



National  
Australia  
Bank

# CORPORATE GOVERNANCE AT NAB

NAB 2017  
Corporate  
Governance  
Statement

Tim Rudge  
Managing Director  
Yumbah Aquaculture  
NAB Customer

# ACCOUNTABILITY AND TRANSPARENCY

We are pleased to present our 2017 Corporate Governance Statement (Statement) which describes our approach to corporate governance and the governance practices and arrangements in place at NAB.

Our vision is to be Australia and New Zealand's most respected bank, and our purpose is to back the bold who move Australia forward. Our five organisational Values continue to guide and motivate our Board and executive leaders to nurture a strong culture that drives our people to deliver industry leading, sustainable outcomes for our customers and shareholders.

Our corporate governance practices provide the foundation for effective decision making and accountability, essential ingredients of long term sustainability. In 2017 we once again ranked amongst global industry leaders in the Dow Jones Sustainability index with a score of 93/100.

A summary of our diversity and inclusion initiatives and objectives is included in this Statement.

**At NAB we value open, timely and transparent communication with all our stakeholders. We know that this will help to win their respect.**

Under our investor relations program we engage with our shareholders and investors in a number of ways including:

- Direct written and electronic communication including open letters from the Chairman on key developments and matters of interest.

- Providing information about NAB, including in relation to our policies and governance practices, on our website.
- Periodic trading updates, financial results and reports, ASX announcements and media releases, investor presentations and briefings which are all available on the Shareholder Centre and Media sections of our website.
- Webcasting of significant market briefings and meetings.
- Our Investor Relations mobile app which provides access to all relevant shareholder information from our website.

We will once again invite shareholders to submit questions in advance of the Annual General Meeting (AGM), to help us understand and address areas of interest or concern. The location of future AGMs will continue to rotate through Australian capital cities to allow as many shareholders as possible to participate.

Shareholders can contact NAB or its share registrar at any time, including ahead of the AGM, by mail, telephone, email or via the Computershare Investor Centre. Many of our shareholders have elected to communicate with NAB and Computershare electronically.

NAB has complied with the 3rd edition of the ASX Corporate Governance Principles and Recommendations. This Statement has been approved by the Board of National Australia Bank Limited (Board) and is current as at 30 September 2017.

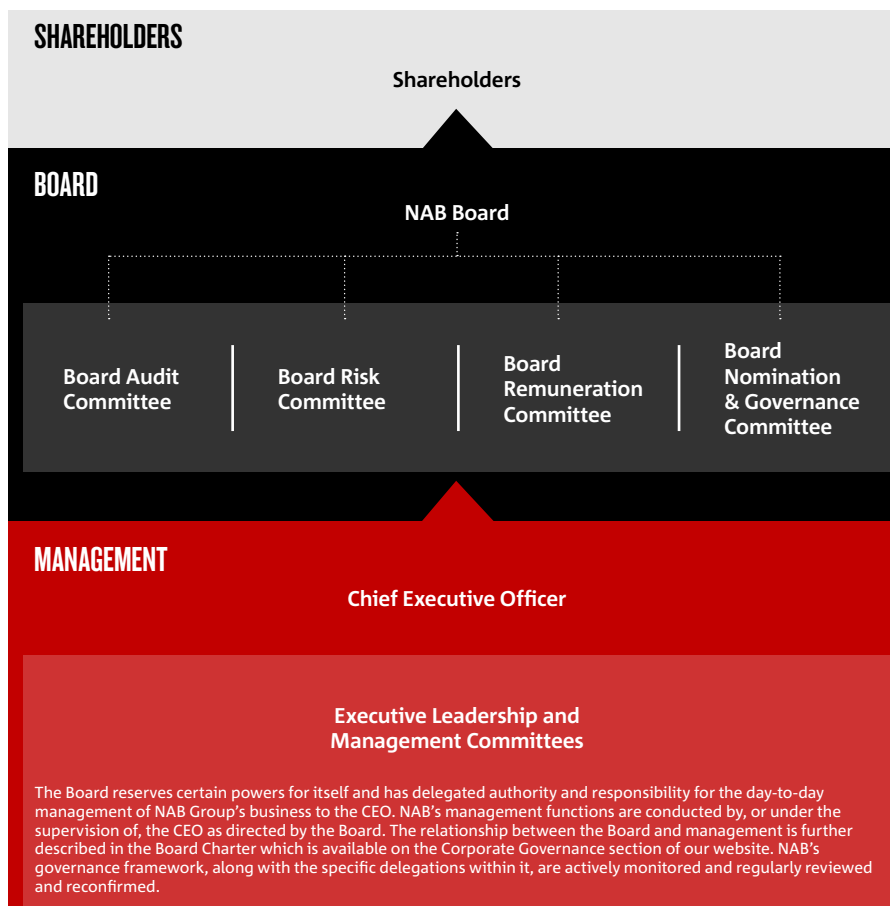
Our Appendix 4G (a checklist cross referencing the disclosures in our Statement to the ASX Corporate Governance Principles and Recommendations) is available on our website at [www.nab.com.au](http://www.nab.com.au).

References in this Statement to 2017 mean the year ending 30 September 2017. Unless otherwise indicated, references to the NAB Group mean NAB Limited and its controlled entities.

In connection with our financial statements for 2017, the Board has received a joint declaration from the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) that:

- in their opinion the financial records of NAB have been properly maintained in accordance with the Corporations Act 2001 (Cth);
- in their opinion the financial statements and notes comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the NAB Group; and
- their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

Further information on NAB's material exposure to economic, environmental and social sustainability risks and how we manage or intend to manage those risks is set out in the Operating and Financial Review within the Report of the Directors, and within our 2017 Annual Financial Report, 2017 Annual Review and 2017 Sustainability Report.



## ORGANISATIONAL VALUES



## BOARD OF DIRECTORS



As at the date of this statement our Board consisted of eight independent non-executive directors, including the Chairman, and the Chief Executive Officer. The Board provides strategic direction for our business and represents the interests of our shareholders through the creation of sustainable value.

Our Chairman, Dr Ken Henry, an independent non-executive director is responsible for leading the Board and ensuring that it operates to high standards of corporate governance and fulfils its duties under the Board Charter. The Charter is available in the Corporate Governance section of our website.

Board of Directors, from left to right:

### ANDREW THORBURN

Managing Director and Chief Executive Officer since August 2014.

### GERALDINE MCBRIDE

Non-executive director since March 2014. Member of the Audit Committee.

### DR KEN HENRY

Chair since December 2015 and a non-executive director since November 2011. Chair of the Nomination & Governance Committee.

### ANTHONY YUEN

Non-executive director since March 2010. Member of the Audit and Risk Committees.

### DAVID ARMSTRONG

Non-executive director since August 2014. Chair of the Audit Committee and member of the Risk Committee.

### PEEYUSH GUPTA

Non-executive director since November 2014. Member of the Risk, Remuneration and Nomination & Governance Committees.

### DOUG MCKAY

Non-executive director since February 2016. Member of the Audit and Nomination & Governance Committees.

### ANNE LOVERIDGE

Non-executive director since December 2015. Chair of the Remuneration Committee and member of the Nomination & Governance Committee.

### PHILIP CHRONICAN

Non-executive director since May 2016. Chair of the Risk Committee and member of the Remuneration Committee.

In addition to the directors shown, in November 2017, the Board appointed Ms Ann Sherry as a non-executive director. Ms Sherry will be a member of the Remuneration Committee.

# BOARD FUNCTIONS AND RESPONSIBILITIES

The roles and responsibilities of the Board, including the matters that are specifically reserved to the Board or its Committees, are set out in our Board Charter which is available in the Corporate Governance section of our website. Some of the Board's roles and responsibilities are described in the table below.

<b>Stakeholder Interests</b>	<ul style="list-style-type: none"> <li>Enhancing long-term shareholder returns, having regard to the interests of other stakeholders including our customers, our people and the communities in which we operate</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining a focus on consistent business performance, behaviour, transparency and accountability</li> <li>Reviewing and monitoring corporate governance and corporate responsibility</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Reviewing, approving and monitoring corporate strategy and plans</li> <li>Making decisions concerning capital structure and dividend policy</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing, approving and monitoring major investment and strategic commitments</li> </ul>
<b>Culture and Conduct</b>	<ul style="list-style-type: none"> <li>Nurturing a strong culture to deliver sustainable outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and influencing NAB's culture, reputation and ethical standards</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>Reviewing business results</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring budgets</li> </ul>
<b>Integrity of External Reporting</b>	<ul style="list-style-type: none"> <li>Reviewing and monitoring, with the guidance of the Audit Committee, the processes, controls and procedures in place to maintain the integrity of accounting and financial records and statements</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing and monitoring our reporting to shareholders and regulators, including the provision of objective, comprehensive, factual and timely information to the markets in which NAB's securities are listed</li> </ul>
<b>Risk Management and Compliance</b>	<ul style="list-style-type: none"> <li>Reviewing and monitoring, with the guidance of the Risk Committee, risk management and frameworks, risk profile and processes for compliance with prudential regulations and standards and other regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Overseeing processes for the maintenance of adequate credit quality</li> <li>Maintaining appropriate ongoing dialogue with principal regulators</li> <li>Overseeing our approach to climate change and climate change risk</li> </ul>
<b>Executive Review and Succession Planning</b>	<ul style="list-style-type: none"> <li>Approving key executive appointments and remuneration, and monitoring and reviewing executive succession planning and diversity</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing and monitoring the performance of the CEO and senior management</li> </ul>

## BOARD PERFORMANCE

Directors are expected to prepare adequately for, attend and participate in Board and Committee meetings and to attend site visits. The number of meetings held in 2017 and each director's attendance at them is set out in the Report of the Directors within our 2017 Annual Financial Report. Directors also meet with key regulators in various jurisdictions throughout the year.

The Board conducts an annual assessment of its performance and effectiveness, as well as of its Committees and individual directors. Each director participates in individual interviews with the Chairman. The performance of each Committee is initially discussed and reviewed within each Committee and is then subsequently reviewed as part of the Board's annual assessment. The 2017 annual performance evaluation for the Board, its Committees and individual directors has taken place in accordance with this process.

External experts are engaged as required to review aspects of the Board's activities and to assist in a continuous improvement process to enhance its overall effectiveness. When external experts are engaged, the results of the evaluations are compiled to produce a quantitative

and qualitative analysis and a written report is provided to the Chairman.

The external experts' reports disclosing the overall results, and the various issues for discussion and recommendations for initiatives, are presented to the Board for discussion.

This process is designed to assist the Board in fulfilling its functions and ensuring that it remains an effective decision-making body.

## COMPANY SECRETARIES

The Group Company Secretary provides advice and support to the Board, is responsible for managing NAB's corporate governance framework, and is accountable to the Board, through the Chairman, on all matters relating to the proper functioning of the Board and its Committees. The Group Company Secretary is responsible for advising the Board on governance matters and ensuring compliance with Board and Board Committee charters and procedures.

All Company Secretaries are appointed and removed by the Board. Further detail on each Company Secretary is provided in the Report of the Directors within our 2017 Annual Financial Report.

The activities of each company in the NAB Group are overseen by that company's own board of directors. The Board's confidence in the activities of its controlled entities stems from the quality of the directors of its subsidiary boards and their commitment to NAB's objectives. NAB directors have a standing invitation to attend, through consultation with the relevant Chairman, board meetings of significant subsidiaries in order to develop a broader understanding of NAB's operations.

Several NAB directors are also directors of significant subsidiaries in the NAB Group.

# BOARD COMPOSITION, DIVERSITY AND PERFORMANCE

The Board actively reviews its composition to ensure it has at all times an appropriate mix of skills, experience and diversity necessary for continuing effectiveness.

Our Board composition is driven by certain principles:

- The Board will be of an appropriate size to allow efficient decision making.
- The Board must comprise a majority of independent non-executive directors.
- The Board should consist of directors with a broad range of expertise, skills and experience from a diverse range of backgrounds, including sufficient skills and experience appropriate to NAB's business.
- The Chairman must be an independent non-executive director, and must not have been an executive officer of NAB or the CEO in the last three years.

NAB has a Fit and Proper Policy that meets the requirements of APRA Prudential Standard CPS 520 and requires our directors, certain senior management, and responsible auditors to be annually assessed to determine whether they have the appropriate skills, experience and knowledge to perform their role. They also need to be able to establish that they have acted with honesty and integrity.

The Board, with the assistance of the Nomination & Governance Committee, has reviewed and taken into consideration the existing workload of directors and concluded

that each director has sufficient capacity to undertake the duties expected of a director at NAB.

Newly appointed directors must stand for election by shareholders at the next AGM.

In addition, the NAB Constitution requires that at each AGM, non-executive directors who have held office without re-election for at least three years, or beyond the third AGM following their appointment (whichever is longer) must retire from office and are eligible to stand for re-election.

Before each AGM, the Board assesses the performance of each director due to stand for election and re-election, and decides whether to recommend to shareholders that they vote in favour of the re-election or election of each relevant director.

Our 2017 Notice of AGM includes all material information in our possession relevant to a decision on whether or not to elect or re-elect the directors standing for election or re-election.

Further information on NAB's current Directors is provided in the Report of the Directors within our 2017 Annual Financial Report.

## BOARD SKILLS MATRIX

The Board's Nomination & Governance Committee undertakes an annual review of Board composition using a matrix to assess the skills and experience of each director and the combined capabilities of the Board. The results of the annual review are considered in the context of NAB's operations and strategy and the benefit of diversity.

They are incorporated into Board succession planning and taken into account in the selection of new directors.

When a Board vacancy is anticipated, the Nomination & Governance Committee assesses the skills and experience required and then identifies suitable candidates, using external consultants as appropriate. The most suitable candidate is appointed by the Board after appropriate checks are undertaken, including a Fit and Proper assessment, and is subject to election by shareholders at the next AGM. NAB has formal letters of appointment for its directors, setting out the key terms and conditions of their appointment.

NAB's senior executives also enter into written employment agreements which set out the key terms and conditions of their appointment. Further information about NAB's remuneration framework, including NAB's policies and practices regarding the remuneration of non-executive directors, executive directors and other senior executives, is set out in our Remuneration Report within our 2017 Annual Financial Report.

The skills matrix on the next page demonstrates alignment of the Board's responsibilities with the current mix of skills on the Board. The Board believes this mix results in an appropriate set of experience and expertise, and a diverse range of views and perspectives for effective governance, oversight and strategic leadership of NAB.

**Sarah and Justin Montesalvo**  
Patriot Campers  
NAB Customers



## SKILLS MATRIX

The Board operates with a collegiate spirit but independence of thought, taking into account the interests of NAB's multiple stakeholders.

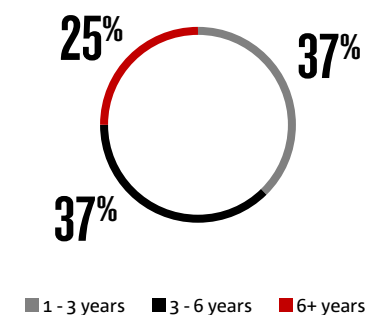
SKILLS & EXPERIENCE	EXPLANATION	COLLECTIVE <sup>1</sup>
<b>Banking and financial services experience</b>	Experience outside NAB in significant components of the financial services industry, including banking, and equity and debt capital markets. Strong knowledge of the regulatory environment. Includes advisory roles to the industry.	<b>Strong</b>
<b>Leadership and commercial acumen</b>	Skills gained whilst performing at a senior executive level for a considerable length of time. Includes delivering superior results, running complex businesses, leading complex projects and issues, and leading workplace culture.	<b>Strong</b>
<b>Financial acumen</b>	Good understanding of financial statements and drivers of financial performance for a business of significant size, including ability to assess the effectiveness of financial controls.	<b>Strong</b>
<b>Risk management</b>	Experience in anticipating and evaluating risks that could impact business. Recognising and managing these risks by developing sound risk management frameworks and providing oversight. Includes experience in managing compliance risks and regulatory relationships.	<b>Strong</b>
<b>Strategy</b>	Experience in developing, setting and executing strategic direction. Experience in driving growth and transformation, executing against a clear strategy.	<b>Strong</b>
<b>Governance</b>	Publicly listed company experience, extensive experience in and commitment to the highest standards of governance, experience in the establishment and oversight of governance frameworks, policies and processes.	<b>Strong</b>
<b>Technology and digital</b>	Experience in businesses of a significant size with major technology focus, including adaptation to digital change and innovation.	<b>Moderate</b>
<b>People and remuneration</b>	Experience in building workforce capability, setting a remuneration framework that attracts and retains a high calibre of executives, and promotion of diversity and inclusion.	<b>Strong</b>

1 Includes CEO as Managing Director

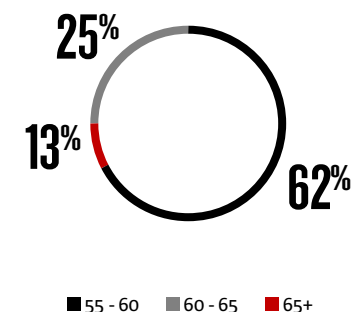
# 33%

In November 2017 the Board appointed Ms Ann Sherry as a non-executive director, lifting the Board's gender diversity to 33%

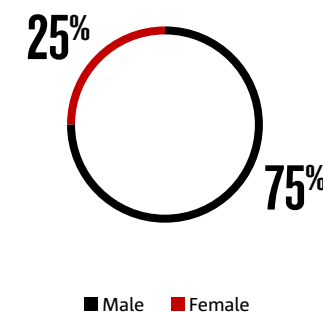
## BOARD TENURE



## BOARD AGE PROFILE



## BOARD GENDER DIVERSITY



Tenure, age and gender statistics are for non-executive directors only.

Supporting women in senior technology roles at NAB through NAB's Connecting Women in Technology program



Sarah Moran  
Girl Geek Academy  
and NAB Employee

## DIRECTOR INDEPENDENCE

All NAB directors are expected to bring independent and unfettered judgement to Board deliberations.

To be an independent director, the director must be free of any interest, position, association or relationship that might materially influence (or reasonably be perceived to materially influence) the director's capacity to bring independent judgement to issues before the Board, and to act in the best interests of NAB and its shareholders generally. A register of directors' material interests is maintained and regularly reviewed by each director. If a director is involved with another company or firm that may have dealings with NAB, those dealings must be at arm's length and on normal commercial terms.

To assist in determining independence, each non-executive director is required to make an annual disclosure to the Board of all relevant information.

The Board considers the independence of each director, taking into account the factors outlined in the ASX Corporate Governance Principles and Recommendations. The Board has determined for 2017 that all non-executive directors are independent and therefore that in 2017 the Board consisted of a majority of independent non-executive directors. To further assist in ensuring that the Board operates independently of management, non-executive directors meet in the absence of management at each scheduled Board and Committee meeting.

Director tenure is a factor taken into account by the Board in assessing the independence of a director but is not determinative. As a guide, most directors would not stand for re-election after serving 10 years on

the Board, however the Board may determine that a director continues to bring valuable expertise, independent judgement and the ability to act in the best interests of NAB beyond the term of 10 years.

The Board is satisfied that each non-executive director who has served on the Board during 2017 has retained independence of character and judgement and has not formed associations with management or others that might compromise their ability to fulfil their role as an independent director.

## CONFLICTS OF INTEREST

Directors are expected to avoid any action, position or interest that conflicts or appears to conflict with an interest of NAB. This is a matter for ongoing and active consideration by all directors, and any director who has a material personal interest in a matter relating to NAB's affairs must notify the other directors of that interest.

The Corporations Act and NAB's Constitution together require that a director who has a material personal interest in a matter being considered cannot be present at a meeting while the matter is being considered or vote on the matter, except in certain circumstances. Even though the Corporations Act and the NAB Constitution allow some exceptions, when a potential conflict of interest arises, NAB's corporate governance standards dictate that the director concerned does not receive copies of the relevant Board papers and is not present at a meeting while such matters are considered. In this way the director takes no part in discussions and exercises no influence over the other members of the Board.

If a significant conflict of interest with a director exists and cannot be resolved, the director is expected to tender his or her resignation.

## DIRECTOR INDUCTION AND CONTINUING EDUCATION

Each new director is provided with an orientation program which includes discussions with executives and management, briefings and workshops on NAB's strategic plans, risk management strategy and framework, significant financial, accounting and risk management matters, compliance programs, NAB's performance management structure, internal and external audit programs, Codes of Conduct, Values (which provide the foundation of the culture of the NAB Group) and directors' rights, duties and responsibilities.

Management periodically conducts additional presentations and tutorial sessions about the NAB Group's business, and the factors impacting, or likely to impact it. Continuing education is provided for the Board through a combination of internal and external presentations, workshops with management and site visits and study tours. Directors are also encouraged to personally keep up-to-date on topical issues.

## ACCESS TO MANAGEMENT AND INDEPENDENT PROFESSIONAL ADVICE

Directors have complete and open access to management through the Chairman, CEO or Group Company Secretary. In addition to regular presentations by management to Board and Board Committee meetings, directors may seek briefings from management on specific matters. Where appropriate, the Board also seeks additional information by consulting with other NAB employees and external advisers.

Written guidelines entitle each director to seek independent professional advice at NAB's expense, with the prior approval of the Chairman. The Board can conduct or direct any investigation to fulfil its responsibilities and can retain, at NAB's expense, any legal, accounting or other services that it considers necessary from time to time to perform its duties.

## DIRECTOR AND EXECUTIVE SHAREHOLDING REQUIREMENTS

NAB's Constitution requires that within six months of their appointment a director must hold at least 2,000 fully paid NAB shares. The Board has adopted an additional policy that a non-executive director's shareholdings should equal shares to the value of the director's annual base fee within five years of appointment. Details of directors' NAB shareholdings are set out in the Report of the Directors within our 2017 Annual Financial Report.

There are also minimum shareholding requirements for the CEO (two times fixed remuneration) and members of the Executive Leadership Team (an amount equal to each individual's fixed remuneration) which must be maintained during the term of their appointment. Newly appointed ELT members are required to accumulate the minimum shareholding requirement over a five year period from commencement.

# BOARD COMMITTEES

To assist in carrying out its responsibilities, the Board has established four standing Committees that focus on specific areas of operations and governance.

A Charter for each Committee has been adopted by the Board and is available in the Corporate Governance section of our website. Committee Chairs meet regularly with the Chairman of the Board. The Board receives a copy of the minutes of each Committee meeting and an annual report on activities undertaken by each Committee during the year. Further details of the number of meetings held by the Board and its standing Committees during 2017, the number of meetings directors attended and the qualifications and experience of directors, are set out in the Report of the Directors within our 2017 Annual Financial Report.

	RISK COMMITTEE	AUDIT COMMITTEE	REMUNERATION COMMITTEE	NOMINATION & GOVERNANCE COMMITTEE
<b>Roles and Responsibilities</b>	<p>Oversight of NAB's risk profile and risk management in the context of the Board approved Risk Appetite Statement and making recommendations to the Board concerning current and future risk appetite and particular risks or risk management practices.</p> <p>Oversight of the implementation and operation of NAB's risk management framework, and compliance and control systems.</p> <p>Oversight of stress testing of the Group risk portfolio, including scenario and sensitivity analysis.</p> <p>Review of management's plans to mitigate material risks faced by NAB.</p> <p>Oversight of management's promotion of a risk based culture and management's establishment of a balance between risk and reward.</p>	<p>Oversight of the integrity of NAB's accounting and financial statements, financial, statutory and regulatory reporting processes, and tax risk management frameworks.</p> <p>Compliance with accounting standards to give a true and fair view of NAB's financial position and performance.</p> <p>Monitoring and review of the Internal Audit function. Oversight and remuneration of the external auditor.</p> <p>Oversight of NAB's Group Whistleblower Policy and Program.</p>	<p>Review and assessment of NAB's remuneration policies and practices, in the context of the regulatory environment and the enhancement of corporate and individual performance.</p> <p>Review and recommendation in relation to the design of incentive plans, remuneration of specified individuals and other remuneration matters.</p> <p>Consideration of recruitment, retention and termination policies and payments for senior executives.</p> <p>Oversight of compliance with remuneration related prudential standards and other regulatory requirements.</p>	<p>Review of the size and composition of the Board, including succession plans, to maintain an appropriate mix of skills, diversity, experience and expertise.</p> <p>Recommendation of the appointment, re-election and removal of directors.</p> <p>Evaluation of Board performance.</p> <p>Review of professional development for directors.</p> <p>Review of corporate governance principles and policies.</p>
<b>Required Composition</b>	<p>Minimum of three independent non-executive directors.</p> <p>Must have an overlapping member of the Audit Committee.</p> <p>Must have an overlapping member of the Remuneration Committee.</p>	<p>Minimum of three independent non-executive directors.</p> <p>Must have an overlapping member of the Risk Committee.</p> <p>Chairman of the Board may not be a member.</p>	<p>Minimum of three independent non-executive directors.</p> <p>Must have an overlapping member of the Risk Committee.</p>	<p>Minimum of three independent non-executive directors.</p> <p>Chairman of the Board is Committee Chair.</p>
<b>Membership</b>	<p>Philip Chronican (Committee Chair)</p> <p>David Armstrong</p> <p>Peeyush Gupta</p> <p>Anthony Yuen</p>	<p>David Armstrong (Committee Chair)</p> <p>Geraldine McBride</p> <p>Doug McKay</p> <p>Anthony Yuen</p>	<p>Anne Loveridge (Committee Chair)</p> <p>Philip Chronican</p> <p>Peeyush Gupta</p>	<p>Ken Henry (Committee Chair)</p> <p>Peeyush Gupta</p> <p>Anne Loveridge</p> <p>Doug McKay</p>

A standing Capital and Funding Sub-committee exercises delegated authority in relation to particular NAB capital and funding activities. This sub-committee consists of two members being any one of the CFO, the Chair of the Audit Committee or the Chair of the Risk Committee, together with one other non-executive director (who may be the Chair of the Audit or Risk Committee). From time to time the Board also establishes other sub-committees to support it in carrying out its responsibilities. During 2017 the Nomination Committee was renamed as the Nomination & Governance Committee and its responsibilities were expanded to include the review of NAB's corporate governance principles and policies. Succession planning for the CEO and executives was removed from the scope of the Nomination & Governance Committee to retain this responsibility at Board level.

## PRINCIPAL ACTIVITIES UNDERTAKEN BY COMMITTEES DURING 2017

RISK COMMITTEE	AUDIT COMMITTEE	REMUNERATION COMMITTEE	NOMINATION & GOVERNANCE COMMITTEE
<p>Review of key risks and risk management strategy and recommendation to the Board.</p> <p>Review of NAB's 2017 Risk Appetite Statement.</p> <p>Review of NAB's internal capital adequacy process.</p> <p>Ongoing critical review of the credit portfolio and asset quality.</p> <p>Review of management declarations and assurances from Internal Audit in relation to the effectiveness of internal controls and the risk management framework.</p> <p>Overview of resources allocated to NAB's risk management function.</p> <p>Review of minutes and updates from major subsidiary board risk committee meetings.</p> <p><b>The Risk Committee met 14 times during 2017 (including 2 joint meetings with the Audit Committee and 2 joint meetings with the Remuneration Committee).</b></p> <p><b>The Chief Risk Officer (CRO) and senior representatives of the Group's external auditor Ernst &amp; Young (EY) and Internal Audit attended every scheduled Risk Committee meeting.</b></p>	<p>Review of significant accounting, financial reporting and other issues raised by management, Internal Audit and the external auditor.</p> <p>Consideration and recommendations to the Board on significant accounting policies and areas of accounting judgement including those relating to accounting for divestments, conduct risk related provisions and provisions for bad and doubtful debts.</p> <p>Review of certifications and assurances from management in relation to the accuracy of NAB's financial statements and effective management of material business risks, and from Internal Audit on compliance with, and the effectiveness of, the risk management framework.</p> <p>Review and recommendation to the Board on the adoption of NAB's half-year and annual financial statements.</p> <p>Review of the scope of the 2017 audit plans for the external auditor and Internal Audit, and oversight of the audit work performed throughout the year.</p> <p>Review of the performance and independence of the external auditor and Internal Audit, including their assurances that independence requirements were met.</p> <p>Conducting separate meetings, without the presence of management, with Internal Audit, key partners from the external auditor and the Internal Audit strategic partner (KPMG).</p> <p>Review of minutes and updates from major subsidiary board audit committee meetings.</p> <p><b>The Audit Committee met 12 times during 2017 (including 2 joint meetings with the Risk Committee and 2 joint meetings with the Board).</b></p> <p><b>Senior representatives from EY and Internal Audit attended every scheduled meeting.</b></p>	<p>Review and recommend to the Board the remuneration package for the CEO and other senior executives, including award values for the long-term incentive plan for 2017.</p> <p>Review and recommend to the Board the incentives, including the long-term incentive plan, payable to senior executives based on performance and risk criteria structured to increase shareholder value.</p> <p>Review and recommend to the Board remuneration structures for categories of persons across NAB as required by regulators, and of non-executive director fees.</p> <p>Review of the Remuneration Report.</p> <p>Monitor global regulatory and legislative reform in relation to remuneration as well as market trends and stakeholder views on remuneration and reward in the financial services industry.</p> <p>Meet with regulators to discuss NAB's remuneration frameworks.</p> <p>Monitor executive director terminations.</p> <p>Oversight of superannuation guarantee obligations.</p> <p>Review, approval and determination of vesting outcomes of employee equity plans and allocations, including the long-term incentive program.</p> <p>Oversight of NAB's consequence management framework and management of underperformance and impact on remuneration outcomes.</p> <p>Approval of fees for non-executive directors of subsidiary companies.</p> <p><b>The Remuneration Committee met 13 times during 2017 (including 2 joint meetings with the Risk Committee).</b></p>	<p>Review of the size and composition of the Board, including succession plans to maintain an appropriate mix of skills, diversity, experience and expertise.</p> <p>Assessment of the necessary and desirable competencies of the Board and Chairman.</p> <p>Consideration of the collective skills of directors and senior management in conjunction with the Board to determine whether they have the full range of skills needed for the effective and prudent management of NAB.</p> <p>Evaluation of the performance of the Board, its Committees and directors.</p> <p>Recommendations to the Board on the appointment and re-appointment of directors, including diversity considerations.</p> <p>Recommendations to the Board on the continuing independence of directors.</p> <p>Review of the composition of subsidiary boards with non-executive directors.</p> <p><b>The Nomination &amp; Governance Committee met 4 times during 2017.</b></p>

The CRO has a standing invitation to attend Remuneration Committee meetings, and the Remuneration Committee Chair will specifically invite the CRO to attend meetings where matters specific to risk-adjusted reward measures are discussed. Information about NAB's remuneration framework is in our Remuneration Report within our 2017 Annual Financial Report.

# ASSURANCE AND CONTROL

In order for the NAB Board to determine that its financial statements and disclosures are complete and accurate, it relies on the information provided by management. Independent and objective assurance is provided by external auditor, EY.

The CEO, CFO, Executive General Manager – Group Finance & Development, CRO, Chief Legal & Commercial Counsel, General Counsel – Corporate, Executive General Manager – Internal Audit, and the external auditor have the right of direct access to the Audit Committee without having to proceed through normal reporting line protocols. Other employees may have access to the Audit Committee through the Whistleblower Protection Program, described in the Codes of Conduct section of the Statement.

## EXTERNAL AUDITOR

The Audit Committee is responsible for the selection, evaluation, compensation and replacement of the external auditor, subject to shareholder approval where required. It oversees the external audit relationship and regularly meets with EY to review the adequacy of the existing external audit arrangements with particular emphasis on effectiveness, performance and independence.

NAB does not employ or appoint to any subsidiary board or management body any current or former partner, principal, shareholder or professional employee of the external auditor or their family members, if to do so would impair or be perceived to impair the auditor's independence.

The Audit Committee has adopted a Group External Auditor Independence Policy which requires pre-approval of all audit and non-audit services to be provided by the external auditor. The Audit Committee may set an annual fee limit for each type of service to be provided by the external auditor, and may delegate the authority to approve those services. The exercise of any such delegation is reported to the Audit Committee at least biannually. Unless the Audit Committee approves otherwise, fees paid for the provision of non-audit service must not exceed fees paid for audit services in any year.

Details of the non-audit services provided by EY to NAB and the fees paid or payable for such services are set out in the Report of the Directors and Note 38 'Remuneration of external auditor' in our 2017 Annual Financial Report.

The external auditor attends the AGM and is available to answer shareholder questions regarding the conduct of the audit and the content of the audit report. In accordance with legislation requiring the rotation of EY personnel who are significantly involved in NAB's audit for five successive years, a rotation of EY personnel will occur following completion of the 2017 audit.



Tim Fung and Jonathan Lui  
Airtasker  
NAB Customers

The external auditor attends the AGM and is available to answer shareholder questions regarding the conduct of the audit and the content of the audit report.

## INTERNAL AUDIT

The role of Internal Audit is to undertake analysis and independent appraisal of the adequacy and effectiveness of NAB's risk management framework and internal control environment. The Internal Audit function has full and unrestricted access to all people, records and systems as necessary to undertake its activities.

A recommendation on the appointment, performance and dismissal of the Executive General Manager – Internal Audit is made by the Audit Committee to the Board. The Audit Committee monitors the activities and performance of Internal Audit, and assesses whether it remains independent of management and is adequately resourced and funded.

Internal Audit and the external auditors operate, perform and report as separate, independent functions.

## RISK MANAGEMENT

NAB's risk management accountability model is structured around the 'three lines of defence' which together provide clarity of accountability for risk management across each line of defence and act as the foundation for effective risk management across the organisation.

**First line** – Business leaders manage risk, ensure controls are performed and processes followed, operate within NAB's risk appetite and ensure decision making includes a risk perspective.

**Second line** – Risk management teams develop and maintain the risk management framework, provide independent oversight and give insight to the Board and executives.

**Third line** – Internal Audit provides independent assurance over the risk and control framework.

The Board, through the Risk Committee and executives, promotes awareness of a risk based culture within NAB and supports the establishment by management of an acceptable balance between risk and reward. The CRO provides a regular report to the Risk Committee including updates on material risk categories and meets regularly with the Risk Committee Chairman outside the scheduled meeting program. The Chairs of the major subsidiaries met during 2017 to discuss and share current issues and challenges. Members of the Risk Committee also met with regulators in certain jurisdictions.

The Risk Committee supports the Board to review, at least annually, NAB's risk management framework by monitoring the implementation and operation of the framework and internal compliance and control systems. The 2017 review of NAB's risk management framework was undertaken in accordance with this process.

More detail on NAB's risk oversight and management of our material business risks is available in the 2017 Annual Review and in the Corporate Governance section of our website.

# POLICY FRAMEWORK AND CODES OF CONDUCT

We maintain Codes of Conduct both in Australia and overseas, which require the observance by our people of strict ethical guidelines.

The Codes take into account not only our legal obligations but also the reasonable expectations of our stakeholders to maintain confidence in our integrity. They apply to all employees and directors of the NAB Group, and to everyone working on our behalf including contractors and consultants.

In April 2017 a revised Code was introduced. The Code continues to cover personal conduct, honesty, integrity and fairness and prevention of fraud and corruption. It now also emphasises our Values, including the importance of making the right decisions and behaving in a way that will build respect and trust in our organisation.

A number of areas of the Code were revised. Of particular importance was the introduction of our new independent FairCall service through which concerns about the behaviour of anyone at NAB can be reported. In this way NAB's support and protection for people who make disclosures is clearly articulated.

Our updated Code is available in the Corporate Governance section of our website.

## CONTINUOUS DISCLOSURE

The Corporations Act and the ASX Listing Rules require prompt disclosure to the market on any matters expected to have a material effect on the price or value of securities. Further, our policy is to inform shareholders of all major developments that impact us.

We manage compliance with continuous disclosure obligations through the application of our Group Disclosure and External Communication Policy, supplemented by guidelines and procedures which together maintain the market integrity and market efficiency of our securities and attribute accountability for compliance at a senior executive level. All material matters which may potentially require disclosure are promptly reported to a Disclosure Committee of NAB executives who may refer them to other senior executives or to the Board to make an assessment and determination as to disclosure.

Where appropriate the Board is consulted on the most significant or material disclosures. All members of the Executive Leadership Team are responsible for reporting matters qualifying for disclosure to the Chief Legal & Commercial Counsel and/or the Group Company Secretary. Routine administrative announcements are made by the Group Company Secretary without requiring approval from the Disclosure Committee. The Disclosure Committee reports annually to the Board on activities and decisions taken throughout the year.

## ESCALATION AND WHISTLEBLOWER PROTECTION

NAB does not tolerate fraud, corrupt conduct, bribery, adverse behaviour, legal or regulatory non-compliance, or questionable accounting and auditing by our employees, directors or officers. We have clear and established procedures and a culture that encourages the escalation of complaints and notification of incidents to management and the Board, ranging from escalation of daily business or management concerns, up to serious financial, cultural or reputational matters.

The Group Whistleblower Program complements normal communication channels between people leaders and employees. Wrongdoing concerns can be raised via the external FairCall service using a choice of channels or by email directly to the Group Whistleblower Program. The FairCall service is operated by KPMG and provides secure and confidential reporting channels for NAB employees and other disclosing persons who use it.

Our people are encouraged to raise any issue involving illegal, unacceptable or inappropriate behaviour or any issue they believe could have a material impact on our profitability, reputation, governance or regulatory

compliance. NAB takes all reasonable steps to protect a person who discloses unacceptable or undesirable conduct, including disciplinary action potentially resulting in dismissal for any person taking reprisals against them.

## RESTRICTIONS ON TRADING IN NAB SECURITIES

NAB's Group Securities Trading Policy restricts directors, officers and certain other employees from trading in NAB securities during certain specified blackout periods.

All NAB employees and contractors are prohibited from using derivatives in relation to elements of their remuneration that are unvested.

In addition, members of key management personnel and their closely related parties are prohibited from using derivatives or otherwise entering into hedging arrangements in relation to elements of their remuneration that are unvested or which have vested but remain subject to forfeiture conditions. For more detail, refer to the Remuneration Report within our 2017 Annual Financial Report.

The Group Securities Trading Policy is available in the Corporate Governance section of our website.

## POLITICAL DONATIONS

NAB did not make political donations at any level of government during 2017. The Group Political Donations Policy is available in the Corporate Governance section of our website.



Our vision to become  
Australia and New Zealand's  
most respected bank.

## CORPORATE RESPONSIBILITY

We view corporate responsibility (CR) as a critical component of executing our strategy, backing our communities to succeed, and achieving our vision to become Australia and New Zealand's most respected bank. This means we assess and balance risks and opportunities to drive long-term value to our customers, employees, shareholders and the communities in which we operate.

We do this by applying a range of tools and approaches including philanthropy, corporate responsibility, and increasingly, shared value – leveraging our core assets and expertise as a bank to address social and environmental challenges at scale.

We conduct an annual materiality assessment to identify and prioritise the environmental, social and governance (ESG) themes of greatest importance to our stakeholders and establish where NAB can drive the greatest impact. This assessment process is detailed in our 2017 Sustainability Report.

### CR is embedded across the Group by:

- Engaging with stakeholders to inform NAB of current and emerging material issues, challenging NAB to develop mutually beneficial solutions and helping to define strategic direction.
- Executing on a CR strategy that sets clear objectives, establishes appropriate policies, procedures and activities and includes measuring and reporting on progress.

- Integrating CR management and reporting into governance structures and internal communications to ensure that CR is understood by the Board, executives and employees.
- Focussing on three key social impact areas – financial inclusion, social cohesion, environmental wellbeing – in which the Group is well placed to create a positive impact.

The Board is provided with updates at least bi-annually on CR and ESG risks, and other CR-related matters as appropriate.

NAB continues to engage with its stakeholders to generate dialogue, gain feedback on our CR strategy, activities and reputation and to improve our understanding of material issues facing NAB. Our engagement includes a combination of informal engagement with leaders from a range of social and environmental backgrounds, and our formal Indigenous Advisory Group (IAG) which provides strategic guidance on NAB's engagement with Aboriginal and Torres Strait Islander people and on NAB's Reconciliation Action Plan. Our Chairman Ken Henry is the Co-Chair of the IAG.

To provide our stakeholders with a greater level of confidence in our reporting, our external auditor has provided limited assurance over key metrics included in the 2017 Annual Review and the 2017 Sustainability Report and limited-level assurance that NAB has identified and reported on its material themes within the 2017 Annual Review. Additionally, KPMG has provided reasonable assurance over our Australian National Greenhouse and Energy Reporting data (Scope 1 and 2 GHG emissions), along with limited assurance over other metrics. NAB's 2017 Sustainability Report and full assurance statements from EY and KPMG are available in the Corporate Responsibility section of our website.

### SLAVERY AND HUMAN TRAFFICKING

During 2017, NAB published a Modern Slavery and Human Trafficking Statement pursuant to the Modern Slavery Act 2015 (UK) and in accordance with our Human Rights Policy. NAB has in place a supplier Sustainability Program to manage risks within our material supply chain relationships.



Marie Piccone  
Manbulloo Mangoes  
NAB Customer

# DIVERSITY AND INCLUSION

NAB is committed to a culture of inclusion and a diverse workforce representative of our customers and the communities in which we operate. At NAB individual differences are valued and respected. In September 2016 the Board approved the enterprise Diversity & Inclusion Strategy (Strategy) for 2017-2020. In August 2017 the Board approved an updated Diversity & Inclusion Policy.

The Strategy is explicitly aligned to our business strategy and leverages key pillars of NAB's People Strategy to drive an impactful and integrated approach. The overarching priority of the Strategy is inclusion. The three imperatives of the Strategy are gender equality<sup>1</sup>, life stage equality and lesbian, gay, bisexual, transgender and intersex (LGBTI) inclusion. Additionally, we will maintain focus on cultural inclusion and improving accessibility for our people and our customers. The imperatives are underpinned by key enablers: leadership, flexibility and NAB's employee-led resource groups.

Our Executive Leadership Team has direct accountability for execution of the Strategy, and continues to focus on promoting an inclusive culture that encourages diversity of thought, builds productivity and supports an engaged and high performing workforce. The Board receives regular updates on diversity and inclusion from our senior executives.

In May 2017, an Enterprise Diversity & Inclusion Steering Committee was formed. Led by our Chief Legal & Commercial Counsel and our CFO, the Committee provides a voice for inclusion at NAB and removes barriers that might impede equality. It has senior representation from each business area and the employee-led resource groups.

Gender equality continues to be a key priority for NAB. In September 2017 we launched Towards 2020, Our Road to Gender Equality where we committed to achieve gender equality at every level from the Executive Leadership Team down by 2020.

NAB has complied with its reporting requirements under the *Workplace Gender Equality Act 2012* (Cth) for the period 1 April 2016 to 31 March 2017 and has achieved the 2016 Workplace Gender Equality Agency Employer of Choice for Gender Equality citation. NAB has also met the minimum standards in relation to specified gender equality indicators, as set out in the *Workplace Gender Equality (Minimum Standards) Instrument 2014*.

<sup>1</sup> Gender Equality is defined as 40%-60% of either gender represented and extends from NAB's entry level roles through to our executives.

NAB is committed to meeting our regulatory requirements with respect to diversity and inclusion, and makes the following disclosures in relation to the ASX Corporate Governance Principles and Recommendations relating to diversity for the financial year ended 30 September 2017:

## DIVERSITY AND INCLUSION POLICY (ASX RECOMMENDATION 1.5A AND 1.5B)

The Group Diversity and Inclusion Policy is available in the Corporate Governance section of our website at [www.nab.com.au](http://www.nab.com.au).

## MEASURABLE OBJECTIVES AND PROGRESS (ASX RECOMMENDATION 1.5C)

Our measurable objectives for achieving gender diversity for 2017 – which have been set by the NAB Board in accordance with the Group Diversity and Inclusion Policy – and our progress towards achieving them, are set out below:

### OUR 2017 OBJECTIVES:

Table 1 – FY17 measurable objectives and progress

	FY16 actual female representation (as at 30 Sep 2016)	FY17 target female representation	FY17 actual female representation (as at 30 Sep 2017)
NAB Board – including executive directors <sup>1</sup>	27%	-	22%
NAB Board – non-executive directors <sup>1</sup>	30%	30%	25%
NAB Group subsidiary Boards	39%	35%	39%
Executive management <sup>2</sup>	38%	35%	39%
Australian talent population <sup>3, 4, 5</sup>	54%	50%	59%
Australian graduate program intake <sup>6</sup>	43%	50%	56%
<b>Total organisation</b>	<b>54%</b>	<b>-</b>	<b>54%</b>

- The target is to increase the number of female non-executive directors on the NAB Board as vacancies and circumstances allow, with the aim of achieving representation of at least 30% by 2017. The appointment in November 2017 of Ann Sherry to the Board will lift female representation on the NAB Board to 30% including executive directors, and 33% of non-executive directors.
- For the measurable objectives for FY17, the Executive Management positions (also known as senior executive positions) are those held by Executive Leadership Team members, Executive Leadership Team members' direct reports and their direct reports. Support roles reporting in to these roles (for example, Executive Manager and Executive Assistant) are not included in the data. As at 30 September 2017, the proportion of females on the Executive Leadership Team was 27%.
- The Australian Talent population includes employees who have been objectively assessed against evidence-based criteria, and selected by Divisional Leadership Teams as having upward potential. Last year, we reported Talent on the basis of identification against evidence-based criteria without formalised assessment.
- All direct reports of the Executive Leadership Team have been assessed and Talent selection decisions made. Two divisions have completed assessment and Talent selection for the next layer down (those reporting into direct reports of ELT), with remaining divisions participating in this exercise at this layer over the next 15 months. We will have a completed Group 5 Talent population by January 2018.
- Australian Talent population numbers as at 30 September 2017 only reflect a small portion of the population due to the flow of assessment and Talent selection, and should not be taken as a final reflection of numbers over the next 12 months.
- As at 30 September 2017, 56% of the graduates who have accepted positions in NAB's 2018 Australian graduate program are female.

## DIVERSITY AND INCLUSION CONTINUED

The Board has approved new measurable objectives for achieving gender diversity for the next three financial years (FY18, FY19 and FY20). These new measurable objectives have been set in accordance with NAB's updated Group Diversity and Inclusion Policy and are set out below.

In setting its new measurable objectives for gender diversity for FY18, FY19 and FY20, NAB has changed the roles and levels to which the measurable objectives apply. In particular, NAB's new measurable objectives now apply to four separate levels of management and non-management roles ("Executive Management", "Senior Management", "Management" and "Non-Management"), and those levels are now each defined by reference to NAB remuneration bands. In previous years (including for the 2017 measurable objectives above), NAB defined the roles and levels on a different basis. NAB is taking a granular approach to be more transparent about how many women are at the most senior level as well as other levels.

### OUR 2020 OBJECTIVES:

Table 2 – FY18, FY19 and FY20 measurable objectives

Measurable Objective <sup>7</sup>	FY17 actual female representation (as at 30 Sep 2017)	FY18 target female representation	FY19 target female representation	FY20 target female representation
NAB Board (non-executive directors) <sup>8</sup>	25%	-	-	30%
NAB Group Subsidiary Boards	39%	-	-	40%
Executive Management (Salary Group 6 & 7) <sup>9</sup>	31%	35%	37%	40%
Senior Management (Salary Group 5) <sup>10</sup>	30%	34%	37%	40%
Management (Salary Group 4)	38%	-	-	40% - 60%
Non-management (Salary Group 1 – 3)	59%	-	-	40% - 60%
Australian Talent Population <sup>11, 12, 13</sup>	59%	50%	50%	50%
Australian graduate program intake <sup>14</sup>	56%	50%	50%	50%
Total organisation	54%	-	-	40% - 60%

7 These targets are enterprise targets, include operational and non-operational employees but exclude fixed term contractors and casuals. Non-operational employees are employees on any specified absence type for greater than 90 days.

8 The target is to increase the number of female non-executive directors on the NAB Board as vacancies and circumstances allow, with the aim of achieving representation of at least 30% by FY 2020. The appointment in November 2017 of Ann Sherry to the Board will lift female representation to 33%.

9 The definition of 'Executive Management' adopted for the measurable objectives for FY18, FY19 and FY20 is different to the definition adopted for the measurable objectives for FY17 (and defined in Table 1 above). For the measurable objectives for FY18, FY19 and FY20, Executive Management positions are all employees within the NAB Group's remuneration bands (also known as Salary Groups) 6 & 7.

10 The definition of 'Senior Management' adopted for FY18, FY19 and FY20 is all employees within the NAB Group's remuneration band (also known as Salary Group) 5.

11 The Australian Talent population includes employees who have been objectively assessed against evidence-based criteria, and selected by Divisional Leadership Teams as having upward potential. Last year, we reported Talent on the basis of identification against evidence-based criteria without formalised assessment.

12 All direct reports of the Executive Leadership Team have been assessed and Talent selection decisions made. Two divisions have completed assessment and Talent selection for the next layer down (those reporting into direct reports of ELT), with remaining divisions participating in this exercise at this layer over the next 15 months. We will have a completed Group 5 Talent population by January 2018.

13 Australian Talent population numbers as at 30 September 2017 only reflect a small portion of the population due to the flow of assessment and Talent selection, and should not be taken as a final reflection of numbers over the next 12 months.

14 As at 30 September 2017, 56% of the graduates who have accepted positions in NAB's 2018 Australian graduate program are female.

## DIVERSITY AND INCLUSION

### The Group's gender diversity initiatives and awards during the 2017 financial year include:

**Towards 2020: NAB's road to gender equality:** NAB Group committed to achieve gender equality at every level by 2020. In-line with that commitment, NAB Group released, 'Towards 2020: NAB's road to gender equality'. This document articulates the commitment NAB has made to gender equality and how NAB plans to get there.

#### Male Champions of Change:

In April 2015, our Group CEO joined a growing coalition of Male Champions of Change. In doing so, he made a personal commitment to take action to advance gender equality. In 2017 he is sponsoring NAB's action to improve women's economic security.

**Championing You:** As a Male Champion of Change, our Group CEO launched Championing You, a 6 month experience for high performing senior women. This provided the opportunity to listen and learn from the cohort, and support these women to grow their careers through sponsorship.

#### Breakthrough program:

The 'Breakthrough' series of programs, launched in 2017, aims to further equip female employees with the skills, knowledge and tools to transition into senior roles.

#### Equileap Global Recognition:

NAB ranked 3rd globally in the 2017 Gender Equality Global Report by Equileap, an organisation aimed at accelerating progress towards gender equality in the workplace, globally. NAB was one of three Australian organisations to make the top 20.

#### NAB AFL Women's Competition:

In late 2016, NAB and AFL announced a three year deal under which NAB is the naming rights sponsor of the newly established NAB AFL Women's Competition.

**NAB Board Ready program:** Women in senior roles are actively encouraged to join NAB subsidiary and not-for-profit boards via the NAB Board Ready program. The program is designed to educate and prepare women identified as having the skills and aspirations to become directors of NAB Group companies and focuses on building competence and confidence by providing the training and development needed for women to successfully pursue board positions.

#### NAB Social Bond (Gender Equality):

In March 2017, NAB announced the first social bond to specifically promote workplace gender equality. The bond enables institutional investors to direct funds to Australian organisations that champion women and equality in a positive way. In September 2017 NAB was awarded the Asia Pacific Green/SRI Bond Deal of the Year for 2017 at the Global Capital Sustainable and Responsible Capital Markets Awards.

#### nabtrade Charity Trading Day:

On 19 April 2017, nabtrade donated all brokerage earned to the Luke Batty Foundation to help end domestic violence against women and children. The first of its kind, the nabtrade Charity Trading Day gave investors an innovative way to support an organisation that makes a real difference in the community. A total of \$100,000 was donated through this event with plans to hold a charity trading day annually.

**Panel Pledge:** NAB leaders have committed to a 'Panel Pledge'. Whenever our people are invited to be involved in or sponsor a panel or conference, we'll ask about the organiser's efforts to ensure women are represented.

**Talent Acquisition:** NAB strives to ensure that every management role has a minimum of 40% female representation on hiring shortlists, regardless of whether they're sourced internally or externally and that hiring decisions are made by interview panels comprised of both men and women where possible.

In addition, the Group's broader inclusion initiatives during 2017 include:

**Diversity Council Australia – Annual Debate:** NAB was the major sponsor of the 2016 Diversity Council Australia's (DCA) premier diversity event, the Annual Debate. The debate is a major fundraiser for DCA and enables them to continue to support their membership base with expert advice across all dimensions of diversity.

**Accessibility Action Plan 2017 – 2018:** NAB launched the 2017-2018 Accessibility Action Plan to coincide with International Day of People with Disability, 2016. The Plan demonstrates NAB's commitment to continually improve accessibility for our people, customers and the community.

**Launch of New York Employee Resource Group:** In March 2017, our New York branch launched the NY Culture Club, an employee resource group focused on embracing the diversity and uniqueness of every individual.

**Australian Workplace Equality Index Awards (AWEI):** The AWEI provides a national benchmark on LGBTI workplace inclusion which is designed to gauge the overall impact of inclusion initiatives on organisational culture. In 2017, NAB achieved Bronze status.

**Champions for Change:** BNZ CEO Anthony Healy has continued his contribution to the Champions of Change, in particular the Flexible Working work stream.

This initiative brings together a group of New Zealand CEOs and Chairs from across the public and private sectors who are committed to raising the value of diversity and inclusion within their organisations.

**Diversity Council Australia – Future Flex:** NAB reinforced its commitment to flexible working by co-sponsoring the Diversity Council Australia's Future Flex research project and participating in a research case study.

**Reconciliation Action Plan (RAP):** Our 2015-2017 RAP celebrates Indigenous success together – working in partnership with Aboriginal and Torres Strait Islander people, customers and communities for the long term to create an inclusive society and a better future together. We now have nine years of achievements in our four program areas: employment, financial inclusion, business partnerships and lifting our cultural understanding and leadership. NAB employs more than 200 Indigenous Australians and since 2008 we have provided more than 25,000 Indigenous Australians with access to over \$20 million in safe, affordable microfinance products and services in partnership with Good Shepherd Microfinance. Our approach has been built off long term engagement and partnerships, step change improvements and transparency in reporting. In September 2017, NAB will come to the end of its first three year RAP. We are taking stock of our progress and identifying opportunities where NAB can continue to make a difference as we put together our future plans.

**Workplace Gender Equality Agency – Flexible Working Case Study:** NAB continued to demonstrate its commitment to knowledge sharing and flexible working, through its participation in the Workplace Gender Equality Agency's Case Study series.

Our Accessibility Action Plan demonstrates our commitment to continually improving accessibility for our people, customers and the community.

**Robert Ravens**  
Bridestowe Lavender Estate  
NAB Customer

