



Diversity and Inclusion Annual Report 2017



Contents



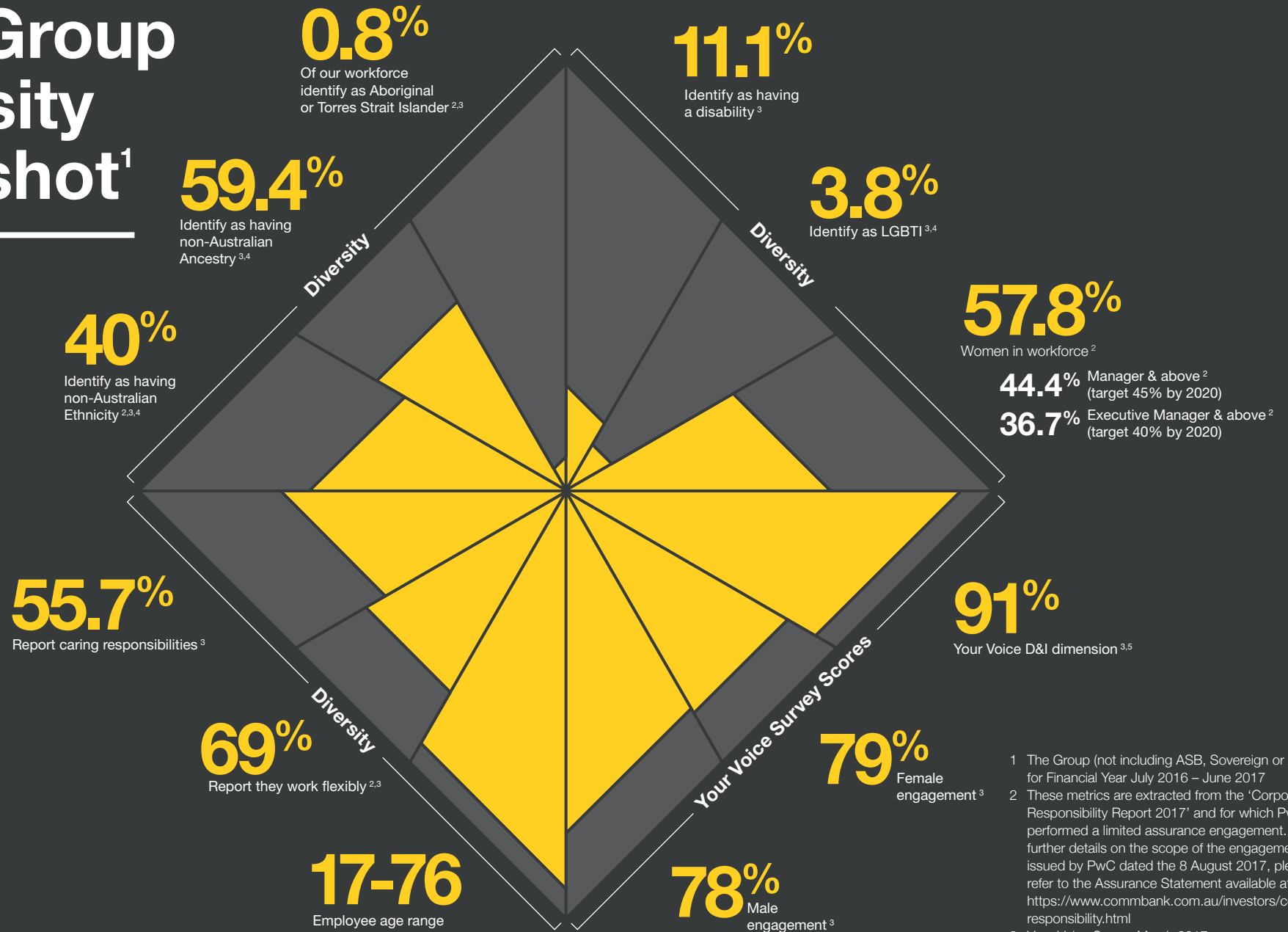
I am a reggae music lover,
a red wine appreciator,
driving change,
an Executive Manager,
Customer and Staff
Experience.

Marcellina





CBA Group Diversity Snapshot¹



- 1 The Group (not including ASB, Sovereign or Aussie) for Financial Year July 2016 – June 2017
- 2 These metrics are extracted from the 'Corporate Responsibility Report 2017' and for which PwC performed a limited assurance engagement. For further details on the scope of the engagement issued by PwC dated the 8 August 2017, please refer to the Assurance Statement available at <https://www.commbank.com.au/investors/corporate-responsibility.html>
- 3 Your Voice Survey March 2017
- 4 Includes employees who chose to respond and those who selected the option, choose not to respond.
- 5 Questions based on Workplace Gender Equality Agency reporting questions on gender equality, flexibility and sex-based harassment is not tolerated.



Chairman and CEO Statements

Chairman statement

Unprecedented geopolitical changes over the past two years have put diversity centre stage, fuelling debate here and abroad. For Commonwealth Bank of Australia there is no argument – we are clear about the value of diversity and inclusion to people, businesses and communities. A business that acknowledges and welcomes diverse perspectives is more innovative and profitable than one that does not, and we know there is a direct correlation between financial performance and an inclusive workplace.

Commonwealth Bank's focus on inclusion is supported by our vision to excel at securing and enhancing the financial wellbeing of people, businesses and communities. To excel we need to understand and respond to the needs of our customers. This is best accomplished when our people and leaders reflect the diversity of our customers, and they feel encouraged to share their unique perspectives.

The wider Commonwealth Bank Group, which now employs nearly 52,000 across the world, has an exceptional diversity profile. We have recognised that more progress is needed in leadership, so we have robust targets in place for gender and culture. We continue to enhance inclusiveness for all our people, with their different backgrounds, experiences, thinking and communication styles.

Looking ahead, rapid changes in the nature of work, shifting employee and customer demographics, and an increasingly complex and competitive environment have substantial implications for our diversity and inclusion approach. Our aim is to be recognised as an authentic leader in Diversity and Inclusion, ensuring that our customers and our employees are at the centre of everything we do.

C.B. Livingstone

Catherine Livingstone AO
Chairman

Commonwealth Bank's focus on inclusion is supported by our vision to excel at securing and enhancing the financial wellbeing of people, businesses and communities.





Chairman and CEO Statements

CEO Statement

By building an inclusive and diverse culture we can better meet the needs of the people, businesses and communities we exist to serve.

For the first time, we are releasing our Diversity and Inclusion Annual Report externally to provide greater transparency around all our diversity and inclusion activities. This report, which relates to the 2017 financial year, includes comprehensive disclosure of our targets and the progress we have made on our diversity and inclusion strategy, which we commenced implementing in 2015. From now on, we will report annually in August, starting with this coming August when we will release our report for the 2018 financial year.

I would like to acknowledge the valuable role played by our employee networks in shaping and implementing our diversity and inclusion strategy. Their commitment to helping our nearly 52,000 people feel included and valued is critical to making Commonwealth Bank a great place to work.

Ian Narev
Chief Executive Officer

***...helping our nearly
52,000 people feel
included and valued
is critical to making
Commonwealth
Bank a great place
to work.***





Diversity and Inclusion at CBA Group





I am a documentary buff,
a believer in a fair go,
a Wiradjuri man,
an Indigenous Affairs
Coordinator.

Jonah





Diversity and Inclusion at CBA Group

Introduction

Diversity and inclusion (D&I) is an integral part of our culture, values and the way we do business. It offers tangible benefits for our employees, customers, shareholders and the communities where we operate.

It is also a key part of our Corporate Responsibility plan – *Opportunity Initiatives* – build an inclusive culture that embraces the diversity of our people, customers and communities and role models reconciliation.

Creating an inclusive workplace that reflects the communities where we operate is essential to listening and responding to the needs of customers and delivering on our vision, which is to excel at securing and enhancing the financial wellbeing of people, businesses and communities.

“What we have learnt from implementing our current strategy is that everyone has a role to play. We are realising diversity and inclusion together because it is the right thing to do and it makes good business sense.”

David Cohen
Group Chief Risk Officer and Executive co-sponsor of ENABLE

Our 2015-2017 D&I strategy

Executive guidance is provided by Commonwealth Bank's D&I Council, which is chaired by the CEO and comprises the 12 Group Executives. Our 2015-2017 D&I strategy is championed by several groups across the organisation: Business Unit (BU) Leadership Teams (LT); BU D&I Councils; employee networks and Human Resources (HR).

In 2015, the D&I Council approved and endorsed a three-year strategy to leverage diversity and foster inclusion so that all our people feel valued and respected, and do their best to deliver our vision. The strategy has five focus areas with inclusive culture as the overarching goal.

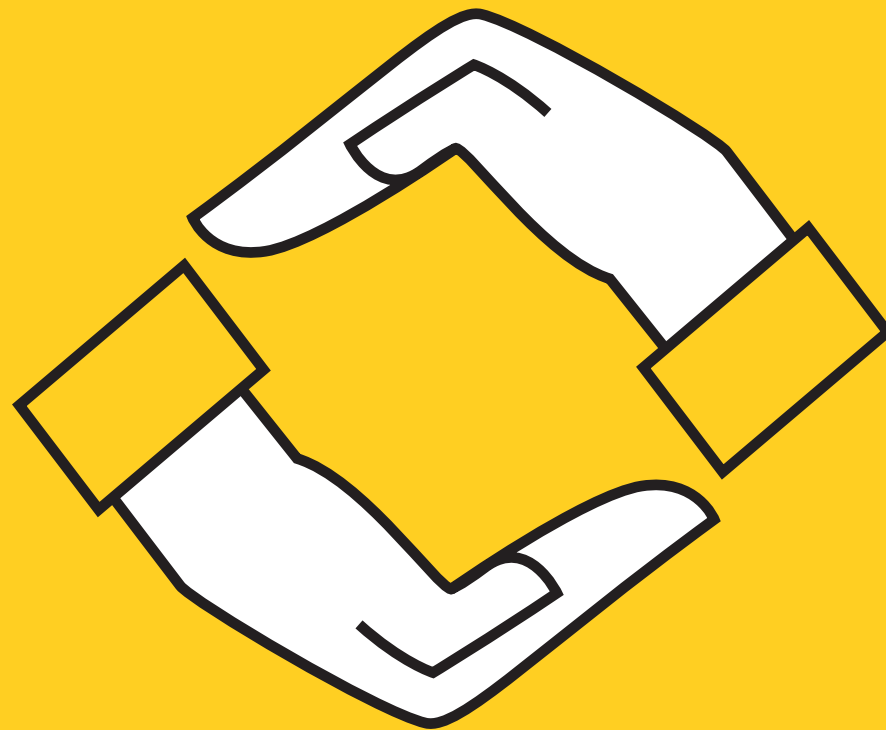




Progress in Financial Year 2017

Inclusive Culture

We strive to create an inclusive culture where everyone belongs because of their uniqueness – a place where ‘You Can Be You’ to do the best you can every day to achieve our organisation’s vision.





1. Inclusive Culture

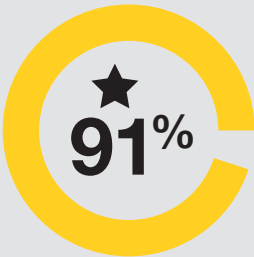
Our people

We continue to build a diverse and inclusive workforce where people feel they belong and we are more understanding of and responsive to customer needs.

“We have a hugely diverse workforce – our opportunity is to further enable and fast-track the rich skills and experiences of our people for the good of the individual, the organisation and the community in which we work and live.”

Melanie Laing
Group Executive Human Resources

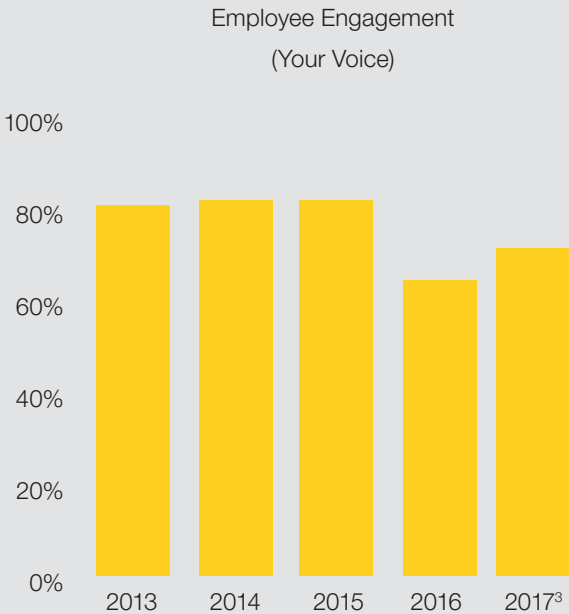
Your Voice Survey¹



2017 Your Voice 91% D&I Dimension²

Overall, both women and men have a similar level of engagement and this is also seen in other demographic groups.

Engagement¹



51,800
people

1,350
branches and offices

11
countries

16.6m
customers

¹ The Group (not including ASB, Sovereign or Aussie) for Financial Year July 2016 – June 2017
² Questions based on Workplace Gender Equality Agency reporting questions on gender equality, flexibility and sex-based harassment is not tolerated.
³ This metric is extracted from the ‘Corporate Responsibility Report 2017’ and for which PwC performed a limited assurance engagement.
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I am a coffee lover,
a long-luncher,
changing the way
people do banking,
an Executive Manager,
Digital Experience

Larissa

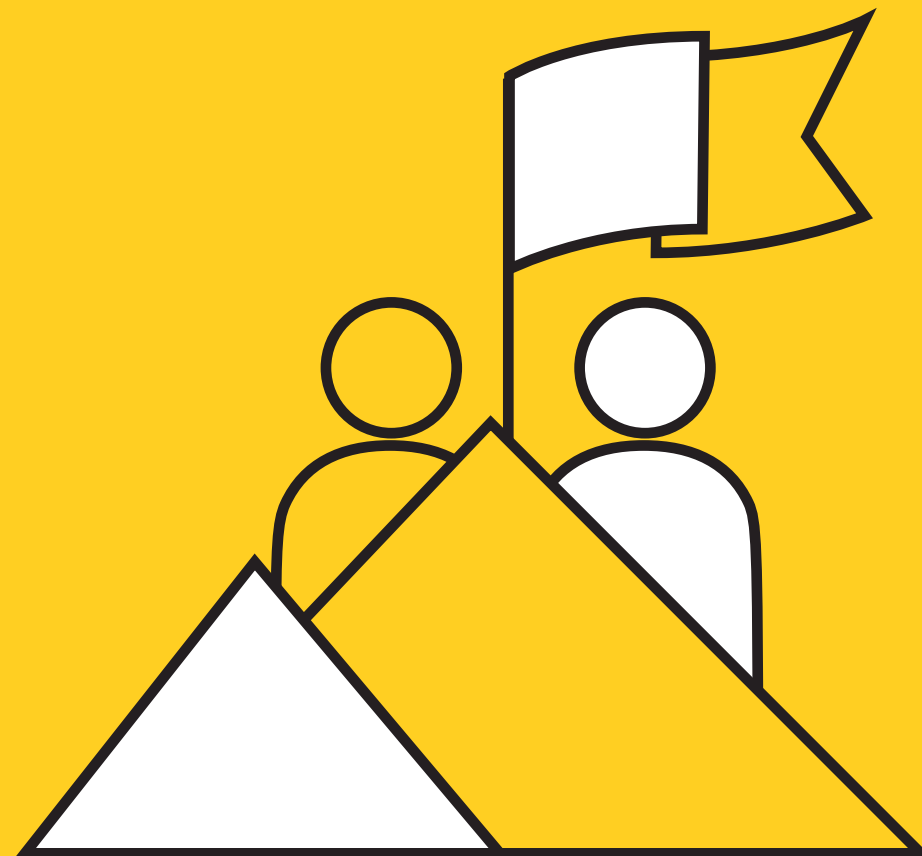




Progress in Financial Year 2017

Diversity in Leadership

Our leaders reflect the diversity in our community with diverse thinking and perspectives. Different cultural backgrounds, identities, ages, experiences and education help us achieve our business objectives and goals.





2. Diversity in Leadership

Leadership targets

Since 2010, the Group has focused on ensuring that its diversity is consistent across the organisation, and this required a strategic approach to ensuring appropriate gender and cultural representations across leadership roles. This has resulted in the Board and Executive Leadership Team endorsing targets for gender and cultural diversity in leadership.

Get the Basics Right

To help deliver specific gender and cultural diversity objectives, the Group has continued to embed the following:

- Applying a diversity lens to all people processes.
- Using candidate recruitment demographic surveys to track conversion from application to acceptance.
- Establishing key mechanisms to achieve gender pay equity.
- Building diverse internal succession pipelines with targeted development.

“When leaders make conscious decisions to build diverse teams, they tap into a rich source of experience and perspective. When valued and heard, these multiple viewpoints generate new ideas and drive innovation.”

***Coen Jonker
Group Executive
International Financial
Services and Executive co-
Chair of the Gender Diversity
Steering Group***

Current targets – by 2020¹



Gender Diversity



45%

Women in
Manager and
above roles



40%

Women in
Executive Manager
and above roles

Cultural Diversity



Senior leaders to be as diverse as the Australian population (as measured by the Australian Census of Population and Housing) and the Australian Commonwealth Bank workforce.

¹ The Group (not including ASB, Sovereign or Aussie)



2. Diversity in Leadership

Gender Diversity

Current State¹

In 2015, Commonwealth Bank set a new target for gender diversity in leadership, having achieved the previous target, set in 2010. We made good progress against this target in FY17.

All roles	58% ²	Women
Manager and above	44% ²	Women
Executive Manager and above	37% ²	Women
Revenue generating business	45%	Women in Manager and above roles

External Engagement

The CEO Ian Narev is a member of the Male Champions of Change (MCC), a network of senior public and private sector leaders committed to elevating gender equality in leadership and pay equity on the national business agenda. Our progress is reported in MCC **2016 Progress Report**. The CEO is also a Workplace Gender Equality Agency (WGEA) pay equity ambassador.

The Chairman is a member of the 30 per cent Club which campaigns for women to comprise 30 per cent of ASX 200 boards by the end of 2018.

Supporting work life balance

It is essential to ensure that our wider business ecosystem supports the achievement of our gender targets, and this means putting in place support for our people to manage their work life balance. This includes:

- Enhanced global policies on parental leave for both primary and secondary carers to help parents share the responsibilities of childcare.
- The Parents at Work online portal to provide employees and managers with information, tools and resources to prepare for parental leave, staying in touch while on leave, returning to work and managing a career as a parent.
- iCAN Flex as a Group-wide approach that is based on flexibility of where we work, when we work and what we work on at any given time. Flex focuses on outcomes rather than face time and is both formal and informal in nature.

It is essential to ensure that our wider business ecosystem supports the achievement of our gender targets, and this means putting in place support for our people to manage their work life balance.

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2. Diversity in Leadership

Gender Pay Equity

Gender pay equity is an important focus area for the Commonwealth Bank. We conduct pay equity analyses throughout the year and as part of the annual remuneration review process. We report on gender pay equity to the WGEA and the Dow Jones Sustainability Index.

In the WGEA report for FY16, we reported a decrease in the gender pay gap with a 1.1 per cent decrease for base remuneration and 3 per cent decrease for total remuneration. Similar to the previous year, this gap is comparable with the Group's direct peer group of Australian banking organisations with 5,000+ employees, and slightly higher than the average gender pay gap for the finance and insurance industry.


Gender Pay Equity Actions

The 2015 WGEA Commonwealth Bank Pay Equity Case Study, outlines how we established several actions to achieve gender pay equity, including:


- Reporting pay equity metrics to both the Board and Executive Committee.
- Education in removing unconscious bias in pay and other management decisions.
- Mandatory pay reviews for employees on parental leave.
- Use of data and tools to inform objective decisions and actions for managers who make pay decisions.

“CBA is an amazing place to work, where everyone is supported to reach their full potential. We want a workforce that represents the diversity of our community, and that means more women in leadership. We are committed to achieving our targets for gender diversity and to do this, we continually engage with leaders and female talent across the Group to build an even better, flexible and inclusive work environment where everyone has equal access to career opportunities.”

Kelly Bayer Rosmarin
Group Executive Institutional Banking & Markets and
Executive co-Chair of the Gender Diversity Steering Group



CLOSING THE GENDER PAY GAP

MALE CHAMPIONS OF CHANGE 

 More information is available in the 2017 MCC Closing the Gender Pay Gap Report – Commonwealth Bank Just-in-time Information for Managers



2. Diversity in Leadership

Cultural Diversity

Current State¹

In 2015, the Executive Committee endorsed a cultural diversity in leadership target. A Cultural Diversity Index (CDI) was developed to measure the cultural diversity of Commonwealth Bank's leadership using a modified Herfindahl-Hirschman Index methodology.

The index is applied by measuring the mix of cultures in our Australian employee population – reflected by an index position of between 0 and 1. This means that the higher the score between 0 and 1, the more diverse the population.

In comparison with the 2011 Australian Census of Population and Housing, we are on track to meet our cultural diversity in leadership target. Due to the late release of the 2016 Australian Census of Population and Housing, our progress against the index will be published in 2018 financial year reporting.

The Diversity Council of Australia published a case study, **A Most Magnificent Mosaic** in 2016 highlighting the work the employee network Mosaic, has achieved in developing the CDI and strengthening cultural inclusion.

“Awareness and education are key to helping us become a more culturally diverse workplace. We are reinforcing values-based behaviours and strengthening our people practices to foster an inclusive environment where everyone has the opportunity to learn, grow and succeed.”

Adam Bennett
Group Executive Business & Private Bank and Executive co-sponsor of Mosaic

External Engagement

Our CEO Ian Narev, alongside seven other leaders in Australian business, academia and government, helped establish the Australian Human Rights Commission (AHRC) Leadership Council on Cultural Diversity committed to improving the representation of cultural diversity within the leadership of Australian organisations. Commonwealth Bank hosted the launch event in March 2017.

Building Cultural Diversity Capability

While our workforce as a whole reflects the cultural diversity of the country, Commonwealth Bank believes it is important to build inclusion around this diversity by encouraging team members to be curious about their colleagues. One way this has been achieved is the annual **A Taste of Harmony day**. Each year, tens of thousands of our people take part in a day of sharing the food of their cultures, with the aim of using the joy of sharing meals as a platform to share unique stories and celebrate the rich tapestry of the cultures that define our workplace.

As part of Commonwealth Bank's **Financial Inclusion Action Plan**, we committed to develop cultural diversity 'champions' throughout our business and are doing this through Mosaic, our cultural diversity employee network. As of 30 June 2017, 2,000 employees had completed the Mosaic Champion cultural diversity awareness training. In addition, hundreds of employees and customers attended Lunar New Year, Diwali and Iftar dinners in Sydney and Melbourne.

¹ The Group (not including ASB, Sovereign or Aussie)



A MOST MAGNIFICENT MOSAIC

Diversity naturally exists at the **Commonwealth Bank**, with 52,000 employees in over 1,000 locations across the world. Since launching its cultural diversity network **MOSAIC** in February 2014, the Commonwealth Bank Group (The Group) is working towards strengthening cultural inclusion through the setting of a measurable cultural diversity target for senior leadership roles.

The Group's ambition is that our leaders reflect the diversity in our community with diverse thinking and perspectives. The target is for the cultural diversity of senior leaders to match the cultural diversity of the Australian population by 2020.

To help reach their goal, a 'cultural diversity index' has been developed to measure the cultural diversity of leaders. Using anonymous self-disclosed information within the annual engagement survey, the index provides a non-biased method of estimating the diversity within our employee population.



A Most Magnificent Mosaic was published in 2016 highlighting the work the employee network Mosaic, has achieved in developing the CDI and strengthening cultural inclusion.



2. Diversity in Leadership

Corporate Hijab

Members of Mosaic, our cultural diversity employee network, were instrumental in championing the introduction of a hijab as part of the corporate uniform range. After about 18 months of consulting its people, Commonwealth Bank became the first financial institution in Australia to introduce the corporate hijab in June 2016.

Twelve months on from its launch, more than 375 Commonwealth Bank employees across the business, proudly wear the hijab to work every day.

“Operating in a complex environment, diversity of thought is critical. By having a diverse workforce, we both reflect our customers and the broader community and are therefore better placed to provide innovative customer experiences.”

Rob Jesudason
CBA Group Chief Financial Officer and Executive
co-sponsor of Mosaic





2. Diversity in Leadership

Reconciliation Action Plan (RAP)

Aboriginal and Torres Strait Islanders Peoples

In 2016, we launched our latest RAP which received 'Elevate' status, the highest level of endorsement from Reconciliation Australia. We have made some significant developments on our RAP actions this year, including:

Supporting education and pathways into meaningful careers

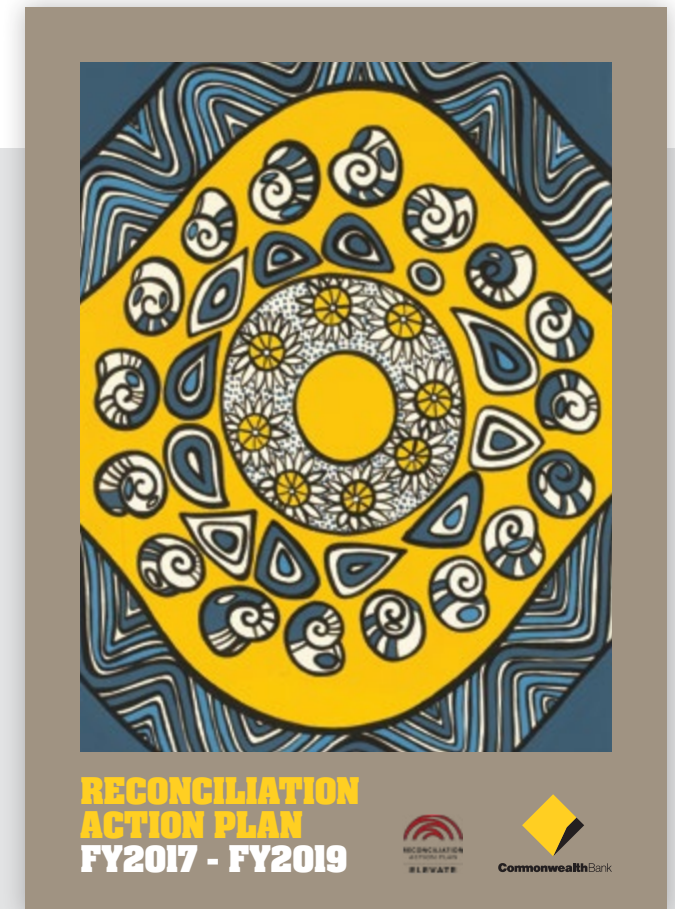
- We publicly committed to increasing employment of Aboriginal and Torres Strait Islander peoples across our domestic workforce to be at parity with the Australian population (3 per cent) by December 2026, with an interim target of 1.5 per cent by 2020.

- We recruited 54 Aboriginal or Torres Strait Islander people into direct employment placements, taking the overall Indigenous employment to 0.8%¹.
- We offered 35 School Based Traineeships to Indigenous students completing their final two years of high school. On graduation these students will receive a Certificate II in Financial Services. We also offered 20 full time traineeships to Aboriginal and Torres Strait Islander people looking to enter the finance industry.
- We continued our partnerships with the Australian Indigenous Education Foundation (AIEF) and the Australian Indigenous Mentoring Experience (AIME), to ensure Aboriginal and Torres Strait Islander students have access to quality education.
- 25 CareerTrackers interns completed a 12 week traineeship as part of our CareerTrackers Indigenous Internship Program 10x10 partnership, through which we have committed to a minimum of 25 internships for Indigenous university students each year until 2025.

"It is an absolute imperative that we have a diverse and inclusive team that reflects the community in which we operate. A priority first step will be for us to listen respectfully and build a common understanding of the way forward. Creating a culturally safe environment for Indigenous people to work and thrive in will contribute greatly to our ability to attract and retain Indigenous talent and in doing so also provide a great experience for leaders, teams and individuals."

David Whiteing
Group Executive Enterprise Service and Executive co-sponsor of AdvantAge and Executive sponsor of Yana Budjari

¹ These metrics are extracted from the 'Corporate Responsibility Report 2017' and for which PwC performed a limited assurance engagement. For further details on the scope of the engagement issued by PwC dated the 8 August 2017, please refer to the Assurance Statement available at <https://www.commbank.com.au/investors/corporate-responsibility.html>



 **More information is available in the Reconciliation Action Plan, FY2017 – FY2019.**



Progress in Financial Year 2017

You Can Be You

We value the individuality, needs, different perspectives and ambitions of our people regardless of gender, age, cultural identity, sexual orientation or disability.





I am a new Dad,
contemplating the
mysteries of life,
helping my team thrive,
a Technical Manager.

Roneel





3. You Can Be You

Context

Building an inclusive workplace has been substantially promoted by the creation of employee-led networks in Commonwealth Bank.

These networks, which began evolving in 2014, not only represent the diversity of our people but have also played an important role in cocreating and implementing our D&I approach.

Each network has the sponsorship of two Group Executives and is chaired by a senior leader. The exception is AdvantAge, which is co-chaired by a senior leader and a graduate in order to represent all life stages.

Employee Networks

During the 2017 financial year, our employee networks continued to drive awareness, engagement and behavioural change to further enhance an inclusive culture for our people. They have also played a role in supporting their respective communities externally and improving the experience of our customers.

“When we value each other’s differences, look for common ground and identify and address exclusion, we create an environment where we can bring our whole selves to work. This helps us meet the needs of our people, our customers and our community.”

Matt Comyn
Group Executive RBS and Executive co-sponsor of Unity

Employee Networks



sexual orientation
and gender identity



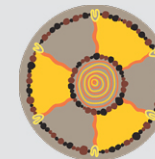
cultural diversity



accessibility and
disability



age and life stage



Yana Budjari

lead reconciliation actions
within our Reconciliation
Action Plan



gender



3. You Can Be You

Key achievements



- Australian Workplace Equality Index 2017:
 - Gold Employer – Commonwealth Bank (Platinum Qualifier) & Bankwest.
 - Employee Network of the Year – Unity for 2 years running.
- Hong Kong LGBT+ Workplace Inclusion Index - Gold Standard employer.
- Developed and executed campaign to support our people through the Australian Marriage Equality plebiscite.
- Partnered with The Pinnacle Foundation to provide scholarships and mentoring for at risk LGBTI youth.



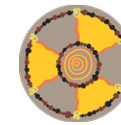
- Reached the target of 2,000 Mosaic. Champions trained by June 2017.
- Launched the corporate hijab as part of the corporate uniform range - the first financial institution in Australia to introduce a corporate hijab.
- Collaboration with the AHRC on cultural inclusion and hosted the launch of the Leadership Council on Cultural Diversity.



- 2,294 employees completed Accessibility elearning.
- Completion of another successful Emerge Mentoring program in partnership with the Cerebral Palsy Alliance.
- Recommendations from Australian Network on Disability - *Design for Dignity Retail Guidelines* - embedded into the design of next generation branches.



- Launch of 'Envisage', a whole-of-life transition framework for mature age employees with 689 participants.
- Financial Wellbeing programs aimed at starting out, women and investing, and planning for retirement.
- Reviewed HR policies with an age lens to ensure that we are inclusive of people at different life stages.



Yana Budjari

- More than 106 people have participated in our BlackCard Cultural Capability training.
- Organised 28 events to celebrate National Reconciliation Week across the Group.
- First Indigenous Employee Network conference held with over 70 Aboriginal and Torres Strait Islander employees from across the Group.



- International Women's Week
 - 26 employee-led events in Sydney, Perth, Melbourne, Newcastle, Brisbane, New York, Beijing, Singapore, London; and Hong Kong.
 - 5 United Nations Women events around Australia featuring senior leaders.
 - 11 Women in Focus events in major cities and regionally for clients.
- Over 20 active women's networks, providing financial education and continuing professional development.



Progress in Financial Year 2017

Flexibility

Our aim is to cultivate a supportive and flexible work environment that meets the needs of our people and business.





I am a foodie,
an advocate for Reconciliation,
a Worimi woman,
an Advisor, Indigenous Affairs.

Lucy





4. Flexibility

Context

Commonwealth Bank is a diverse and complex organisation that puts customers at the centre of everything it does. We also recognise that our nearly 52,000 employees have many responsibilities, and it is our ambition to build their engagement by supporting them meeting these obligations. Flexibility has been at the core of how people work at the Commonwealth Bank for many years. In 2016, iCAN Flex was launched to offer an outcomes-based, 'reason-neutral' approach to flexible working that meets the needs of their people, their customers and their business.

“Flexibility is about ways of working together with a focus on common goals. We have found that when implemented inclusively within teams, this results in more engaged people, higher productivity and better customer outcomes.”

Anna Lenahan
Group Executive Group Corporate Affairs
and Executive co-sponsor of ENABLE

iCAN Flex

This approach is designed to promote and facilitate the benefits of flexible work arrangements for our people, and accordingly has made various flexible working options available, such as:



As a result of the range of options available to staff, 69 per cent¹ of our workforce told us in the 2017 Your Voice employee survey that they work flexibly.

Whole Team Flexibility Approach

Boston Consulting Group – Getting the Most from Your Diversity Dollars

In October 2016, Commonwealth Bank's Group Lending Services team engaged 160 employees in a flexible working test-and-learn pilot, encouraging employees to work periodically from home. After the four-month trial, 90 per cent of participants said they felt more engaged, while customer outputs increased 12 per cent, thanks to fewer interruptions, better concentration and increased commitment. Following the success of the pilot, some 3,500 eligible staff in group operations centres across Australia were offered the opportunity to work from home.

 [Further information is available online](#)

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4. Flexibility

Key Actions in FY2017

Enhanced global policies around parental leave for both primary and secondary carers to help parents share the responsibilities of childcare recognising that supporting families is crucial to developing an engaged and productive workforce. An example of this is:

Our Australian Parental Leave Policy

Our current policy for our Australia-based employees provides 12 weeks of paid leave to the primary care giver at the time of birth or placement of a child and four weeks of paid leave for secondary carers. The secondary carer also has the ability to become the primary carer and receive the remaining entitlement of eight weeks of paid leave within the first 12 months of a child being born or placed with the family.

In addition, to support primary carers we provide a \$1,500 return-to-work benefit. Superannuation is paid to primary carers for 52 weeks to ensure that employees are not penalised in the long term.

Continued to embed flexible work practices especially in our people processes and build manager capability to manage teams that work flexibly.

Shared individual and team flexibility stories across the Group and externally to build awareness and drive action.

Our current Australian
Parental Leave policy



12 weeks

paid leave to the primary care giver



4 weeks

paid leave for secondary carers



\$1,500

return-to-work benefit



Progress in Financial Year 2017

Reputation and Engagement

To be seen as an employer of choice and an authentic leader of diversity & inclusion.





5. Reputation and Engagement

Community Engagement

In FY17 we continued our broad engagement across the communities where we operate, and were involved in a number of key initiatives including:

- Playing a proactive role in a community movement to help end domestic and family violence in a generation, by funding specialised training for frontline workers at Financial Counselling of Australia; and sponsoring the development of Addressing Financial Abuse, a guide to help people affected by domestic and family violence to establish their financial wellbeing as a key step in leaving abusive relationships. More information is reported in the **MCC Playing Our Part 2016**.
- Supporting local and global gender-focused initiatives as a Platinum sponsor of UN Women Australia, including International Women's Day and the UNiTE campaign on International Day to Eliminate Violence Against Women.




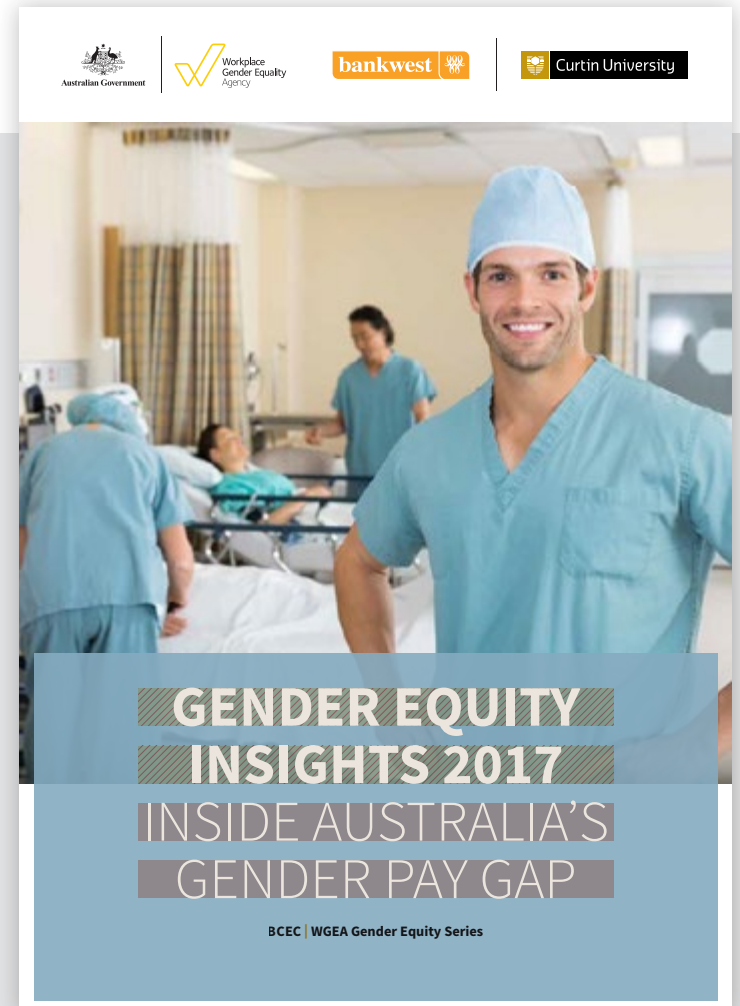
Bankwest Curtin Economics Centre (BCEC) and WGEA Gender Equity Insight Series

The BCEC is an independent economic and social research organisation established in 2012 with support from Bankwest (a division of the Commonwealth Bank of Australia).

The BCEC has partnered with the WGEA in order to pursue a common goal of improving gender equality in Australian workplaces through its Gender Equity Insights series. The series adds to the body of evidence on gender pay gaps and other gender equity indicators with expert analyses and research based on data collected by the WGEA.

In 2017, BCEC released the *Gender Equality Insights 2017: Inside Australia's Gender Pay Gap*, which extends and strengthens the evidence base around gender pay gaps and how these have changed over time across workplaces.

 **Further information is available online**





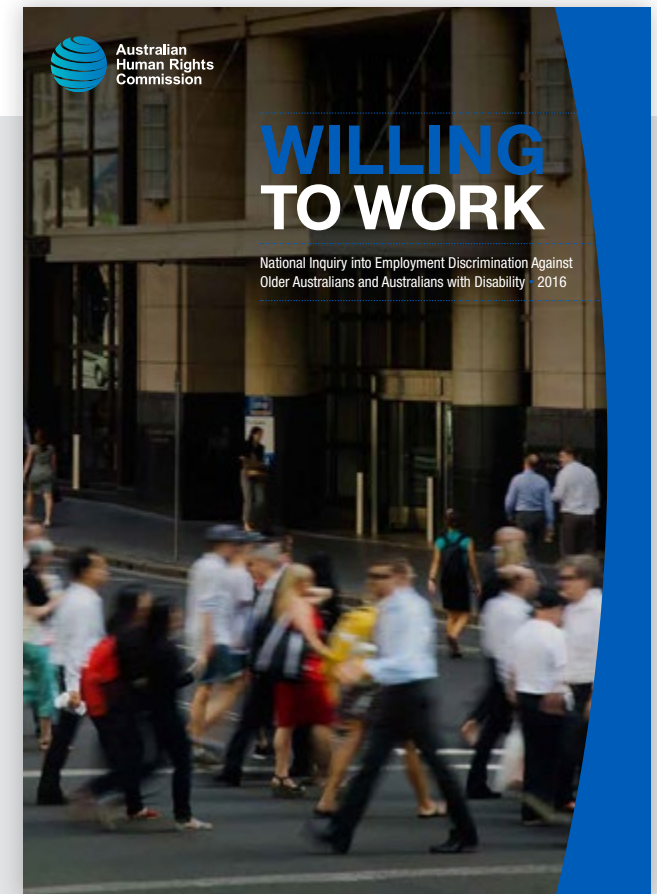
5. Reputation and Engagement


Recognition

- Compliant with the Australian Workplace Gender Equality Act 2012, following the submission of the **annual compliance report** in 2017.¹
- Australian WGEA – **2016 Employer of Choice for Gender Equality citation.**
- Australian Workplace Equality Index Awards –
 - Gold employer (Commonwealth and Bankwest) for LGBTI employees.
 - Unity was named LGBTI Network of the Year for a second consecutive year.
- Hong Kong LGBT+ Workplace Inclusion Index – Commonwealth Bank – Gold Standard employer.

Contributions

- BCEC and WGEA *Gender Equality Insights 2017: Insight Australia's Gender Pay Gap.*
- Commonwealth Bank was featured in the AHRC *Willing to Work* report as an example of best practice in employing people with a disability as championed by Enable.
- Boston Consulting Group – *What's Working to Drive Gender Diversity in Leadership – iCAN Flex.*
- Australian Human Resources Institute's *Inclusion and Diversity Conference 2017* – Commonwealth Bank was the primary sponsor.



 **Further information is available online**

¹ This is a regulatory requirement.



I am a cheese lover,
a history reader,
the systems streamliner,
a Configuration Co-ordinator.

Kevin





Our Diversity and Inclusion Story



1961-70

Permanent female employees no longer required to resign on marriage

Women's Advanced Appointment Scheme introduced

Maternity leave introduced



1971-80

First female branch manager

Paid maternity leave introduced

Equal pay for female staff

Nearly half of all bank employees were female



1981-90

Introduction of Equal Employment Opportunity (EEO) focus

Appointment of first woman to CBA Group Board



1991-2000

Introduction of job-share and career breaks

Evolution from EEO to diversity



2001

First Employer of Choice Award for Women



2002

Increased focus on flexible working



2012

Global recognition for work to advance women employees – Catalyst Award for Opening the Door for Gender Diversity



2011

CEO became a member of the Male Champions of Change



2010

Set and disclosed a gender diversity target



2009

Women in Focus established



2008

First diversity strategy and RAP implemented



2006

Diversity Council established, led by CEO



2004

First Disability Action Plan implemented



2013

Evolution from diversity to inclusion, with "You can be You" strategy, LGBTI added to D&I strategy

Gender Diversity Steering Group established

Unity network established



2014

Employee networks Mosaic, ENABLE and AdVantage established



2015

Realised the gender target for managers, executive managers and Board

Set cultural diversity target for senior leadership

Group D&I strategy 2015-2017 launched

Workplace response to domestic and family violence launched



2016

New parental leave policy introduced

Indigenous & Torres Island employee target set

Indigenous and Torres Island employee network Yana Budjari established

CEO became member of the Leadership Council on Cultural Diversity



2017-20

New 2018+ Global D&I strategy focused on continuing to build an **inclusive culture** that embraces the **diversity of our people**, customers and communities to deliver benefits now and into the future.



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Contact us

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