



Inclusion & Diversity at CBA

Oct 2022



Commonwealth Bank
of Australia



Our commitment

In building a brighter future for all, we want our people to feel respected, safe and included at work. This is reflected in our CommBank People Promise in how we will bring out the best in each other.

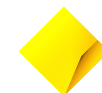
It means embracing our differences and celebrating the things we have in common, staying connected to each other and taking extra care in the things we say and do every day.



Our strategy:

Our focus on creating an inclusive workplace anchored in our values of care, courage and commitment. Equality and respect are integral to how we live our values, meet the needs of our customers and deliver our strategy.

CBA's Group Inclusion and Diversity policy can be found [here](#).



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Our Inclusion & Diversity strategy has three key pillars



Foster care, equality and respect

We are committed to care, equality and respect and the role they play in helping our people and our customers feel safe and included.



Strengthen courageous inclusive decision-making

We listen to our people and our customers' experiences and regularly review metrics and decisions to ensure they are fair and equitable.

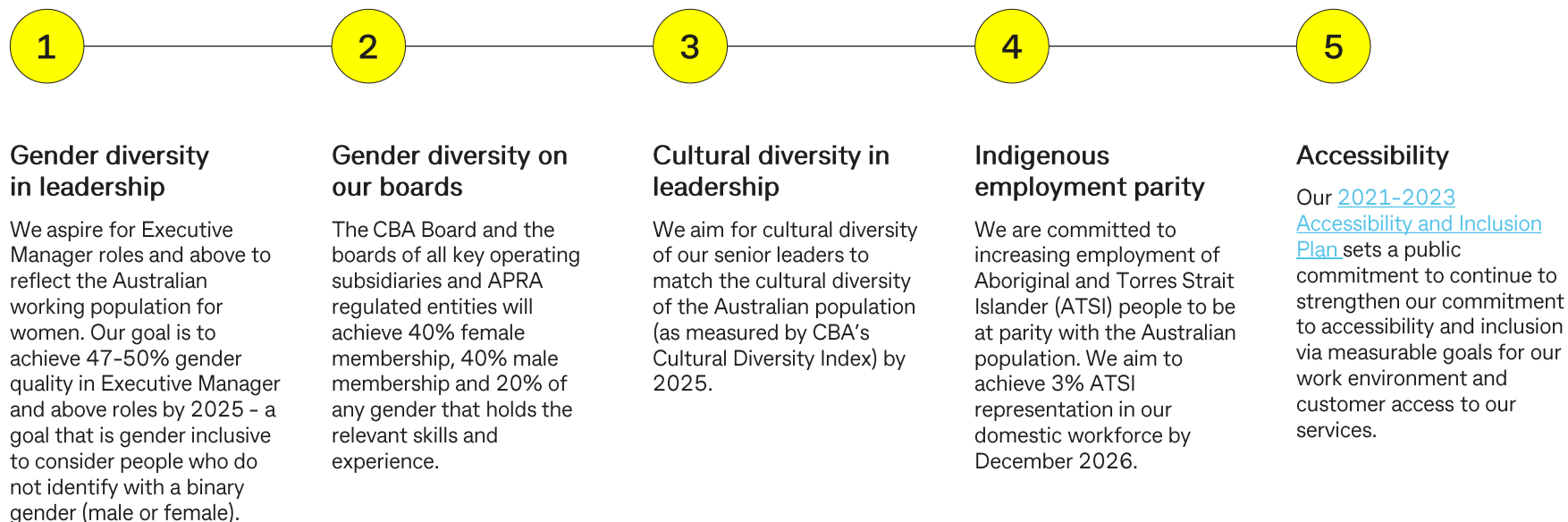


Amplify impact and deliver on our communities

We partner with community organisations and academic experts to ensure our approach is evidence-based and share what we've learned together to accelerate positive outcomes.

Our Inclusion & Diversity goals

Our goals support our commitment to advance gender and cultural representation across leadership roles, indigenous employment parity and accessibility and inclusion for people with a disability



Refer to our [CBA Annual Report](#) for more information on our progress and diversity metrics.

Gender equality at CommBank

We believe that all genders benefit from gender equality.
Our Gender Equality Action Plan outlines our commitment through:

- **Challenging gender stereotypes** to promote equality.
For example, our Parental Leave Policy is inclusive of all genders and we encourage gender neutral parental care, men's participation in caring, and recognise a broad definition of families.
- **Strengthening positive and equal relationships** through our [Next Chapter Program](#), supporting employees and customers affected by domestic and family violence and financial abuse.
- **Championing equal opportunities at work** by educating our leaders about inclusive decision-making, pay equity analysis, and monitoring gender equality in leadership.
- **Listening to our people** to understand their experiences through regular listen and learn sessions, and by analysing data from our Your Voice engagement survey.
- **Gender equality in governing bodies** with the CommBank Board and other boards to achieve 40% female membership, 40% male membership, and 20% of any gender that holds the relevant skills and experience.

Refer to our [CBA Annual Report](#) for more information on our progress and diversity metrics.



Our progress against some of our key goals, initiatives and measures

Our key diversity metrics for FY 2022

- Women represent 55.2% of our workforce. In FY21, women represented 43.1% of Executive Manager and above roles and 45.5% of Manager and above roles, compared to 41.7% and 45.2% as at 30 June 2021
- 4.8% of our employees identified as LGBTI and/or gender non-binary, 7.1% of our employees identified as having a disability and 0.9% of our workforce most strongly identified with Australian Aboriginal and/or Torres Strait Islander ancestry
- 84.9% of our employees worked flexibly over FY22. Hybrid working is built into our flexible working approach which encourages our people to work both in the office and remotely. Our people are asked to consider the needs of their customers, their teams and their personal circumstances when deciding which location works best.

Employee-Led Diversity Networks

Our six employee-led diversity networks play an important role in creating an inclusive culture by elevating the voice of employees from diverse communities, building awareness and driving positive change:

- AdvantAge: Life-stage and age inclusion
- ENABLE: Accessibility and inclusion
- Mosaic: Cultural diversity and inclusion
- Unity: LGBTIQA+ inclusion (sexual orientation, gender identity, gender expression)
- WeCan: Changing the conversation about gender quality because it benefits everyone
- Yana Budjari: Our network supporting our commitment to the Reconciliation Action Plan



Inclusion in the Bloomberg 2021 Index recognises our commitment to transparency in gender reporting and advancing women's equality for our people, our customers and communities



An endorsement by WORK180 is a globally recognised sign of a great workplace for women, representing a company's commitment to raising workplace standards for all women



The FlexReady Certification, gained by undertaking the change management program or satisfying 8 criteria, recognises our commitment to, and our role as a leading employer in flexible workplaces



This Certification evaluates a company's policies and practices to assess against a benchmark for best practice guidelines that support employees to meeting their work, family and wellbeing needs

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CBA's Career Comeback Program

A 12-week program offering talented senior professionals a smooth transition back to the workplace

About the program

- Our Career Comeback Program is a paid program for experienced professionals who've taken a career break of two years or more, and are looking to return to the workplace
- Run over 12 weeks, the program is designed to provide candidates with the re-entry support and training needed to thrive
- The program involves a comprehensive induction process and industry-specific skills training, coaching, mentoring and networking opportunities to support the transition back to work
- Upon completion of the program, candidates may have the opportunity to roll into a permanent position

The program is underpinned by CBA's D&I goals and strategy

- The program does not require candidates to have prior experience to banking and is open to candidates from a variety of backgrounds
- Position levels offered by the program span a variety of mid-level positions, typically mandating 5-20 years' experience
- Consistent with CBA's Group wide approach, the program involves CBA's flexible work options, hours and arrangements to best support the transition back to work

[Visit to learn more](#)

An award-winning program

CBA's innovative Career Comeback Program was one of the first of its kind in the Australian banking industry and has been recognised by the Women in Banking and Finance association



**2021 WiBF Award
Winner – Diversity
& Inclusion Initiative**



"I knew I wanted a part-time job if I was coming back to work and the program included part-time and flexible roles – CommBank promoted this very well." – Jane, Associate Director, Client Analytics

"I spent over 10 years out of the paid workforce to start and raise a family... The program has been an incredible opportunity for someone like me to get back into the workforce – to work, learn and contribute." – Kristen, Associate Director, Corporate Governance

"From orientation till the end of the program, it was great to meet other people who are in the same shoes as you. You build your network from day one and even now that the program has finished, and we've rolled off into different roles we all stay very well connected." – Jo, Director, Global Market Sales, Chief Operating Office



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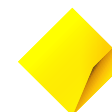
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