicable answers) ☐ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.6	Succession planning
	 ✓ Yes (select all applicable answers) ☐ Policy ☑ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.7	Training and development
	 ✓ Yes (select all applicable answers) ✓ Policy ✓ Strategy ✓ No (you may specify why no formal policy or formal strategy is in place) ✓ Currently under development, please enter date this is due to be completed ✓ Insufficient resources/expertise ✓ Not a priority
1.8	Key performance indicators for managers relating to gender equality
	 ✓ Yes (select all applicable answers) ☐ Policy ✓ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority
1.9	Gender equality overall
	 ✓ Yes (select all applicable answers) ☐ Policy ☑ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority





1.10 How many employees were promoted during the reporting period against each category below?
IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

	Mana	gers	Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	90	159	1232	1476
Permanent/ongoing part-time employees	3	0	341	74
Fixed-term contract full-time employees	2	0	35	26
Fixed-term contract part-time employees	0	0	2	1
Casual employees	0	0	8	2

1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	164	242
Number of appointments made to NON-MANAGER roles (including promotions)	4046	3597

1.12 How many employees resigned during the reporting period against each category below?

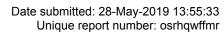
	Mana	igers	Non-ma	nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	25	39	501	602
Permanent/ongoing part-time employees	6	2	440	109
Fixed-term contract full-time employees	1	1	52	67
Fixed-term contract part-time employees	0	0	17	6
Casual employees	0	0	135	49

1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

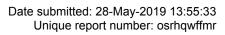
2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.







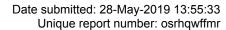
2.1	Please answer the following questions relating to each governing body covered in this report. Note: If this report covers more than one organisation, the questions below will be repeated for each					
	organisation before proceeding to que If your organisation's governing body organisation's name BUT the numerical	is the same as your parent entity's, yo	ou will need to add your ning body.			
2.1a.1	Organisation name?					
	Australia and New Zealand Banking Grou	up Limited				
2.1b.1	How many Chairs on this governing bo	ody?				
		Female	Male			
	Number	0	1			
2.1c.1	How many other members are on this	governing body (excluding the Chair/s	s)?			
		Female	Male			
	Number	3	5			
	 Yes No (you may specify why a target has not been set) Governing body/board has gender balance (e.g. 40% women/40% men/20% either) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Do not have control over governing body/board appointments (provide details why): Not a priority Other (provide details): 					
2.1e.1	What is the percentage (%) target?					
	30					
2.1f.1	What year is the target to be reached?					
	2019					
2.1g.1	Are you reporting on any other organis	sations in this report?				
	☐ Yes ☑ No					
2.2	Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?					
	Yes (select all applicable answers)					
		destina malian au famant notation at a tra	via in place)			
	No (you may specify why no formal se	odies				
	☐ Insufficient resources/expertise					
	☐ Do not have control over gove☐ Not a priority	rning body appointments (provide details	why)			







		Other (provide details):
	2.3	Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an "incorporated" entity - Pty Ltd, Ltd or Inc; or an "unincorporated" entity)?
		□ No
	2.5	If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.
Gen	der	equality indicator 3: Equal remuneration between women and men
	remune r equalit	ration between women and men is a key component of improving women's economic security and progressing y.
3.	Do you	u have a formal policy and/or formal strategy on remuneration generally?
	⊠ Yes	s (select all applicable answers) ☑ Policy
	□No	 Strategy (you may specify why no formal policy or formal strategy is in place) □ Currently under development, please enter date this is due to be completed □ Insufficient resources/expertise □ Salaries set by awards/industrial or workplace agreements □ Non-award employees paid market rate
		☐ Not a priority ☐ Other (provide details):
	3.1	Are specific gender pay equity objectives included in your formal policy and/or formal strategy?
		 ✓ Yes (provide details in question 3.2 below) ☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy) ☐ Currently under development, please enter date this is due to be completed ☐ Salaries set by awards/industrial or workplace agreements ☐ Insufficient resources/expertise ☐ Non-award employees paid market rate ☐ Not a priority ☐ Other (provide details):
	3.2	Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?
		 ☑ To achieve gender pay equity ☑ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews) ☐ To be transparent about pay scales and/or salary bands ☑ To ensure managers are held accountable for pay equity outcomes ☑ To implement and/or maintain a transparent and rigorous performance assessment process ☐ Other (provide details):
4.		ou analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. cted a gender pay gap analysis)?
	⊠ Yes	s - the most recent gender remuneration gap analysis was undertaken: ☑ Within last 12 months







	☐ Within last 1-2 years ☐ More than 2 years ago but less than 4 years ago
	☐ Other (provide details):
□ No	(you may specify why you have not analysed your payroll for gender remuneration gaps) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise
room fo	☐ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no or discretion in pay changes (for example because pay increases occur only when there is a change in tenure or
IS roon	☐ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there in for discretion in pay changes (because pay increases can occur with some discretion such as performance
assess	☐ Non-award employees paid market rate ☐ Not a priority
	Other (provide details):
4.01	You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).
	An organisation-wide and like-for-like gap was conducted for the disclosure in ANZ's Corporate Sustainability Report. A like-for-like role gap analysis was conducted as part of the annual performance and remuneration review process also. This involved looking at the average positioning of females versus males in the same salary band. We have also analysed variable incentive payments by gender for staff participating in the Corporate incentive plan.
4.1	Did you take any actions as a result of your gender remuneration gap analysis?
	 Yes – indicate what actions were taken (select all applicable answers) □ Created a pay equity strategy or action plan □ Identified cause/s of the gaps □ Reviewed remuneration decision-making processes □ Analysed commencement salaries by gender to ensure there are no pay gaps □ Analysed performance ratings to ensure there is no gender bias (including unconscious bias) □ Analysed performance pay to ensure there is no gender bias (including unconscious bias) □ Trained people-managers in addressing gender bias (including unconscious bias) □ Set targets to reduce any ilke-for-like gaps □ Set targets to reduce any organisation-wide gaps □ Reported pay equity metrics (including gender pay gaps) to the governing body □ Reported pay equity metrics (including gender pay gaps) to the executive □ Reported pay equity metrics (including gender pay gaps) to all employees □ Reported pay equity metrics (including gender pay gaps) externally □ Cornected like-for-like gaps □ Conducted a gender-based job evaluation process □ Implemented other changes (provide details): Other initiatives were: - enhanced reporting (e.g. summary dashboards) provided to Talent & Culture teams at commencement of the Performance and Remuneration Review to assist with ongoing work to review and identify hot spots early in the process in order to enable leaders to address issues as appropriate. - Removal of the clause in remuneration outcome letters asking staff to keep outcomes confidential. - Targeted individual communications to line managers of staff on, or recently returned from, extended Leave Without Pay (LWOP), including parental leave, reminding managers that staff were eligible to be considered for a salary review. □ No (you may specify why no actions were taken
4.2	If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:

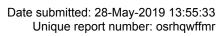




Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

	u provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND in addition to any government funded parental leave scheme for primary carers?
time o	s. (Please indicate how employer funded paid parental leave is provided to the primary carer): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of ver which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please te how employer funded paid parental leave is provided to women ONLY): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of ver which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funder arental leave is provided to men ONLY): By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of ver which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination), not available (you may specify why this leave is not provided) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Government scheme is sufficient Not a priority Other (provide details):
5.1	How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:
	12
carers	r organisation would like to provide additional information on your paid parental leave for primary s.e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.
arran	
arran	







		☐ 31-40% ☐ 41-50% ☐ 51-60% ☐ 61-70% ☐ 71-80% ☐ 81-90% ☐ 91-99% ☑ 100%
	5.3	Please indicate whether your employer funded paid parental leave for primary carers covers:
		☑ Adoption☑ Surrogacy☑ Stillbirth
6.		CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ry carer.
	Do yo wome	u provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and n, in addition to any government funded parental leave scheme for secondary carers?
	☐ No.	we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (you may specify why employer funded paid parental leave for secondary carers is not paid) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Government scheme is sufficient Not a priority Other (provide details):
	6.1	How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:
		5
6a.		r organisation would like to provide additional information on your paid parental leave for SECONDARY RS e.g. eligibility period, other arrangements you may have in place etc, please do so below.
	6.2	What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you MUST INCLUDE CASUALS when working out the proportion. <10%
	6.3	Please indicate whether your employer funded paid parental leave for secondary carers covers:
		☑ Adoption☑ Surrogacy





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7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary care	r's leave
	Female	Male	Female	Male
Managers	53	21	1	28

7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	1344	467	14	301

- 8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
 - Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

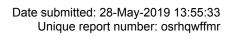
	Female	Male
Managers	2	2

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?
 - Include those where parental leave was taken continuously with any other leave type. For example,
 where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	12	6

9.	Do vou have a f	[- d/- = f- = =	E	ascila a secandeisa ac	
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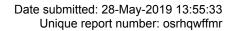
\times Y	es (select all applicable answers)
	□ Policy
	⊠ Strategy
\square N	o (you may specify why no formal policy or formal strategy is in place)
	☐ Currently under development, please enter date this is due to be completed
	☐ Insufficient resources/expertise
	☐ Don't offer flexible arrangements
	☐ Not a priority
	Other (provide details):
9.1	You may indicate which of the following are included in your flexible working arrangements strategy:
9.1	_
9.1	
9.1	 ☐ A business case for flexibility has been established and endorsed at the leadership level ☐ Leaders are visible role models of flexible working
9.1	 ☐ A business case for flexibility has been established and endorsed at the leadership level ☐ Leaders are visible role models of flexible working ☐ Flexible working is promoted throughout the organisation
9.1	 ☐ A business case for flexibility has been established and endorsed at the leadership level ☐ Leaders are visible role models of flexible working







		 Leaders are held accountable for improving workplace flexibility Manager training on flexible working is provided throughout the organisation Employee training is provided throughout the organisation Team-based training is provided throughout the organisation Employees are surveyed on whether they have sufficient flexibility The organisation's approach to flexibility is integrated into client conversations The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement) Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body
10.	Do yo	u have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
		s (select all applicable answers) Policy Strategy (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Included in award/industrial or workplace agreement Not a priority Other (provide details):
11.	(eg, e ⊠ Ye	ou offer any other support mechanisms, other than leave, for employees with family or caring responsibilities imployer-subsidised childcare, breastfeeding facilities)? s (you may specify why non-leave based measures are not in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority Other (provide details):
	11.1	Please select what support mechanisms are in place and if they are available at all worksites. • Where only one worksite exists, for example a head-office, select "Available at all worksites".
		Employer subsidised childcare
		 ☑ Information packs to support new parents and/or those with elder care responsibilities ☐ Available at some worksites only ☑ Available at all worksites ☑ Referral services to support employees with family and/or caring responsibilities ☐ Available at some worksites only ☑ Available at all worksites







	□ Available at some worksites only □ Available at all worksites □ Coaching for employees on returning to work from parental leave □ Available at some worksites only □ Available at all worksites □ Parenting workshops targeting mothers □ Available at some worksites only □ Available at all worksites □ Parenting workshops targeting fathers □ Available at some worksites only □ Available at some worksites only □ Available at some worksites □ None of the above, please complete question 11.2 below
12.	Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?
	 Yes (select all applicable answers) ☑ Policy ☑ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Included in award/industrial or workplace agreements ☐ Not aware of the need ☐ Not a priority ☐ Other (please provide details):
13.	Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence? Yes (select all applicable answers) Employee assistance program (including access to a psychologist, chaplain or counsellor) Training of key personnel A domestic violence clause is in an enterprise agreement or workplace agreement Workplace safety planning Access to paid domestic violence leave (contained in an enterprise/workplace agreement) Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement) Access to unpaid domestic violence leave (not contained in an enterprise/workplace agreement) Access to unpaid leave Confidentiality of matters disclosed Referral of employees to appropriate domestic violence support services for expert advice Protection from any adverse action or discrimination based on the disclosure of domestic violence Flexible working arrangements Provision of financial support (e.g. advance bonus payment or advanced pay) Offer change of office location Emergency accommodation assistance Access to medical services (e.g. doctor or nurse) Other (provide details): No (you may specify why no other support mechanisms are in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a ware of the need Not a priority Other (provide details):
14.	Where any of the following options are available in your workplace, are those option/s available to both women AND men? • flexible hours of work • compressed working weeks • time-in-lieu • telecommuting • part-time work





- · job sharing
- carer's leave
- purchased leave
- · unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

☑ Yes, the option/s in place are available to both women and men.
☐ No, some/all options are not available to both women AND men.

- 14.1 Which options from the list below are available? Please tick the related checkboxes.
 - Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	\boxtimes		\boxtimes	\boxtimes
Compressed working weeks	\boxtimes	\boxtimes	\boxtimes	\boxtimes
Time-in-lieu	\boxtimes	\boxtimes	\boxtimes	\boxtimes
Telecommuting			\boxtimes	\boxtimes
Part-time work	\boxtimes	\boxtimes	\boxtimes	\boxtimes
Job sharing	\boxtimes	\boxtimes	\boxtimes	\boxtimes
Carer's leave			\boxtimes	\boxtimes
Purchased leave	\boxtimes	\boxtimes	\boxtimes	\boxtimes
Unpaid leave	\boxtimes	\boxtimes	\boxtimes	\boxtimes

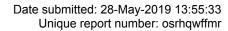
14.3	You may specify why any of the above options are NOT available to your employees.
	☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority ☐ Other (provide details):
14.4	If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:
	We no longer require a formal target for Flexibility as 99.6% of our employees are now eligible to request flexible working via a formal policy.

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

15.	Have you consulted with employees on issues concerning gender equality in your workplace?
	 Yes No (you may specify why you have not consulted with employees on gender equality) □ Not needed (provide details why): □ Insufficient resources/expertise □ Not a priority □ Other (provide details):

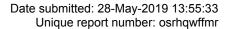
How did you consult with employees on issues concerning gender equality in your workplace?







		Survey ☐ Consultative committee or group ☐ Focus groups ☐ Exit interviews ☐ Performance discussions ☐ Other (provide details):
	15.2	Who did you consult?
	15.3	If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.
		equality indicator 6: Sex-based harassment and discrimination n of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace
partici	pation. S	Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy raining of managers on SBH is in place.
16.	Do yo	u have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?
	⊠ Yes	s (select all applicable answers) Policy Strategy
	□ No	□ drategy is in place) □ Currently under development, please enter date this is due to be completed □ Insufficient resources/expertise □ Included in award/industrial or workplace agreement □ Not a priority □ Other (provide details):
	16.1	Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?
		 Yes No (you may specify why a grievance process is not included) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority ☐ Other (provide details):
17.	Do yo	u provide training for all managers on sex-based harassment and discrimination prevention?
	⊠ Yes	s - please indicate how often this training is provided: At induction At least annually







17.1	If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:
□ No	 Every one-to-two years Every three years or more Varies across business units Other (provide details): (you may specify why this training is not provided) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Not a priority Other (provide details):

Other

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.

(As with all questions in this questionnaire, information you provide here will appear in your public report.)

In 2019, ANZ launched a Return to Work Program which has been designed for people who have taken a career break and would like some help transitioning back into the workforce.

Currently, the program is for roles in our Technology division based at ANZ's Headquarters in Melbourne (Docklands). We're interested in people from diverse backgrounds, who have taken two years or more off work, for whatever reason.

At ANZ, everything we do boils down to our purpose - "to shape a world where people and communities thrive." The Return to Work Program is about helping you thrive, giving you the opportunity to reignite your career. https://www.anz.com.au/careers/programs/returntowork/





Gender composition proportions in your workplace

Important notes:

- 1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
- Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
- 3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

Based upon your workplace profile and reporting questionnaire responses:

Gender composition of workforce

1. the gender composition of your workforce overall is 54.8% females and 45.2% males.

Promotions

- 2. 49.6% of employees awarded promotions were women and 50.4% were men
 - i. 37.4% of all manager promotions were awarded to women
 - ii. 50.6% of all non-manager promotions were awarded to women.
- 3. 21.1% of your workforce was part-time and 12.2% of promotions were awarded to part-time employees.

Resignations

- 4. 57.4% of employees who resigned were women and 42.6% were men
 - i. 43.2% of all managers who resigned were women
 - ii. 57.9% of all non-managers who resigned were women.
- 21.1% of your workforce was part-time and 28.3% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 1.0% of all women who utilised parental leave ceased employment before returning to work
- ii. 1.0% of all men who utilised parental leave ceased employment before returning to work
- 50.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- 66.7% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access List of employee organisations: Finance Sector Union CEO sign off confirmation Name of CEO or equivalent: Shayne Elliott CEO signature: Date: