

**NAB 2019-2021**  
**ELEVATE**  
**RECONCILIATION**  
**ACTION PLAN**

*2019 Progress Report*

more  
than  
money



RECONCILIATION  
ACTION PLAN

ELEVATE

# OUR 2019 PROGRESS

This progress report outlines how we're tracking against our 2019-2021 Elevate Reconciliation Action Plan (RAP) commitments, between 1 October 2018 and 30 September 2019.

We've made significant progress against our RAP commitments, as well as delivering a number of important initiatives. This speaks to the benefit of our RAP guiding our progress and providing support, while not constraining us when opportunities arise.

In 2019, we had 46 indicators. 40 are considered 'Met' or 'On track', 4 are 'Below target', and 2 are 'Not met'. Progress against each individual indicator is detailed in the following pages.

Our RAP commitments largely represent three-year goals, with interim yearly indicators to guide our progress. As such, we are tracking our progress against the overarching three-year goal, but making reference to interim indicators.

- When an annual or three-year indicator has been reached or completed, this is considered 'Met'.
- Where our progress has reached the interim target, this is considered 'On track'.
- Where an indicator is behind our expectations of the interim target, this is considered 'Below target'.
- Where we have missed an indicator measured yearly, this is considered 'Not met'.

This tracking will continue over the next two years, and we will continue to update our stakeholders.

The below examples highlight some key initiatives we have supported or introduced in 2019. Some of these have been detailed in our RAP, and some are over and above our RAP targets. These pieces of work provide important milestones as we strive to improve outcomes for our customers, communities, and people.

## SUPPORTING INDIGENOUS BUSINESS SUCCESS

In 2019, NAB partnered with other leading Australian corporates, PWC Indigenous Consulting (PIC), Kinaway Chamber of Commerce, and Melbourne University, to accelerate the growth of Indigenous businesses in Victoria.

Recognising that many Aboriginal and Torres Strait Islander businesses still face significant barriers to growth, the *Meereeng50 First Nations Procurement Accelerator* will provide networking, coaching, and mentoring opportunities. As part of the program, NAB has also committed to procuring goods and services from some businesses completing the program. More details are available [here](#).

We also continued to support the broader Indigenous business ecosystem through membership with Supply Nation, and by sponsoring the annual Supply Nation Indigenous Business Tradeshow.

## BETTER ACCESS FOR OUR CUSTOMERS LIVING IN REMOTE LOCATIONS

As identified in our research *Money Stories: Financial resilience among Aboriginal and Torres Strait Islander Australians*, Indigenous Australians face financial exclusion at higher rates than non-Indigenous Australians.

For some Indigenous customers in remote locations, even accessing basic banking services can be difficult. This was also highlighted in the Banking Royal Commission.

To better support our customers who live remotely, we created the NAB Indigenous Customer Service Line. With a specialised team of trained customer service staff, the Indigenous Customer Service Line has assisted customers who are often the most excluded, with balance enquiries, internet banking, and cancelling direct debits.

Customers can call the Indigenous Customer Service Line directly on 1800 966 100.

## BUILDING CONVERSATIONS AND NETWORKS

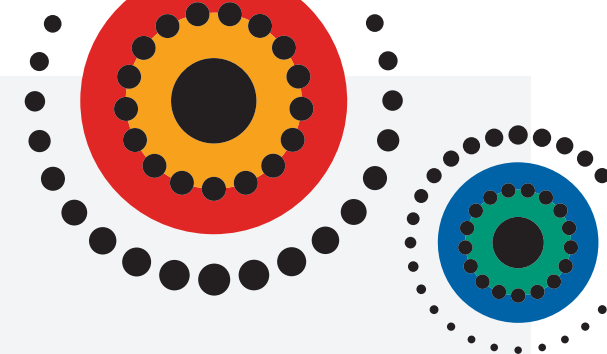
In 2019, NAB was proud to sponsor the Diversity Council of Australia's (DCA) *Indigenous Australia Network*, to bring conversations on Aboriginal and Torres Strait Islander success and excellence to workplaces throughout Australia.

Two DCA events in 2019 focussed on supporting successful female Indigenous leaders in Australian workplaces, and the ability of Reconciliation Action Plans to enable positive outcomes.

We've taken the first step towards a community network enabling improved financial resilience of Aboriginal and Torres Strait Islander people through our Indigenous Money Network, in partnership with Good Shepherd. By funding 27 different community projects, we will help create a knowledge base, informed by communities, of how to best enable improved financial resilience.

# ECONOMIC PARTICIPATION

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



RAP COMMITMENTS	PERFORMANCE INDICATOR	FY19 PERFORMANCE OUTCOME
<b>Drive financial inclusion and resilience with Aboriginal and Torres Strait Islander people</b>		
Continue being the leading provider of microfinance services and products to Indigenous Australians, and increase the number of microfinance loans accessed	Deliver 6,100 NILS and StepUP loans to Indigenous Australian customers ( <i>target of 19,000 microfinance loans over RAP period</i> )	✓ 6,725 microfinance loans accessed by Indigenous Australian customers <sup>1</sup>
Support financial resilience and self-determination of organisations and communities	10 projects supported annually through the Indigenous Money Network	✓ 27 projects supported throughout Australia in the first year of the program
Better understand the financial resilience and exclusion of Aboriginal and Torres Strait Islander Australians	Release results of research into financial resilience of Indigenous Australians and share with the financial services sector	✓ Research released in May, and publicly available <a href="#">here</a>
<b>Create a supportive ecosystem for a viable and growing Aboriginal and Torres Strait Islander business sector</b>		
Commit to diversification of NAB supply chain and grow procurement opportunities with Indigenous business	Spend \$600k with Indigenous businesses ( <i>target of \$2.6m spend with Indigenous businesses over RAP period</i> )	✓ Spent \$1.4 million with Indigenous businesses
	Develop Indigenous procurement strategy	✓ Strategy developed and will continue to be refined
	Continue to purchase carbon credits from Indigenous organisations	✓ Continue to have relationship with Aboriginal organisations producing carbon credits
Support infrastructure for the Indigenous business sector	Maintain membership of Supply Nation	✓ Membership maintained and NAB sponsored Supply Nation's Indigenous Business Tradeshow
	Review the benefits of diverse procurement at annual sessions with Supply Nation representatives and NAB procurement teams	✓ Reviewed benefits and relationship
<b>Be a bank for Indigenous businesses and organisations</b>		
Provide market leading financial opportunities for Indigenous businesses and organisations	Increase cultural capability of NAB business bankers when working with Indigenous businesses or organisations	↓ NAB bankers targeted for cultural capability uplift identified. Indigenous cultural support provided for client pitches in Northern NSW, Far North Queensland and Darwin, NT.
	Conduct internal research to identify gaps and barriers to support and access to financing for Indigenous business	✓ Initial research conducted and will continue to be reviewed
<b>Partner with organisations in the RAP community to identify, explore, and implement opportunities for collective value</b>		
Participate and lead innovation with organisations in the RAP community	Where appropriate, contribute insights to, and participate in, the Australian Bankers' Association, the Business Council of Australia, the Australian Institute of Superannuation Trustees, Diversity Council of Australia, or Indigenous finance forums	✓ Contributions made, including sponsorship of Diversity Council of Australia's Indigenous Australia Network
	Advocate and create forums to discuss partnership opportunities	✓ Discussions and progress will continue over the life of our RAP

<sup>1</sup> The number of microfinance loans accessed is calculated from 1 July 2018 - 30 June 2019

# PEOPLE

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

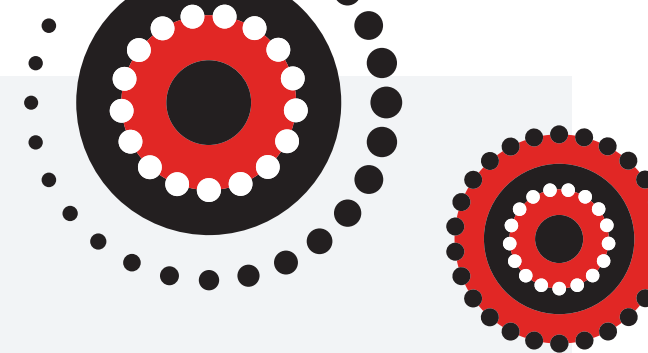


RAP COMMITMENTS	PERFORMANCE INDICATOR	FY19 PERFORMANCE OUTCOME
<b>Build for the future by providing Indigenous employees with clear pathways in NAB from entry level to senior roles</b>		
Strengthen employment pathways and career development for Aboriginal and Torres Strait Islander employees so that employment representation continues to increase	Develop Aboriginal and Torres Strait Islander employee roadmap	✓ Developed roadmap, and will continue to progress strategy
	Maintain a minimum 1% employment of Indigenous employees across the NAB Australian employee base but aim for 2% by 2022	✓ 1.45% of Australian employees identify as being Aboriginal or Torres Strait Islander <sup>2</sup>
Support a range of employment options for Aboriginal and Torres Strait Islander employees across the NAB business	Maintain engagement scores amongst Indigenous employees that are at least equivalent to the NAB engagement score in Australia	✓ 55% engagement which is 2% higher than the Australian employee population
	Provide 20 internships annually to Indigenous Australians currently completing tertiary study	✗ 10 internships provided. The difference is intended to be achieved in future years
	Offer 70 flexible traineeships annually across both school-based and adult trainees	✓ 76 traineeships offered
	Achieve an 80% completion rate of trainees on programs	✗ 60% completion rate, which is below our target, but above average industry completion rates
<b>Support the Indigenous leaders of tomorrow by creating an inclusive workplace, with career pathways underpinned by targeted development opportunities</b>		
Ensure Aboriginal and Torres Strait Islander employees are supported in their career development and leadership aspirations	Create the Indigenous Employee Peer Support Network as a community where Indigenous employees can share and connect	✓ Network created using internal social network
	Refresh internal leadership program for NAB Aboriginal and Torres Strait Islander employees	✓ Refreshed program ran with 10 Aboriginal and Torres Strait Islander employees
	Identify and support one person per year to participate in the Emerging Indigenous Executive Leaders Program	✓ Supported one NAB employee to participate in EIELP
<b>Ensure we build engagement with Indigenous initiatives and organisations throughout our business</b>		
Invest in Aboriginal and Torres Strait Islander organisations and communities through our people	25 volunteer days contributed by our employees to supporting Indigenous initiatives and organisations ( <i>target of 75 volunteer days over RAP period</i> )	↓ 14.66 days completed in FY19. The difference is intended to be achieved in future years
	15 NAB secondees complete projects with Indigenous organisations through Jawun ( <i>target of 45 NAB secondees over RAP period</i> )	✓ 15 NAB employees seconded to organisations in the Kimberley
Increase understanding of the NAB RAP and RAP commitments	Develop and implement a strategy to communicate our RAP to internal and external stakeholders	✓ RAP commitments shared internally and externally
	Utilise NAB Diversity & Inclusion Employee Resource Groups (ERG) to showcase Indigenous role models, educate our employees on how to create an inclusive and respectful environment, and build champions for reconciliation	✓ The RAP release, National Reconciliation Week, and NAIDOC week (amongst other activities) were shared through the internal Cultural Inc ERG
<b>Practice self-determination and highlight Indigenous Australian experience and expertise in corporate Australia</b>		
Share insights from Indigenous Australians with leadership and corporate Australia	Create avenues for Indigenous employees to connect with NAB senior leaders to build self-determination and develop employee perspectives	✓ Indigenous employees shared experiences with the Indigenous Advisory Group and NAB Executive members throughout the year

<sup>2</sup> This figure is calculated from the NAB Employee Engagement Survey conducted in July, and SAP data collected in October

# CULTURAL INTELLIGENCE

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



RAP COMMITMENTS	PERFORMANCE INDICATOR	FY19 PERFORMANCE OUTCOME
<b>Show respect and build understanding for Aboriginal and Torres Strait Islander cultures and traditions</b>		
Continue assisting employees to understand and use appropriate protocols for Welcome to Country and Acknowledgement of Country	Welcome to Country conducted at key events including the Annual General Meeting of Shareholders and official functions	✓ Welcome to Country continues to be conducted at key NAB events
	Display Acknowledgement of Traditional Owners in all NAB branches	↓ Acknowledgement was installed in around 70% of branches by September 2019, with the remaining to be completed by the end of December 2019
	Maintain and/or update internal protocol document for Welcome to Country and Acknowledgement of Country with relevant regional specific information	✓ Protocol will continue to be maintained and updated
	Engage with executive managers, executive assistants, and internal communications teams to include an Acknowledgement of Country in appropriate briefs	✓ Acknowledgement will continue to be included in appropriate briefs
<b>Build understanding and increase employee engagement with Aboriginal and Torres Strait Islander Australia</b>		
Celebrate NAIDOC and National Reconciliation Week (NRW) and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC and NRW	40 NRW events held and registered with Reconciliation Australia, and retail branches supported to participate	✓ NRW events held and registered, and the branch network supported with NRW event packs
	Hold or support an internal or external NAIDOC Week event	✓ NAIDOC event supported and information shared internally
	Review HR policies and procedures to ensure there are no barriers to staff participating in NRW/NAIDOC Week	✓ Completed, with no barriers in policy found
	Employees encouraged and supported to participate and attend events in NAIDOC and NRW annually	✓ NRW and NAIDOC opportunities shared with employees
<b>Build cultural capability of NAB staff across the business</b>		
Improve cultural awareness of all NAB staff with a series of training and development offerings	Implement mandatory completion of Indigenous cultural e-learn for customer-facing roles in the Australian business	✓ Mandatory completion implemented in line with the Banking Code of Practice
	Implement highly recommended completion of Indigenous cultural e-learn for all other Australian staff	✓ Indigenous cultural e-learn available for all staff, and completion encouraged by senior leaders
	100 NAB and/or partner employees complete face to face cultural awareness training to increase the level of their understanding and awareness of Indigenous Australia ( <i>target of 320 face to face training completions over RAP period</i> )	↓ 97 completions of face to face training. Overall RAP targets will be met with future training
	All RAP Working Group members to have completed cultural learning activities during RAP timeframe	✓ Completion will be measured over the course of the RAP
Senior leadership to experience cultural immersion	NAB to host a group at the Garma festival each year as a cultural immersion experience	✓ A group of NAB senior leaders attended Garma 2019

# GOVERNANCE AND REPORTING

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



RAP COMMITMENTS	PERFORMANCE INDICATOR	FY19 PERFORMANCE OUTCOME
<b>RAP governance is maintained</b>		
RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the RAP Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG Meet at least four times per year to monitor and report on RAP implementation	✓ Completed ✓ Completion will be measured over the course of the RAP ✓ Monitoring meetings held throughout the year
Maintain governance systems around RAP programs and commitments	Hold two Indigenous Advisory Group (IAG) meetings each year, following stakeholder engagement plan Review Terms of Reference for the Indigenous Advisory Group	✓ Two IAG meetings held ✓ Initial review completed and will continue to be progressed
<b>Regular RAP reporting occurs</b>		
Report on and promote RAP achievements and challenges internally and externally	Report quarterly on selected RAP commitments to key leadership and stakeholders across the business	✓ Internal reporting continues on a regular basis
Report RAP progress to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	✓ RAP Impact Measurement Questionnaire completed

## FURTHER INFORMATION:

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

The Assurance Statement, outlining the assured RAP metrics, is available at [nab.com.au/indigenous](http://nab.com.au/indigenous)

For more information, contact [indigenous@nab.com.au](mailto:indigenous@nab.com.au)