

The background of the entire page is a vibrant Indigenous Australian artwork. It features a central yellow ochre area with black wavy lines, surrounded by teal and brown sections. Numerous circular motifs, resembling boomerangs or suns, are scattered throughout, each filled with intricate patterns of dots and concentric circles in various colors like blue, green, and white. The overall style is traditional and celebratory.

COMMONWEALTH BANK
FY23–25
Reconciliation Action Plan
FY25 Progress Report

Acknowledgement of Country.

Commonwealth Bank (CommBank) acknowledges the Traditional Owners of the lands across Australia as the continuing custodians of Country and Culture dating back to the creation of the Dreaming. We pay our respect to First Nations peoples and their Elders, past and present.

We acknowledge and celebrate the inherent resilience of Aboriginal and Torres Strait Islander peoples and communities.

We thank the many Aboriginal and Torres Strait Islander employees, external advisers, communities and partner organisations that have guided us through achieving meaningful reconciliation outcomes.

Our head office is located at Tumbalong (Darling Harbour, Sydney) on the Lands of the Gadigal Peoples.

FY25 progress.

As Australia's largest bank, we remain committed to reconciliation with First Nations peoples.

At Commonwealth Bank, our purpose is to build a brighter future for all. We recognise that progressing our purpose for First Nations peoples means being a trusted partner as they achieve their social, cultural and economic aspirations.

To contribute to reconciliation, our FY23-25 RAP focused on five inter-related pillars:

Pillar 1: Foundation: Indigenous Rights and Engagement

Respecting Indigenous rights, engaging effectively, building cultural capability and supporting place-based solutions.

Pillar 2: Foundation: Economic Empowerment and Prosperity

Driving employment opportunities and career advancement across the bank; and supporting a strong and prosperous First Nations business sector.

Pillar 3: Transformation: Domestic Violence and Financial Abuse

Understanding, identifying and supporting culturally informed responses to domestic violence and financial abuse impacting First Nations peoples.

Pillar 4: Transformation: Indigenous Customer Support Program

Improving awareness of, access to and inclusion in our banking products and services.

Pillar 5: Transformation: Indigenous Carbon Economies

Supporting First Nations landowners to establish, and scale new carbon projects.

FY25 Progress Summary

This report provides an opportunity for us to share an update on our progress against the activities set out in our FY23-25 RAP. Specifically, it provides an update on 56 activities that were due to be delivered by the end of financial year 2025. This document should be read in conjunction with the FY23-25 RAP along with our FY23 and FY24 Progress Reports.

Key highlights in our FY25 RAP Progress Report include:

- **First Nations Attraction Strategy (page 6):** In FY25, 174 external offers for roles across CBA and Bankwest being accepted by First Nations peoples. During 2024, seven of our First Nations interns graduated university and became eligible for the CommBank Graduate Program, with all seven securing a position on the program. These students commenced the CommBank Graduate Program in February 2025.
- **Indigenous Procurement Program (page 8):** In FY25 we spent \$62.69m with First Nations businesses, representing growth of 177% on our FY24 spend of \$22.65m. This significantly exceeded our FY25 target of \$24.92m (10% increase on FY24 spend).
- **First Nations Reach (page 12):** In 2023, we proposed a remote banking model to the Indigenous Advisory Council to improve access to banking services for customers in remote communities and to facilitate processes that require in-person interactions. The First Nations Reach program subsequently launched in 2024 in four regions. Delivery of the program will continue as part of our FY26-28 RAP.

Of the 56 activities set out in the FY23-25 RAP that were due to be delivered in FY25, 54 were delivered in full, with two activities partially delivered:

- **School-based traineeships (page 6):** While we met our recruitment target for the program, we did not achieve our 30% retention target for students who completed a school-based traineeship in FY25. Of the seven trainees who completed the program, all opted to continue their careers outside CBA. We will continue to support school-based trainees to stay with the bank on completion of their traineeship, if they choose to do so.
- **The Aboriginal and Torres Strait Islander Community of Practice (page 15):** The CoP was established to provide guidance to the Indigenous Customer Support Program. It included First Nations peoples and non-Indigenous representatives from organisations that support First Nations people's financial inclusion. With the launch of the First Nations Reach Program, the Indigenous Customer Support Program came to a natural end. Following a review of our First Nations governance, the decision was made to discontinue the CoP and bring discussions on First Nations financial inclusion to the Indigenous Advisory Council.

Our FY25 RAP Progress Report completes our updates for our FY23-25 RAP. We look forward to continuing to share our progress on our FY26-28 RAP, launched in July 2025.

Pillar 1: Foundation: Indigenous Rights and Engagement

Focus Areas	Activities	Update
Acknowledge and embed considerations of Indigenous rights across our business operations	(01) Implement and communicate a cultural protocol document acknowledging the Traditional Owners of the lands across Australia and providing resources and advice to teams on Welcome to Country, Acknowledgement of Country and integrating First Nations culture into place/space. The document should outline events and meetings where teams should invite a local Traditional Owner to provide a Welcome to Country or where other cultural protocols should be observed to appropriately acknowledge Country.	Achieved Following the launch of our Indigenous Engagement Principles, we finalised an Indigenous Protocols Guidance document, which is available to our people via our internal Reconciliation Knowledge Hub. The Indigenous Protocols Guidance provides information on cultural protocols and practices to support teams in their engagement with Aboriginal and Torres Strait Islander stakeholders.
	(04) Present a proposal to the Indigenous Advisory Council on our approach to guiding the Bank through a process of understanding our own history in Indigenous affairs and how this has impacted on our relationships with First Nations peoples; using the insights from this process to re-set our relationships with First Nations peoples where required.	Achieved We recognise that First Nations peoples have historically been excluded from the financial system, and this has contributed to economic disadvantage which continues to impact on First Nations peoples today. As part of the development of our FY26-28 RAP, we refreshed our approach to building organisational cultural capability and in May 2025, we presented our FY26-28 Cultural Capability Framework to our Indigenous Advisory Council. This refreshed framework aims to support us to move from cultural knowledge to embracing First Nations peoples' ways of being and knowing, which have been developed over millennia, while recognising the impacts of our shared history.

Focus Areas	Activities	Update
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	(05) Deliver the Indigenous Cultural Development Program across CommBank and Bankwest, providing our people with education, experience and exposure opportunities including BlackCard, Jawun, on-Country experiences, and online learning including the 'Servicing First Nations Customers with Sensitivity, Respect and Compassion' e-learning. Our goal was to have at least 70 per cent of employees completing cultural learning over the RAP reporting period, with at least 600 people completing face to face BlackCard and 9000 people completing online learning each year (equating to a 25 per cent completion rate annually).	Achieved In FY25, 35.7% of our Australian-based employees completed cultural learning. This included over 14,000 employees completing online learning, and over 1,000 employees completing one of our BlackCard programs. Our cultural learning completion rate was slightly lower in FY25 compared to previous years as we are refreshing the cultural learning we provide to our people. In addition to learning, 13 employees completed a Jawun secondment, which offered the opportunity to learn from First Nations leaders while delivering strategies designed by the community, for the community. Through our Senior Leadership Engagement Program, 32 senior leaders had the opportunity to attend either the National Anniversary of the Apology to the Stolen Generation, Jawun executive visits, the Jawun Stories of Female Leadership conference in Rubibi (Broome) and/or the 2024 Garma festival to gain exposure to important conversations regarding the aspirations of First Nations communities and the challenges First Nations leaders are navigating.
	(06) Create opportunities for our people, customers and community to learn directly from First Nations peoples on their achievements, histories, cultures and affairs across the year, and on days of celebration, including through our annual sponsorship of NAIDOC Week. We will provide a national calendar of community activities being held during NAIDOC Week for our people to attend and will encourage Yana Budjari members to attend at least 20 events organised by local community organisations.	Achieved During FY25, we continued our gold sponsorship of National NAIDOC Week, including our support for the NAIDOC Person of the Year award. We also utilised internal communication channels, such as our Yana Budjari newsletter, internal NAIDOC site, and leader communications to encourage employees to attend community events to learn directly from First Nations communities about their achievements, histories and cultures.
	(08) Raise the profile of leader engagement in cultural learning by encouraging Bankwest senior leaders to complete cultural development training and participate in cultural events and activities. The Bankwest Leader Community channel will be used to promote cultural learning and engagement four times per year. Senior leaders will be encouraged to reflect on their learnings and experiences and share them with the organisation through Hub or Yammer posts three times per year.	Achieved Bankwest senior leaders completed a number of cultural learning activities during FY23-FY25, including BlackCard training and on-country cultural immersion experiences. They have shared their experiences with Bankwest employees across various channels, including the Hub (Bankwest's intranet), Viva Engage (Bankwest's internal social network), Leader Notes and 'On the Phone' meetings.
	(09) Provide Bankwest reconciliation champions with the opportunity to participate in one local cultural immersion experience each year.	Achieved During the FY23-25 RAP implementation period, Bankwest reconciliation champions experienced multiple cultural immersion experiences including: • Kings Park: June 2023 • Wadjemup: November 2023 • Galup: May 2024 • Pinjarra: November 2024 • Dr Richard Walley: January 2025
	(10) Explore the appointment of an Elder in Residence, with the aim of providing Bankwest with a more permanent link to First Nations communities and cultures. The process will include broad internal and external stakeholder consultation, following appropriate cultural and community protocols, with a clearly defined role purpose, responsibilities and duration.	Achieved through a revised strategy Bankwest explored the appointment of an Elder in Residence, with the objective to create a stronger link between Bankwest and the First Nations community in Western Australia. To align with the bank's broader reconciliation leadership and governance approach to reconciliation, we have engaged a Perth-based Noongar leader and community Elder to formally sit on the CommBank Indigenous Advisory Council as an ongoing member. This position commenced in August 2025.

Focus Areas	Activities	Update
Promote reconciliation across the organisation and create opportunities for our people to build respectful relationships with their local communities	(12) Through the Yana Budjari National Committee, review and refresh the Yana Budjari employee engagement strategy annually to raise awareness of reconciliation and engagement opportunities across our workforce.	Achieved In FY25, we refreshed the Yana Budjari strategy, providing the Yana Budjari National Committee with a clear plan for reconciliation activation for the year. The strategy introduced a Communications Lead role (voluntary) to enable greater focus on employee engagement. Our Yana Budjari newsletter continues to be shared with over 600 employees, providing updates on our RAP and engagement opportunities.
	(13) Increase engagement at a local level, supporting Yana Budjari coordinate at least 10 reconciliation activities across the organisation for National Reconciliation Week each year. Seek to provide a range of opportunities for our people and senior leaders to participate in. In supporting Yana Budjari to lead on NRW, circulate Reconciliation Australia's NRW resources and reconciliation materials and support Yana Budjari State Co-Leads to register all our NRW events on Reconciliation Australia's NRW website.	Achieved During the 2025 National Reconciliation Week, we hosted over 15 internal reconciliation activities across the country. Activities included interactive Bush to Bowl Native Plants & Spices sessions which we showcased on our social media channels.
	(14) Hold an organisation-wide Reconciliation Dialogue during NRW, inviting First Nations employees and external representatives to share their views and insights on important reconciliation issues.	Achieved Our 2025 National Reconciliation Dialogue theme was "Place-based". Recognising that no one knows a community better than the people who live there, the dialogue explored how place-based engagement can be a successful mechanism for responding to localised opportunities and improving outcomes. The 2025 keynote was presented by Fiona Jose, Group CEO of Cape York Institute. Following the keynote, a panel discussion was moderated by Sean Gordon, with panellists Fiona Jose, Shane Webster (CEO, Jawun) and Suzanne Thompson (Director, Indigenous Carbon Industry Network). Over 350 people registered to attend the session in-person and virtually. The 2025 Dialogue was held in July 2025 to coincide with the launch of our FY26-28 RAP.
Deepen our community engagement to support First Nations solutions designed by the community, for the community	(15) Consult with Aboriginal and Torres Strait Islander peoples annually to understand how we can continue to strengthen relationships in order to meet the needs of First Nations stakeholders. Support this process by finalising and implementing grievance mechanisms through which First Nations peoples can raise concerns directly with the Bank. Share feedback with IAC, the RAP Working Group and relevant teams as appropriate.	Achieved We have established formal channels to support engagement with First Nations peoples, including the CommBank Indigenous Advisory Council and our Indigenous Leadership Team. In his role of Chair of the CommBank Indigenous Advisory Council, Sean Gordon also sits on our CEO Advisory Panel, bringing First Nations views to this forum's discussions. This year we expanded access to our Human Rights of First Nations Stakeholder Grievance Process by enabling grievances to be raised via phone to our Indigenous Customer Assistance Line. The process seeks to provide an avenue for First Nations stakeholders to raise, directly with us, concerns regarding possible human rights impacts connected with CBA's business lending activities. No grievances were raised through this process this financial year.
	(17) Invite at least two representatives from the First Nations community to share their perspectives and input into Bankwest customer matters, through the quarterly Community Leaders Forum.	Achieved Standing invitations have been extended to three First Nations organisations in WA to attend the Bankwest Community of Leaders Forum, which meets 3-4 times per year. Over the FY23-FY25 RAP implementation period, two of these organisations were able to attend a meeting and share their insights.
	(18) Invite Indigenous technologists to present at IT and Ops Events, hosted by CommBank Technology & Operations to support teams to develop trusted and respectful relationships with local Aboriginal and Torres Strait Islander providers and communities.	Achieved To support building relationships within the IT space, we held two IT and Ops events during the reporting period. Our first event was held with Indigitek, with 50 people attending, and focused on AI advancements and technology. The second event was an UXccelerate Tech event, with three internal First Nations technologists sharing their experiences of a career in Technology at CBA.

Pillar 2: Foundation: Economic Empowerment and Prosperity

Focus Areas	Activities	Update
Improve pathways to employment across CommBank and Bankwest	(19) Deliver the FY23-25 Indigenous Careers Attraction Strategy to increase representation of Aboriginal and Torres Strait Islander peoples across our domestic workforce to 3 per cent by December 2026, by aiming to recruit at least 150 First Nations people per annum.	Achieved In FY25, we continued to deliver our First Nations attraction strategy, focusing on community engagement to raise awareness of career opportunities across the bank. This included sponsoring the Queensland Murri Carnival and NSW Koori Knockout. Our focus on attraction resulted in 174 external offers for roles across CommBank and Bankwest being accepted by First Nations peoples. In our FY26-28 RAP, we have maintained our goal of having 3% of our domestic workforce identifying as Aboriginal and/or Torres Strait Islander, and to support us to achieve this goal, we have introduced additional measures to improve retention of First Nations employees.
	(20) Provide at least 70 school-based traineeship positions annually (35 trainees in their first year of the program and 35 trainees in their second year at any given time), achieving at least 30 per cent conversion to permanent roles or full-time traineeship positions on completion of the traineeships.	Partially achieved In FY25, we offered 36 First Nations candidates a school-based traineeship, with 28 starting their traineeships in January 2025. From the cohort who commenced in January 2023, seven completed their traineeship and all opted to continue their careers outside the bank.
	(21) Provide at least 15 full-time traineeship positions annually, achieving at least 60 per cent conversion to permanent roles on completion of the traineeships.	Achieved During FY25, 15 trainees commenced either a full-time or part-time traineeship. For the five trainees who completed their traineeship in FY25, all secured permanent roles at the bank, achieving 100% conversion to a permanent role for those who completed the program.
	(22) Continue to partner with CareerTrackers to recruit at least 25 Indigenous university students to internships across CommBank and Bankwest, achieving at least 60 per cent conversion to permanent roles or graduate program positions on graduation from university.	Achieved During FY25, 25 First Nations university students completed an internship placement across the bank. This included 14 summer internship placements and 11 winter internship placements. During 2024, seven of our First Nations interns graduated university and became eligible for the CommBank Graduate Program, with all seven securing a position on the program, equating to a 100% conversion rate for those graduating university. These students commenced the CommBank Graduate Program in February 2025.

Focus Areas	Activities	Update
	(23) Optimise participation in the Technology and Operations Indigenous Academy, achieving at least a 60 per cent conversion to permanent roles or graduate program positions on completion of Academy engagement. This will be supported by collaboration with relevant community, IT industry and CommBank representatives to develop innovative pathways for First Nation peoples into meaningful IT and Ops Careers, including at Managerial Level.	Achieved In FY25, eight candidates came through our Technology and Operations Indigenous Academies, learning valuable skills within the IT space. From these cohorts, 100% of eligible Technology graduates converted to permanent roles, and 80% of the COO Academy graduates converted to permanent roles.
	(25) Work with the Polly Farmer Foundation (PFF) to support skill development and corporate readiness in Follow the Dream (FTD) students in Years 10—12, donate 15 laptops to the FTD program and explore opportunities to offer employment to First Nations Year 12 leavers.	Achieved During the FY23-FY25 reporting period, Bankwest organised three student visits to our head office in Perth for careers presentations, an overview of the CareerTrackers internship program, and a tour of Bankwest Place. During this period, Bankwest donated 104 refurbished laptops to students participating in programs delivered by the Polly Farmer Foundation. In addition, Bankwest made a financial donation to support the Polly Farmer Foundation's Careers Expo in FY24.
	(26) Complete a full end to end review of the candidate experience from application to background checks, identifying opportunities to better support First Nations candidates and embed the Guaranteed Interview Scheme to enable First Nations applicants who apply for roles at CommBank and Bankwest and who have the right skills and experience to automatically progress to the interview stage.	Achieved To enhance the candidate experience for First Nations individuals, we conducted a review of our end-to-end recruitment process. This initiative involved close collaboration with our probity team to streamline the background check process for First Nations talent, focusing on efficiency while adhering to our legal obligations. As a result, we have successfully reduced the average processing time for First Nations candidates. Additionally, we undertook an evaluation and update of the candidate application form, focusing on creating a more human-centered approach. We also assessed the Guaranteed Interview Scheme to confirm its alignment with business needs, so that First Nations candidates with the appropriate skills and experience are advancing to the interview stage. New FAQs have been established to support this initiative. We also launched the first phase of our personalised onboarding journey for First Nations talent, designed to facilitate quicker and safer connections for new hires, setting them up for success when they join CommBank. Through these efforts, we aim to foster an inclusive and supportive environment for First Nations candidates throughout their recruitment journey.
Enhance First Nations employee experience and promote positive race relations	(28) Provide three scholarships to Australian Graduate School of Management's Emerging Indigenous Executive Leaders Program; one scholarship for the KARI Leadership Program.	Achieved We provided three scholarships to emerging leaders to attend the EILP program and two scholarships for the KARI Leadership program. In addition, we dedicated six places to the Lee Hecht Harrison (LHH) & CBA Career Coaching Program for First Nations employees.
	(29) Create regular engagement opportunities to First Nations employees through the Indigenous Employee Network, via the yarning circle program, to ensure we are providing an inclusive and culturally safe environment for First Nations employees.	Achieved In addition to hosting monthly Yarning Circles, the Indigenous Community Experience team in Human Resources expanded their engagement with our Indigenous Employee Network - called One.Mob - by introducing formal agendas to the yarning circles, creating a resource hub, and hosting the One.Mob summit across two days in March 2025. During the One.Mob summit, First Nations employees were able to attend and engage in meaningful conversations to support career development.

Focus Areas	Activities	Update
Support the growth of the First Nations business sector	(34) Execute the Indigenous Procurement Program to increase our supply chain spend with Indigenous owned businesses by 10 per cent year-on-year from a FY22 actual baseline.	Achieved In FY25 we spent \$62.69m with First Nations businesses, representing growth of 177% on our FY24 spend of \$22.65m. This significantly exceeded our FY25 target of \$24.92m (10% increase on FY24 spend). This was a result of increased spend with existing First Nations businesses, as well as an increase in First Nations technology spend.
	(35) Embed the First Nations Supplier Spend Working Group, which brings together senior stakeholders from across the organisation to drive improved outcomes for the Indigenous Procurement Program. Through the working group, seek to remove any barriers to our people procuring from First Nations businesses and provide training to relevant employees to increase spend with First Nations businesses.	Achieved through a revised strategy In FY25 we paused our existing working groups as they were not delivering the intended outcomes. Instead, we adopted a more targeted approach working directly with priority areas, particularly Technology, to remove barriers and drive spend outcomes, which were the objectives of this activity. Key actions included: • Addressing procurement barriers: We identified common blockers and implemented solutions, such as improved reporting processes to provide more user-friendly data to business units. • Building awareness and leadership support: Success stories were shared at governance forums to garner leadership buy-in. • Training and capability uplift: We developed internal training covering Indigenous business history, common misconceptions, and engagement strategies. Delivering this training is a key commitment in our FY26–FY28 RAP.
Building on lessons from earlier forums, we are relaunching the First Nations Supplier Spend Working Group in FY26 with more senior representation and improved tracking to drive accountability.	(38) Collaborate with our partners, including Supply Nation through support for the Drive and Jumpstart programs, to offer support to enhance First Nations business' ability to work with large organisations.	Achieved In FY25, we continued our sponsorship of the Supply Nation Capability Hub, which offers procurement and business development programs, including the Drive program and JumpStart, to First Nations businesses. We also supported Supply Nation's Connect Gala through our Platinum Sponsorship, celebrating the success of the First Nations business sector.
	(39) Increase First Nations supplier spend within Bankwest by initially achieving 70 per cent Koort Waangkiny (Bankwest Reconciliation Network) expenditure with First Nations suppliers.	Achieved Koort Waangkiny achieved 70% expenditure supporting First Nations suppliers.

Pillar 3: Transformation: Domestic Violence and Financial Abuse

Focus Areas	Activities	Update
Enhance CommBank's services, supports, access and referral pathways	(41) Provide BlackCard Training to 100 per cent of all Community Wellbeing team members.	Achieved In FY25, we maintained a training completion rate of 100% of Next Chapter, previously known as Community Wellbeing, team members completing BlackCard training.
	(44) Seek guidance from the Aboriginal and Torres Strait Islander Community of Practice on ways to continually improve the service we provide to Aboriginal and Torres Strait Islander customers.	Achieved The Next Chapter team provided the Aboriginal and Torres Strait Islander Community of Practice with an overview of the Next Chapter program, including updates on the Next Chapter RAP commitments and how we are supporting First Nations-led approaches when it comes to addressing family violence and financial abuse. The Community of Practice provided the team with helpful guidance to support the direction of the program and considerations to support implementation.

Focus Areas	Activities	Update
Enhance the cultural safety and accessibility of CommBank Next Chapter services and supports	(47) CommBank and the Financial Independence Hub (FIH – in partnership with Good Shepherd Australia and New Zealand) to work collaboratively with First Nations peoples to review resources for cultural appropriateness and safety and distribute through identified First Nations channels (i.e. Community organisations, First Nations media).	Achieved During FY25, Good Shepherd commissioned a report by SBS to provide guidance regarding culturally appropriate communications and relevant channels to focus First Nations-specific marketing as part of the FIH Marketing Plan FY24-25. CommBank also developed resources, including yarning circle cards and other information and collateral, on frauds and scams and financial abuse with First Nations Foundation. The financial abuse resources were distributed on Aboriginal Health Television.
	(48) CommBank and FIH to work in partnership to share resources and approaches to further strengthen employment opportunities for First Nations peoples and continue to increase cultural safety for both employees and participants, including providing BlackCard training to all FIH employees.	Achieved Through our partnership with FIH, CommBank has delivered BlackCard training for all employees working within the FIH, as at 30 June 2025. The FIH also employed a First Nations Team Leader and two First Nations employees in Queensland.
	(49) Together with Good Shepherd, identify First Nations partners for FIH employees to refer participants to who are seeking further culturally aligned support.	Achieved Through our partnership with Good Shepherd, CommBank has developed culturally aligned referral pathways for First Nations FIH participants who are seeking support. Referral pathways include 13YARN and Well Mob.
Support First Nations-led and informed approaches	(53) Share frameworks with organisations working with First Nations victim-survivors of domestic violence and financial abuse to support improved outcomes for First Nations clients. Share research, frameworks and insights via the Financial Abuse Resource Centre to support systemic change within the RAP community and beyond.	Achieved In partnership with ICAN, CommBank supported the development and dissemination of frameworks for addressing financial abuse in First Nations communities. These frameworks have been shared on the Financial Abuse Resource Centre and at other conference/forums within the First Nations community. The ICAN report highlights that financial abuse can affect First Nations peoples in unique ways and explores how financial control within relationships and the exploitation of cultural obligations can create financial stress. It also emphasises the importance of culturally safe, community-led solutions to overcome barriers to seeking support.

Pillar 4: Transformation: Indigenous Customer Support Program

Focus Areas	Activities	Update
Increase financial education and engagement	(55) Raise awareness amongst financial advocates, community organisations and customers of suitable products and services including the services available through our partnership with AusPost. Seek feedback from customers through customer conversations on the effectiveness of these services in meeting the needs of remote First Nations customers.	Achieved Our Group Customer Advocate engages with financial counsellors and consumer advocates to understand customers' experiences and works with teams across the bank to identify opportunities to improve products, services, systems and processes, informed by data, insights and different perspectives. During FY25, our Group Customer Advocate visited a number of communities, including attending the 2025 Financial Counsellors' Association of Western Australia (FCAWA) Newman Forum in Jigalong in the Pilbara.
	(56) Work in partnership with organisations and community to deliver culturally appropriate financial education that is focused on positive financial wellbeing outcomes for First Nations Peoples. This includes working with First Nations Foundation utilising resources such as the My Money Dream financial literacy education program.	Achieved CommBank partnered with the First Nations Foundation to pilot the My Money Dream financial literacy education program in branches with a high population of First Nations people in the region. CommBank will continue to deliver financial education programs to reach First Nations customers across Australia as part of our FY26-28 RAP.
	(57) Partner with Indigenous Consumer Assistance Network (ICAN) to deliver the Indigenous Financial Capability Scholarship Program to facilitate employment in financial capability roles in community services agencies. The partnership will provide 24 scholarships for the Indigenous Financial Capability Scholarship Program and 12 scholarships for the Indigenous Financial Wellbeing Leadership Scholarship Program.	Achieved Throughout the FY23-25 RAP period we continued to partner with ICAN to support them in delivering their Indigenous Financial Capability Scholarship Program. The partnership supported 24 scholarships for the Indigenous Financial Capability Scholarship Program and 13 scholarships for the Indigenous Financial Wellbeing Leadership Scholarship Program.

Focus Areas	Activities	Update
	(58) Undertake promotional activities to increase awareness of the Bankwest ICAL service, with the communications campaign being delivered by July 2023, and a target of a 10 per cent increase in call interaction volumes by June 2025.	Achieved In FY23, wallet-sized information cards promoting Bankwest's Indigenous Customer Assistance Line (ICAL) were sent to regional Bankwest branches for branch employees to share when interacting with First Nations customers. In addition, flyers were sent to financial counsellors in regional and remote areas to promote the services available through ICAL. Call volumes to the Bankwest ICAL service more than doubled over the RAP period from June 2023 to June 2025.
Improve accessibility of our services	(59) Continue our participation in the ABA ATM Fee-Free Banking Initiative.	Achieved CommBank has continued to participate in the ABA's ATM Fee-Free Banking Initiative. Under the arrangement, there are up to 85 ATMs in remote communities in Northern Territory, Queensland, Western Australia and South Australia.
	(63) Deliver culturally informed banking services to customers in remote communities by continuing to deliver the Bankwest ICAL service and developing an expanded centralised Bankwest ICAL team, with tailored knowledge, to deliver the service. A minimum of three additional employees will be trained to deliver the Bankwest ICAL service.	Achieved Bankwest's ICAL continues to be delivered. In June 2022, the ICAL team consisted of 10 employees. During the FY23-25 RAP period an additional 20+ employees from the broader CAL team (Community Assistance Line) have been trained to deliver the ICAL service.
	(65) Present a proposal to the Indigenous Advisory Council on a scalable and sustainable community banking service model for remote communities (this service will focus on non-transactional banking assistance in remote communities, complemented by an improved in-branch experience for First Nations communities in remote branches).	Achieved In 2024, we proposed a remote banking model to the Indigenous Advisory Council to improve access to banking services for customers in remote communities and to facilitate processes that require in-person interactions. The First Nations Reach program subsequently launched in 2024 in four regions. Delivery of the program will continue as part of our FY26-28 RAP.
Uplift identification, data and insights	(66) Implement ways to support a simpler identification process that recognises the needs of Aboriginal and Torres Strait Islander customers.	Achieved ICAL and the First Nations Reach Program have undergone changes to implement a simpler identification process to recognise the needs of First Nations customers.
	(69) Visit a minimum of two regional communities in Western Australia to gather feedback on Bankwest ICAL and identify opportunities to improve the ICAL service.	Achieved During FY25, the Team Leader of Bankwest's ICAL visited four locations including Broome, Beagle Bay, Bidiyadanga in the Kimberley, and Jigalong in the Pilbara.

Pillar 5: Transformation: Indigenous Carbon Economies

Focus Areas	Activities	Update
Connect land owners to opportunities and support	(71) Provide funding to support the establishment of new projects that seek to deliver environmental, social and cultural co-benefits to First Nations peoples and communities. Report on the number of projects funded annually through our annual RAP report.	Achieved Our Institutional Banking and Markets and our Indigenous Business Banking teams facilitated a successful financing opportunity for an Indigenous carbon project during FY25. Due to client privacy, no further details on these partnerships can be provided at this time. CommBank also assessed financing for other projects, and we are currently in discussions to help unlock capital for further Indigenous carbon projects.
	(72) Identify at least one opportunity a year for our people to work with communities to support the growth of Indigenous carbon projects through sharing skills and knowledge.	Achieved During FY25, a CommBank employee completed a secondment with the Yarrabah Leaders Forum (YLF) in Yarrabah, Queensland. Through this engagement, we worked with YLF to investigate economic development opportunities, including as part of the net zero transition. While no formal opportunities were established during the secondment period, examples of good-practice models were shared to support YLF in progressing their economic development goals.

Focus Areas	Activities	Update
Build our knowledge and continually improve our approaches	(75) Build a program to uplift the knowledge and capability of business bankers who support First Nations enterprises engaged in the carbon market, including access to BlackCard training and sessions on carbon markets, Indigenous land rights and economic development on First Nations lands. Ahead of launching the program, present to the Indigenous Advisory Council for feedback and endorsement.	Achieved The Indigenous Business Banking team focused on opportunities to build capability within the IGNITE community, a network of CommBank business bankers who work closely with First Nations businesses. As well as leveraging the channels the IGNITE Community uses, including a dedicated newsletter and an internal SharePoint site to deliver additional resources including content relating to carbon markets and land rights, the Indigenous Business Banking team in collaboration with our Institutional Banking and Markets division, delivered training to the IGNITE Community on the carbon market. The IBB team gave an update to the IAC in November 2024 on carbon initiatives.
	(76) Connect First Nations enterprises in the carbon market to products and services that meet their needs, including cash flow management, simpler access to capital, investment advisory and business management.	Achieved As at June 2025 we have eight First Nations clients who have active carbon projects. All of these projects are savanna fire management projects. Through our FY26-28 RAP, we will continue to support First Nations communities to engage in opportunities that exist in the carbon market and will broaden our focus to other net zero related opportunities.
	(77) Where carbon offsets are required to offset our residual emissions, where possible, prioritise the use of First Nations carbon units.	Achieved 100% of CommBank's Australian Carbon Credit Units (ACCU) purchased came from Indigenous carbon projects in FY25.
Invest in the growth of Indigenous carbon economy	(80) Annually sponsor a First Nations-led event focused on traditional land management to unlock knowledge and share insights for continual improvement, promote success stories and mobilise broader support from the business community.	Achieved In February 2025 we sponsored the Indigenous Carbon Institute Network North Australia Savanna Fire Forum. The annual event facilitates knowledge sharing and improves understanding and practice within the growing Indigenous carbon industry.
	(81) Host a round table event annually with Indigenous economies partners, First Nations leaders, selected RAP partners and industry peers to improve the awareness of, and support for, First Nations carbon projects.	Achieved We sponsored the 2025 Indigenous Carbon Institute Network (ICIN) Savanna Fire Forum. At that event we participated in a panel discussion on carbon value and market finance with other leaders in the carbon space.

Governance and Reporting

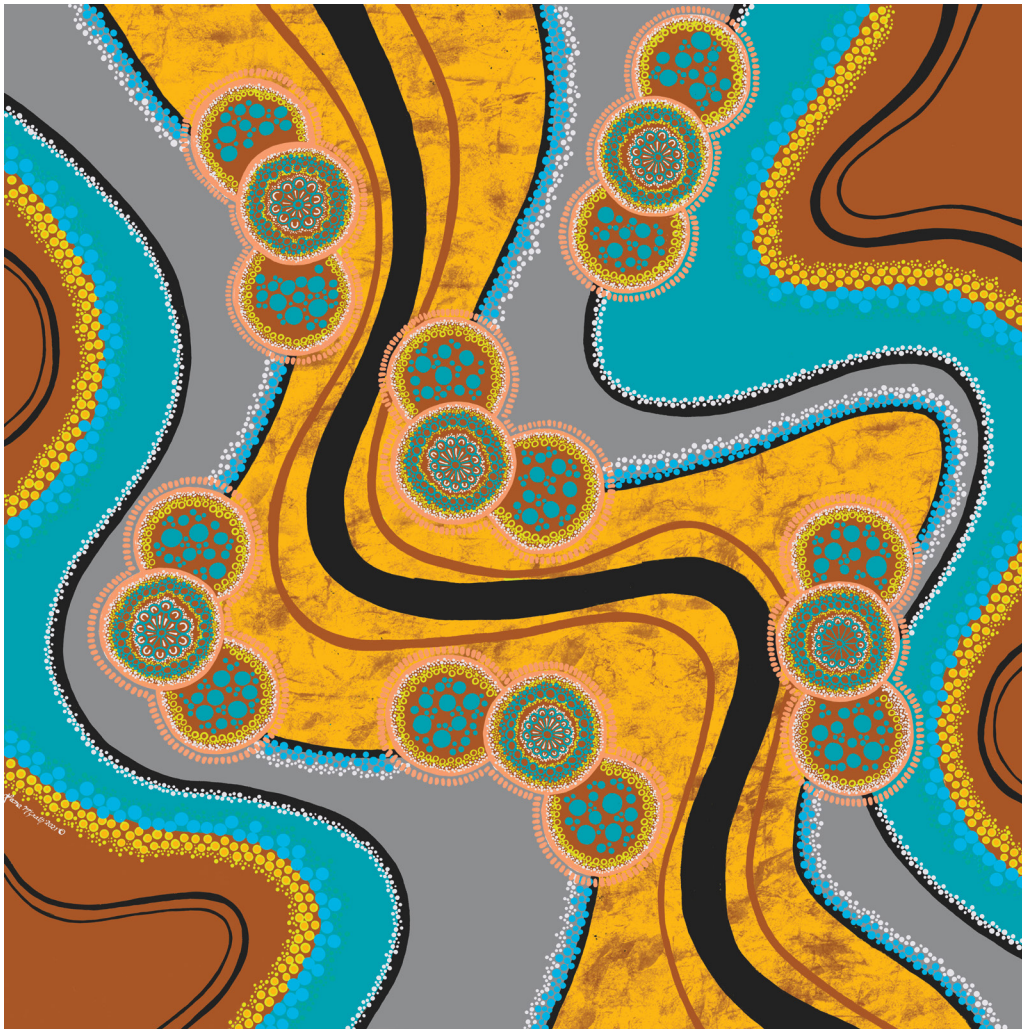
Focus Areas	Activities	Update
Maintain strong governance over our reconciliation programs	(82) Maintain the Indigenous Advisory Council to guide development and implementation of the RAP and advise CommBank on reconciliation related matters: • Meeting four times a year. Where Indigenous peoples are engaged with or participate in CommBank decisions or activities, including the members of the IAC and other consultative groups, ensuring they are adequately remunerated for their engagement. • Maintaining an independent First Nations Chair and an appropriate gender, age and cultural mix. • Ensuring a Group Executive (reporting to the CEO) maintains the role of Executive Sponsor for Yana Budjari and sits on the Indigenous Advisory Council. The Executive Sponsor will escalate issues and opportunities to the Executive Leadership Committee and CEO as required.	Achieved Our Indigenous Advisory Council met four times across FY25. We refreshed our charter in FY25 and Sean Gordon, a Wangkumarra and Barkindji man, continues as our Independent Chair. During the reporting period, there were no changes to our external membership. The co-Chairs of our Indigenous Leadership Team continue to sit on the Indigenous Advisory Council, representing the views and perspectives of First Nations employees. Sian Lewis, previous Group Executive Human Resources (who reported to the CEO), served as a member and the Executive Sponsor for Yana Budjari and sat on the Indigenous Advisory Council until her retirement, with her last IAC meeting being in February 2025.
	(83) Maintain the Aboriginal and Torres Strait Islander Community of Practice to guide the Indigenous Customer Support Program: • Meeting four times a year. • Monitoring our compliance of Part 4 of the Code of Banking Practice as it relates to Aboriginal and Torres Strait Islander customers as a standing agenda item.	Partially achieved From July – December 2024, we held two meetings with the CoP. In late 2024, we reviewed the purpose of the CoP and the Indigenous Advisory Council. We realised the forums were duplicative and there was opportunity to consolidate. We made the decision to discontinue the CoP and bring First Nations financial inclusion discussions to the CommBank Indigenous Advisory Council as a standing agenda item.
	(84) Maintain a RAP Working Group, consisting of employees with responsibility for RAP activities, to drive the implementation of actions by: • Meeting quarterly to track, measure and report RAP progress as well as risks, stakeholder engagement and emerging opportunities. • Conducting quarterly risk reviews to support integrity of our programs and relationships. • Promoting RAP outcomes and stories to all employees via our intranet and yammer. • Reviewing the Terms of Reference for the RAP Working Group annually.	Achieved The RAP Working Group met four times during the financial year to discuss progress, share updates, and review measurement results from 2024. The RAP Working Group meetings are an opportunity to connect and hear from internal and external subject matter experts, so together we continue to foster good practice approaches to reconciliation engagement. The RAP Working Group Charter (formerly Terms of Reference) was updated in June 2025.

Focus Areas	Activities	Update
Measure the impact of our approaches to ensure continual improvement and share our lessons with the RAP community and Financial Services Reconciliation Industry Networking Group	(88) Provide quarterly updates to Technology and Operations Indigenous Employment Steering Group to continually enhance the Technology & Operations Indigenous Program and collaborations across the CommBank Group.	Achieved Five meetings were held with the Technology and Operations Indigenous Employment Project Steering Group (PSG) in FY25. Additional updates were circulated to PSG members as required to keep them across project activities and progress during the months of September, December and June.
Report on our progress	(89) Implement the FY23—25 RAP actions during the implementation period of 1 July 2022—30 June 2025. Upon expiration we will: • Contact Reconciliation Australia to ensure our primary and secondary contact details are up to date. • Report progress and lessons learned against each commitment, including a traffic light report and register our intention to continue our reconciliation journey via Reconciliation Australia's website. • Provide Reconciliation Australia with a draft FY26—FY28 RAP. • Provide a final FY26—28 RAP to RA for endorsement by 30 June 2025. (90) Report reconciliation progress including: • Meeting with Reconciliation Australia quarterly to report progress, challenges and lessons learned. • Completing limited assurance on, and publicly disclosing in the Annual Report, annual completion of cultural capability training; total annual. • Indigenous procurement spend; total Indigenous employment numbers; and ICAL call numbers. • Contacting Reconciliation Australia to request our unique link, to access the online RAP Impact. • Measurement Questionnaire and reporting RAP outcomes via the questionnaire annually. (91) Encourage at least 10 per cent (1924) employees to complete the Workplace RAP Barometer. (92) Report supply chain spend to Supply Nation on an annual basis.	Achieved During FY25, we worked with Reconciliation Australia on the development of our FY26-28 RAP. Our FY26-28 RAP seeks to apply a set of Indigenous Engagement Principles (IEPs) to the way we deliver our 12 reconciliation priorities. The IEPs aim to strengthen our engagement with First Nations people across four key areas – reconciliation and community, education and careers, business success and growth, and financial inclusion. Our FY26-28 RAP was endorsed by Reconciliation Australia and released on the 17 July 2025. For further details, visit commbank.com.au/reconciliation. Achieved We report publicly on our reconciliation progress through our annual RAP progress reports, which are available at commbank.com.au/ reporting. In addition, in our Annual Report we report on completion rates for cultural capability training; annual Indigenous procurement spend, Indigenous employment numbers, and ICAL call numbers. PwC provided assurance on these metrics, for the year ended 30 June 2025. We continue to share risks, challenges and opportunities to forums including those organised by Reconciliation Australia. During FY25, we had regular engagement with Reconciliation Australia as we developed our FY26-28 RAP, which was endorsed in July 2025. Achieved We utilised internal communication channels to encourage our employees to complete the RA Workplace RAP Barometer, and the results of the survey formed part of our biennial Reconciliation Measurement and Evaluation. Further information about our Reconciliation Measurement and Evaluation, including the 2024 baseline data, is available in our FY26-28 RAP (pages 27 and 28). Achieved We reported our FY24 spend with First Nations businesses to Supply Nation in August 2024. We expect to provide Supply Nation with our FY25 spend in the 2025 calendar year. We report our annual spend with First Nations businesses in our Annual Report.

Who to contact

The Commonwealth Bank First Nations Strategy and Partnerships team can be contacted at reconciliationactionplan@cba.com.au.

Our RAP Artwork.



Co-created by Kuku Yalanji and Woopaburra artist Leona McGrath, Indigenous organisation Yerrabingin, CommBank's Indigenous and non-Indigenous employees, and members of the community, the creative design visually expresses our refreshed brand and values. The artwork is designed to symbolise the Bank's respect for and celebration of Aboriginal and Torres Strait Islander histories and cultures as part of our RAP. The design conveys three central themes: Community, Connections and Wellbeing, and pairs some of the CommBank colours with traditional Aboriginal designs to create an artwork and narrative that will conjure connectedness and pride with our customers, communities and our people.



Commonwealth Bank