

INDIGENOUS CAREERS



200+ Indigenous employees at NAB

68 trainees recruited

73% of trainees completed in financial year 2015

16 Indigenous employees recruited through general recruitment

13 Indigenous emerging leaders participate in career development initiative

FINANCIAL INCLUSION



5,100+ fair, affordable microfinance products accessed by Indigenous clients

Partnership established to coordinate Indigenous Money Mentor initiative

Business insights and thought leadership on wealth creation, property rights and land use contributed



NAB ELEVATE RAP 2015 RESULTS REPORT CARD

CULTURAL UNDERSTANDING AND LEADERSHIP



1,484 employees completed online cultural awareness learning

171 employees involved in Indigenous employment program completed in depth face-to-face cultural awareness training

44 National reconciliation week celebrations held

33 senior leaders visited remote Indigenous communities

2 joint thought leadership forums held on supplier diversity and constitutional recognition

BUSINESS PARTNERSHIPS



25 Indigenous business leads generated for bankers

29 employees seconded to Indigenous organisations in Kimberley WA

28 volunteers supporting Indigenous initiatives

7 Indigenous business introductions to NAB's Tier 1 suppliers

3 Year commitments renewed with both Jawun and Supply Nation



EIGHT YEARS WALKING THE TALK



Our Annual Progress Report

NAB's 2015-2017 Reconciliation Action Plan (RAP), promotes and celebrates the success stories of thousands of Indigenous Australians' by working in partnership to create an inclusive society and a better future together. NAB's seventh RAP – and third at Elevate level – furthered our long-term commitment to build respect and relationships with Indigenous Australia that are based on respect, trust, transparency and creating shared value with targets set for three years.

We are proud to present our 2015 RAP report card and have maintained annual third party assurance of our results. We advocate this approach as it creates greater transparency and drives real outcomes. Importantly, it demonstrates how we empower our customers, people and communities on our journey to become Australia's most respected bank, and the bank of choice for Indigenous Australians.

Governance and transparency

Our Indigenous Advisory Group (IAG) provides strategic oversight and has an important role in bringing current issues to the attention of NAB. It is comprised of external leaders and internal advisors and provides advice on NAB's engagement with Aboriginal and Torres Strait Islander people and our Reconciliation Action Plan. The IAG continues to challenge NAB to set the bar high and achieve tangible outcomes.

To provide our stakeholders with a greater level of confidence in reporting of performance against our RAP commitments, we engaged Ernst & Young (EY) to provide limited assurance over our '2015 Performance Outcome' data associated with the 46 'Financial Year15 Performance Indicators' as tabulated in the RAP Scorecard. This is the fourth year that EY has provided assurance over NAB's RAP reporting. EY's limited assurance statement can be found here: nab.com.au/indigenous.

Backing Indigenous success

NAB drives real and sustainable social and economic outcomes for Indigenous Australians by deepening relationships, creating greater impact with proven programs, building an inclusive organisational culture and driving innovation, collective impact and thought leadership. This RAP report card celebrates what we have achieved in our four key areas: employment and career development, financial inclusion, business partnerships and lifting our cultural understanding and leadership during our 2015 financial reporting year.

We are pleased to report we achieved or exceeded most of our performance targets. We also identify where we fell short and we are focussed on improving in these areas in 2016 and 2017.



Reconciliation Australia's CEO Justin Mohamed presents NAB Group CEO, Andrew Thorburn a certificate in recognition of NAB's 2015-2017 Elevate Reconciliation Action Plan.



Supporting Indigenous business to grow and prosper with Print Junction a NAB preferred print supplier

FINANCIAL INCLUSION



NAB's financial inclusion program combines access to fair and affordable microfinance and specialist money mentor support for people on low incomes, which helps build Indigenous financial capability. In addition, we are working to enable home ownership and wealth creation, while assisting more Aboriginal and Torres Strait Islanders to become financially independent.

Improving financial inclusion for Indigenous Australians requires a holistic approach. NAB continues to be Australia's largest provider of microfinance to the Indigenous community. Our Indigenous Money Mentor Program in partnership with Good Shepherd Microfinance helps local people take control of their financial future, leading to an improved standard of living and family relationships.

Home ownership and superannuation play important roles in enabling wealth creation. In 2015, NAB undertook research into Indigenous property rights and contributed to the inaugural Indigenous Superannuation Summit. We continue to contribute thought leadership and share findings with professional and Indigenous bodies to increase Australia's understanding of the complex issues around Indigenous financial inclusion and address barriers to wealth creation.

Commitments

FY15 Performance Indicator

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

5,000 NILS loans
180 StepUP loans
50 AddsUP Savings accounts

→ 4,899 NILS loans accessed by Indigenous customers in financial year 2015
→ 167 StepUP loans accessed by Indigenous customers in financial year 2015
→ 35 AddsUP accounts opened by Indigenous customers in financial year 2015

Develop microfinance digital access innovation project and understand Indigenous clients needs - Development commence by Feb

✓ Development of digital access innovation project for microfinance commenced

Opportunities - Enable home ownership and wealth creation

Support more Indigenous Australians to become home owners

Research into Indigenous property rights undertaken
Contribute thought leadership on barriers to Indigenous wealth creation, including COAG Investigation of Indigenous land administration and use.

✓ Detailed research into Indigenous property rights undertaken and presented to the IAG
✓ Contributed to thought leadership discussions and COAG investigation

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, Indigenous employment and finance forums

Better understand utilisation and access of superannuation

Contribute thought leadership to industry forums, including the inaugural Indigenous Superannuation Summit.

✓ Contributed thought leadership to superannuation forums and summit

Research the super needs of Indigenous organisations for internal use

✓ Research into Indigenous superannuation completed

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
Promote IMM program and continue to seek expansion funding

✓ Partnership established with Good Shepherd Microfinance
✓ Supported applications for grant funding and promoted IMM program

Continue to measure Indigenous financial exclusion and resilience to support building financial capability

Financial resilience measurement framework including Indigenous Australians developed

✓ Financial resilience measurement framework developed

EMPLOYMENT AND CAREER DEVELOPMENT



NAB empowers its Aboriginal and Torres Strait Islander employees to aim high and build lasting careers. We offer more pathways to ongoing employment than ever before and are proud to see employees secure ongoing roles. We continue to support high potential talent for career and succession planning.

We exceeded our target for recruitment of both school-based and adult trainees in 2015, placing 68 Aboriginal and Torres Strait Islander people in traineeships. There is, however more work to do to help retain and prepare them for the jobs of the future. Thirteen Indigenous university students completed internships across the business and we recruited 16 Indigenous employees during the year.

We supported our growing cohort of more than 200 Indigenous employees progress their careers in both Retail and Business Banking. In 2015, 18 Indigenous employees moved into more senior roles. NAB's industry-leading Indigenous emerging leaders initiative continues to foster career ambitions, with 13 emerging leaders participating in the tailored program during the year.

Commitments

FY15 Performance Indicator

Performance Outcome

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 and support teleconference hosted by Indigenous employees

✓ Quarterly networking teleconference held by Indigenous employees

Opportunities - Continue to focus on creating real jobs and career opportunities

Continue to employ trainees across the business

40 school based trainees recruited (SBTs)

✓✓ 44 SBTs recruited in financial year 2015

20 adult trainees recruited

✓✓ 24 adult trainees recruited in financial year 2015

70% trainees complete the program annually

✓✓ 73% of trainees completed the program

Continue to transition trainees into ongoing employment at NAB

70% of all graduating trainees accept roles at NAB annually

→ 55% of graduating trainees accept roles at NAB in 2015

Increase the general recruitment of Indigenous Australians

20 Indigenous employees recruited

→ 16 Indigenous employees recruited in financial year 2015

Offer internships for university students with potential for graduate employment

20 internships offered

→ 20 internships offered with 12 interns placed in financial year 2015

Empowerment - Target high potential individuals for career and succession planning

Improve and support career progression of Indigenous employees to take on more senior roles

10 Indigenous employees in senior roles

✓✓ 18 Indigenous employees in senior roles in financial year 2015

10 Indigenous employees participate in tailored career development

✓✓ 13 Indigenous employees participate in emerging leaders program

BUSINESS PARTNERSHIPS



As Australia's leading business bank, we continue to support Indigenous enterprises and native title bodies to achieve their aspirations. NAB proudly supports Indigenous customers and provides the Indigenous business sector with access to banking products and services. We are building Indigenous business capability through training and support and we continue to include Indigenous suppliers in our supply chain.

In 2015, we focussed on engaging with our Indigenous customers to receive feedback and deepen relationships by connecting with 25 Indigenous businesses in a customer calling initiative. Including more Indigenous business within our supply chain remains a focus and we renewed our three-year commitment to Supply Nation. While we exceeded our target for introductions to Tier 1 suppliers, we plan to increase spend with Indigenous businesses as a priority for the year ahead.

While access to microenterprise loans was disrupted during 2015, we continue working with our partners to create awareness and improve access for Indigenous clients. We helped Indigenous businesses access NAB's banking products and services by generating 25 Indigenous customer leads for bankers.

We continued to support key Indigenous business organisations including Kimberley Land Council, Aarnja, Wunan and MG Corp through 29 NAB employees undertaking six-week secondments, sharing our corporate knowledge and experience while gaining incredible insights living and working in remote communities. In 2015, we entered a new three-year partnership agreement with Jawun, which forms part of our long-term commitment to invest in the people and communities of the Kimberley region of Western Australia.

Commitments

FY15 Performance Indicator

Performance Outcome

Support - Improve Indigenous business engagement and inclusion

Engage Indigenous customers to receive feedback and deepen relationships	Reach 50 customers in customer calling day held annually	→ Feedback received from 25 Indigenous customers
Increase Indigenous business access to our supply chain	Renew three year commitment to Supply Nation	✓ Commitment to Supply Nation renewed for three years
	5 Indigenous business introductions to NAB's Tier 1 suppliers	✓✓ 7 Indigenous businesses introduced to NAB procurement and Tier 1 suppliers
	\$300,000 direct and indirect spend with Indigenous businesses	→ \$221,547 direct and indirect spend with Indigenous businesses during financial year 2015

Opportunities - Ensure access to banking products & services

Improve Indigenous business access to NAB's banking products and services	10 microenterprise loans provided	→ Access disrupted and product review completed in financial year 2015
	25 Indigenous business leads generated for bankers	✓ 25 Indigenous business leads generated for bankers
Invest in banker capability to support economic development for traditional owner groups	Two tailored native title training sessions delivered to bankers	→ Native title training not delivered in 2015, with tailored cultural banker education being considered

Empowerment - Share our skills and networks to build Indigenous capability

Invest in improving capability of Indigenous customers and suppliers	Two education sessions held for Supply Nation certified Indigenous businesses	→ One risk management session held in financial year 2015
	Three Indigenous customer employees seconded to NAB	→ One Indigenous customer employee seconded to NAB
Invest in Indigenous organisations and communities	Partner with Jawun for three years	✓ Partnership with Jawun renewed for three years
	30 NAB secondees complete projects in the Kimberley WA	→ 29 employees seconded to Indigenous organisations in partnership with Jawun
	20 volunteers supporting Indigenous organisations and initiatives	✓✓ 28 volunteers supporting Indigenous organisations and initiatives

CULTURAL UNDERSTANDING AND LEADERSHIP



Supporting our people to better understand, acknowledge, celebrate and engage with Aboriginal and Torres Strait Islander communities is essential to our success. We provide opportunities for all employees to improve their cultural understanding and support increased engagement with Indigenous Australia. NAB continues to work in partnership with like-minded organisations to create collective impact for increased awareness, recognition and respect.

In 2015, we exceeded our targets for engaging a wider employee audience for cultural understanding with more than 1,480 employees completing online cultural awareness learning.

We continued to provide senior leaders with tailored immersion experiences in remote Indigenous communities, with a focus on driving change. NAB also conducted thought leadership forums on constitutional recognition and supplier diversity throughout the year and facilitated joint leadership forums with like-minded RAP partners.

Commitments

FY15 Performance Indicator

Performance Outcome

Support - Support employees to increase their engagement with Indigenous Australia

Engage employees to celebrate National Reconciliation Week 27 May - 3 June and NAIDOC Week held in the first week of July	Employee champions identified	→ Champions identified with groups to be established
	40 events held and registered on NRW site	✓ 44 events held during National Reconciliation Week
	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 and Welcome to Country ceremonies	Protocol adopted at key events including Annual General Meeting of Shareholders and official functions annually	✓ Acknowledgements and Welcomes continued as standard practice
	New opportunities identified for appropriate recognition of Traditional Owners, in addition to verbal acknowledgements	→ Discussions of appropriate recognition held internally

Opportunities - Provide all employees with opportunities to improve their cultural understanding

Improve access to Indigenous cultural awareness training	1,000 employees completed online learning	✓ 1,484 employees completed online learning
	70 employees involved in Indigenous employment program completed in depth face-to-face cultural awareness training	✓ 171 employees completed in depth face-to-face cultural awareness training across WA, SA, QLD, VIC and NSW
Offer senior leaders a tailored immersion experience with a focus on driving change	33 senior leaders visited remote Indigenous communities	✓ 33 executives participated in visits to the Kimberley region and Northern Territory

Empowerment - Create collective impact with partners to build awareness, recognition and respect

Partner with Reconciliation Australia, corporate and community partners to create collective impact and 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	✓ Facilitated awareness raising and supported Recognise with NAB volunteers
	Conduct two joint thought leadership forums, including annual NAB Legal seminar	✓ Two joint thought leadership forums held on supplier diversity and constitutional recognition

TRACKING PROGRESS AND REPORTING

NAB continues to hold biannual Indigenous Advisory Group meetings and maintains a third party assurance framework with annual reporting, including this publicly released annual report card of RAP results.

Commitments

FY15 Performance Indicator

Performance Outcome

Partner with Reconciliation Australia to monitor attitudes of employees and impact of RAP programs

RAP Impact Measurement questionnaire completed in September annually

✓ RAP Impact Measurement questionnaire completed

Maintain transparency and accountability through RAP governance and quality assurance

Conduct biannual Indigenous Advisory Group meetings

✓ Two IAG meetings held

Maintain third party assurance framework with annual reporting and release annual report cards publicly

✓ 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

For more information:

Email: indigenous@nab.com.au

Visit: nab.com.au/indigenous

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Designed by Supply Nation certified supplier Marcus Lee Design

Printed by Supply Nation certified supplier Print Junction

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