

more
than
money



NAB ELEVATE

RAP FY15-17

RESULTS

Score Card

INDIGENOUS CAREERS



213 school-based and adult **trainees recruited**

80% of **traineeships** completed

41 **university internships** completed

Established new **10 year partnership** with CareerTrackers

30 Indigenous employees received tailored career development through the Emerging Indigenous Leaders and Emerging Indigenous Executive Leaders Programs

FINANCIAL INCLUSION



Over **16,000** no-interest and low-interest loans provided to Indigenous customers

116 AddsUP matched savings accounts opened by Indigenous customers

Partnered with Good Shepherd Microfinance to support **four Indigenous Money Mentors**

Over **\$15 million** in microfinance accessed by Indigenous Australians

CULTURAL UNDERSTANDING AND LEADERSHIP



30 Indigenous employees received tailored career development through the Emerging Indigenous Leaders and Emerging Indigenous Executive Leaders programs

135 events held during National Reconciliation Week (not registered)

48 staff volunteered time and skills to support Indigenous organisations and initiatives

Over **2,500 employees** completed Indigenous cultural awareness training

56 NAB senior leaders visited Indigenous communities in the Northern Territory and Kimberley region

BUSINESS PARTNERSHIPS



Renewed **3 year partnerships** with Supply Nation and Jawun

Over **\$1.4 million** provided in direct and indirect spend with Indigenous businesses for goods and services

75 employees seconded to Indigenous organisations in the Kimberley

30 Indigenous businesses introduced to NAB procurement, Tier 1 and Tier 2 suppliers

we're in TEN YEARS WALKING THE TALK

Progress summary

Our 2015-2017 Elevate Reconciliation Action Plan (RAP) was NAB's first three year RAP, and our seventh RAP overall. The RAP outlines what we set out to achieve in Indigenous affairs, and helps to drive our long term commitment to build relationships with Indigenous Australians that are based on respect, trust, and transparency.

Having a three year RAP has allowed us to set longer-term goals, and the experience has changed us as an organisation. We have learnt that genuine engagement and sustained growth across our programs is essential. We know we will achieve our best results if we leverage our strengths as a bank to build financial capability, provide employment opportunities, create partnerships, and lift awareness of Aboriginal and Torres Strait Islander people and cultures.

This scorecard details our progress against our RAP targets for the 2017 financial year, as well as our progress across the three-year span of our RAP. These results have been independently assured by Ernst and Young. Results for financial years 2015 and 2016 are available online, and our next RAP will be published in the second half of 2018.



NAB Agribusiness manager Madeleine Harris, NAB participant on inaugural Emerging Indigenous Executive Leaders Program 2017.

Backing Indigenous Success

To better support the careers of Indigenous leaders, NAB launched the Emerging Indigenous Executive Leaders Program (EIELP) in March 2017, in partnership with Reconciliation Australia and 10 other Elevate RAP organisations.

The EIELP aims to break the Indigenous 'glass ceiling' and bring more Indigenous Australians into senior corporate roles. NAB Agribusiness manager Madeleine Harris was NAB's participant on the inaugural EIELP, and believes the program has shown her and others the value her Indigenous culture offers to the boardroom. "Within our cultural DNA, there is resilience," she said, "because you wouldn't survive for so many thousand years if you weren't able to adapt and overcome adversities and continue to forge ahead."

Each year during the Australian Graduate School of Management's nine-month program, participants undertake executive learning modules in areas including strategic thinking, innovation and communicating with influence.

At NAB, our ambition is to provide pathways for our Indigenous employees to become senior leaders within our business. As the EIELP grows and develops as a program, each cohort of Indigenous leaders will prove the value that their culture, history, and attributes bring to Australian businesses. We are excited to see the results.

Financial Inclusion

NAB's financial inclusion and Indigenous affairs work contribute to our vision to be Australia and New Zealand's most respected bank. We aim to help people who are excluded from mainstream finance access fair and affordable financial services, such as small loans for essential items. Our work is delivered in cooperation with Good Shepherd Microfinance, who we have partnered with for over 15 years to address financial exclusion.

Aboriginal and Torres Strait Islander Australians suffer from higher rates of financial exclusion than non-Indigenous Australians. We are proud that our financial inclusion programs, and our partnership with Good Shepherd Microfinance, continue to address this disparity. Over the past three years, we provided over 16,000 microfinance products to Indigenous customers, at a value of over \$15 million. We will continue to drive our programs in this area, in order to ensure that all Australians have access to a stronger financial future.

FINANCIAL INCLUSION



NAB aims to ensure Aboriginal and Torres Strait Islander people have support to create their own financial future. Access to fair and affordable microfinance helps people on low incomes, and our support of the Indigenous Money Mentor program (in partnership with Good Shepherd Microfinance) provides Indigenous clients with the opportunity to build their financial capability.

NAB is Australia's largest provider of microfinance to Indigenous Australians, with over 16,000 microfinance products accessed by Indigenous customers during FY15-FY17. We continue to work towards a greater understanding of Indigenous clients' needs, and the development of a microfinance digital access innovation project, to benefit Indigenous customers.

We have also worked to better understand utilisation and access to other financial services including superannuation amongst Indigenous Australians, and contributed thought leadership to industry forums in this area, including the Indigenous Superannuation Summit.

Commitment	Fy15-17 Performance Indicator	Fy17 Results	Fy 15-17 Overall Performance Outcome	
Support - Ensure Indigenous Australians have access to safe and affordable finance				
Continue to be the leading provider of microfinance products and services to Indigenous Australians	Create access to microfinance:			
	Provide 15,000 NILS loans	5,899	15,696 NILS loans accessed by Indigenous customers	✓✓
	Provide 540 StepUP loans	152	487 StepUP loans accessed by Indigenous customers	✗
	Provide 150 Addsup matched savings accounts	41	116 Addsup accounts opened by Indigenous customers	✗
	Develop microfinance digital access innovation project and understand Indigenous clients' needs	✓	Development continues on our digital access innovation project (Speckle), and how it can best meet the needs of Indigenous Australians	✓
Opportunities - Enable home ownership and wealth creation				
Support more Indigenous Australians to become home owners	100 split home loans provided in partnership with Indigenous Business Australia	2	2 split home loans were recorded with IBA	✗
	Research into Indigenous property rights undertaken for internal use	NA	Research undertaken and presented to the IAG	✓
	Contribute thought leadership on barriers to Indigenous wealth creation, including COAG Investigation of Indigenous land administration and use	✓	Contributed to thought leadership discussions, COAG investigation, and Code Compliance Monitoring Committee	✓
Play an active role in industry and government led initiatives	Business insights contributed to Australian Bankers' Association, Business Council of Australia, Employment parity initiative and Indigenous finance forums	✓	Participated in ABA, BCA Indigenous Network, and finance forums	✓
Better understand utilisation and access of superannuation	Contribute thought leadership to industry forums, including the inaugural Indigenous Superannuation Summit	✓	Continued to contribute thought leadership to superannuation forums	✓
	Research the superannuation needs of Indigenous organisations for internal use	NA	Superannuation needs of Indigenous organisations researched	✓
Empowerment - Assist more Indigenous Australians to be financially independent				
Promote the expansion of the Indigenous Money Mentor (IMM) program with community and government partners	Partner with Good Shepherd Microfinance to coordinate the delivery of a national IMM program	✓	National coordination commenced	✓
	Promote IMM program and continue to seek expansion funding	✓	Promotion of program completed, and potential program expansion explored	✓
	Expand to 10 IMM with additional program funding	4	IMM program maintained at 4 IMM	✗
Continue to measure Indigenous financial exclusion and resilience to support building financial capability	Financial resilience measurement framework including Indigenous Australians developed	NA	Financial Resilience measurement framework developed	→
	Identify practical applications of framework to build client financial capability	✓	Identified practical applications of framework	✓

INDIGENOUS CAREERS



NAB supports Indigenous employees to aim high and build lasting careers in financial services. Our focus is on creating real jobs and career opportunities for Aboriginal and Torres Strait Islander people.

During FY15-17 we exceeded our trainee recruitment targets, with 213 Aboriginal and Torres Strait Islander trainees joining our business. We also offered 41 internships to Indigenous university students. We still have progress to make in our general recruitment of Indigenous Australians, and retaining our trainees upon the completion of their program.

As a founding partner of the Emerging Indigenous Executive Leaders Program, NAB employees like Madeleine Harris (see Page 2) have the opportunity to participate in tailored career development opportunities in partnership with the Australian Graduate School of Management. In addition, during FY15-17, we continued to deliver our internal Emerging Indigenous Leaders program, to ensure that we support the career development of our young Indigenous leaders at all levels of the business.

Commitment	Fy15-17 Performance Indicator	Fy17 Results	Fy 15-17 Overall Performance Outcome
Employment and Career Development			
Support - Engage Indigenous employees to provide support throughout their career			
Provide support and networking opportunities for Indigenous employees at all stages of their career	Quarterly networking teleconference hosted by Indigenous employees	✓	Quarterly networking teleconferences held and hosted by Indigenous employees ✓
	Social media (Yammer) group created and driven by Indigenous employees	✓	Yammer group created and run by Indigenous employees ✓
	Develop and implement a network of colleagues to support new trainees, interns and expand to new employees	→	Not fully implemented. Review underway to explore how to best connect and support new and existing Indigenous employees →
Opportunities - Continue to focus on creating real jobs and career opportunities			
Continue to employ trainees across the business	120 school based trainees (SBT) recruited	56	151 SBTs recruited ✓✓
	60 adult trainees recruited	19	62 adult trainees recruited ✓✓
	70% trainees completed the program annually	80%	80% of trainees completed the program ✓✓
Continue to transition trainees into ongoing employment at NAB	70% of all graduating trainees accept roles at NAB annually	54%	57% of graduating trainees accepted roles at NAB ✗
Increase the general recruitment of Indigenous Australians	60 Indigenous employees recruited	1	20 Indigenous employees recruited ✗
Offer internships for university students with potential for graduate employment	10 year partnership with CareerTrackers established	NA	10 Year partnership commenced ✓
	60 internships offered	11	41 internships offered and placed ✗
Empowerment - Target high potential individuals for career and succession planning			
Improve and support career progression of Indigenous employees to take on more senior roles	30 Indigenous employees in senior roles	0	21 Indigenous employees in senior roles ✗
	30 Indigenous employees participate in tailored career development	7	30 Indigenous employees participated in Emerging Indigenous Leaders program or Emerging Indigenous Executive Leaders Program ✓

BUSINESS PARTNERSHIPS



NAB is a proud supporter of Indigenous business. This is illustrated through inclusion of Indigenous businesses in our supply chain, access to our banking services, and support of Supply Nation.

We have continued to deepen our engagement and relationships with Aboriginal and Torres Strait Islander businesses, and delivered on our commitment to include Indigenous businesses in our supply chain. This commitment was a key focus during FY15-17, as we renewed our partnership with Supply Nation, and provided over \$1.4 million in direct and indirect spend to Indigenous businesses. We also introduced 30 Indigenous businesses to Tier 1 and Tier 2 suppliers.

We aim to empower our Indigenous customers and suppliers with support and access to our corporate knowledge and experience. To help achieve this, we re-established our partnership with Jawun for another three years, and seconded 75 employees to Indigenous organisations in the Kimberley.

Commitment	Fy15-17 Performance Indicator	Fy17 Results	Fy 15-17 Overall Performance Outcome	
Business Partnerships				
Support - Improve Indigenous business engagement and inclusion				
Engage Indigenous customers to deepen relationships	Reach 200 customers in customer calling day held annually	0	71 Indigenous customers contacted in customer calling day	X
Increase Indigenous business access to our supply chain	Renew three year commitment to Supply Nation	NA	Commitment to Supply Nation renewed for three years	✓
	30 Indigenous business introductions to NAB's Tier 1 suppliers	13	30 Indigenous businesses introduced to NAB procurement and Tier 1 suppliers	✓
	\$1.2 million direct and indirect spend with Indigenous businesses	\$549,674	Over \$1.445 million direct and indirect spend with Indigenous businesses	✓✓
Opportunities - Ensure access to banking products & services				
Improve Indigenous business access to NAB's banking products and services	30 microenterprise loans provided	1	2 Indigenous Microenterprise customers supported	X
	100 Indigenous business leads generated for bankers	820	870 Indigenous business leads generated for bankers	✓✓
Invest in banker capability to support economic development for traditional land owner groups	Six tailored native title training sessions to bankers	0	Six native title training sessions not delivered to bankers	X
	Research economic development opportunities to support Indigenous business and Traditional Owner groups for internal use	NA	Research completed	✓
Empowerment - Share our skills and networks to build Indigenous capability				
Invest in improving capability of Indigenous customers and suppliers	Six education sessions held for Supply Nation certified Indigenous businesses	1	Four education sessions held for Supply Nation certified businesses	X
	10 Indigenous customer employees seconded to NAB	0	One Indigenous customer employee seconded to NAB	X
Invest in Indigenous organisations and communities	Partner with Jawun for three years	NA	Partnership with Jawun re-established for three years	✓
	90 NAB secondees complete projects in the Kimberley, WA	20	75 employees seconded to Indigenous organisations in partnership with Jawun	X
	60 volunteers supporting Indigenous organisations and initiatives	14	48 volunteers supported Indigenous organisations and initiatives	X

CULTURAL UNDERSTANDING AND LEADERSHIP



NAB is committed to supporting our people to better understand, acknowledge, celebrate and engage with Aboriginal and Torres Strait Islander communities and organisations. We provide opportunities for all our employees to increase their cultural understanding and knowledge, to participate in events, and we continue to embed cultural protocols into our way of working at NAB.

During FY15-17, over 2,500 employees completed online or face-to-face cultural awareness training, and we will continue to build this engagement. We had many employees volunteer their time and skills in support of Indigenous organisations and initiatives, and 56 of our senior leaders spent time in communities in the Kimberley and the Northern Territory.



NAB's Indigenous Icon has been created by our Indigenous Emerging Leaders group in partnership with a Bunjalung Elder from Fingal Head. The two boomerangs and circular framework represent our commitment to working together with Indigenous Australia and the community.

Commitment	Fy15-17 Performance Indicator	Fy17 Results	Fy 15-17 Overall Performance Outcome	
Cultural Understanding and Leadership				
Support - Support employees to increase their engagement with Indigenous Australia				
Engage employees to celebrate Indigenous events including NAIDOC Week and National Reconciliation Week	Employee champions identified and five groups established	NA	Champion groups were established, however not sustained over the course of 2015-17	X
	120 events held and registered on Reconciliation Australia's National Reconciliation Week site	48	135 events held during National Reconciliation Week, although not registered with Reconciliation Australia	X
	Employees encouraged to participate in local activities during National Reconciliation Week and NAIDOC Week annually	✓	Employees encouraged to participate in local activities	✓
	Continue to enable Aboriginal and Torres Strait Islander employees to participate in NAIDOC Week events annually	✓	Aboriginal and Torres Strait Islander employees encouraged to participate in NAIDOC Week	✓
Continue to guide employees in appropriate acknowledgements	Protocol adopted at key events including Annual General Meeting of Shareholders and official functions annually	✓	Welcome to Country and Acknowledgement of Country continued as standard practice at AGM and other official functions	✓
	Update and distribute protocol with acknowledgements for each NAB capital city location	NA	Discussions of appropriate recognition held internally, and protocols distributed	✓
	New opportunities identified for appropriate recognition of Traditional Owners, in addition to verbal acknowledgements	✓	New opportunities for recognition of Traditional Owners identified by the Emerging Indigenous Leaders	✓
Opportunities - Provide all staff with opportunities improve their cultural understanding				
Improve access to Indigenous cultural awareness training	5,000 employees completed online learning, including top 200 NAB senior leaders	212	2,174 employees completed online learning	X
	210 employees involved in Indigenous employment program completed in depth face-to-face cultural awareness training	69	327 employees completed in depth face-to-face cultural awareness training	✓✓
Offer senior leaders a tailored immersion experience with a focus on driving change	100 senior leaders visited remote Indigenous communities	9	56 executives participated in visits to the Kimberley region and Northern Territory	X
Empowerment - Create collective impact with partners to build awareness, recognition and respect				
Create a collective impact with corporate and community partners to advocate for key Indigenous issues	Support the principles of raising awareness of recognising Aboriginal and Torres Strait Islander people in the constitution and removing racial discrimination by holding events, calling for employee volunteers each year and supporting the Recognise campaign	X	Constitutional recognition was supported through 2015 and 2016 with volunteers, awareness raising, and support for the Recognise campaign. This support was minimised in 2017, as the funding for the campaign ended in September 2017	X
	Conduct six joint thought leadership forums, including annual NAB Legal seminar	0	Two seminars held	X

TRACKING PROGRESS AND REPORTING

Ernst and Young provide third party assurance for annual reporting on our RAP progress. We also continue to convene regular meetings of our Indigenous Advisory Group (IAG). The IAG is made up of both external and internal leaders, and provides advice on our engagement with Aboriginal and Torres Strait Islander people, and our Reconciliation Action Plan.

Commitment	Fy15-17 Performance Indicator	Fy17 Results	Fy 15-17 Overall Performance Outcome
Tracking Progress and Reporting			
Partner with Reconciliation Australia to monitor attitudes of employees and impact of RAP programs	Reconciliation Barometer survey completed biennially	NA	Survey completed ✓
	RAP Impact Measurement questionnaire completed in September annually	✓	Questionnaire completed ✓
Maintain transparency and accountability through RAP governance and quality assurance	Conduct biannual Indigenous Advisory Group meetings	✓	Two IAG meetings held annually, except during 2016 when only one IAG meeting was held during governance review ✗
	Maintain third party assurance framework with annual reporting and release annual report cards publically	✓	Third Party Assurance completed by Ernst and Young ✓
	Report progress in NAB's Annual Reporting, including Annual Review and Dig Deeper paper	✓	Progress reported in Annual review and Dig Deeper/NAB's Sustainability Report ✓

NAB acknowledges Aboriginal and Torres Strait Islander people as the First Peoples and Traditional Custodians of Australia, and we pay our respects to Elders both past and present.

For more information:

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