



Westpac Group Reconciliation Action Plan

April 2022—September 2025

 GROUP


RECONCILIATION
ACTION PLAN
ELEVATE

Yindyamarra. Go slow, show respect and listen, learn, take responsibility, and give honour.

Acknowledgement of Country and Traditional Owners

Westpac acknowledges the First Peoples of Australia and recognises their ongoing role as Traditional Owners of the land and waters of this country. We acknowledge Westpac's Aboriginal and Torres Strait Islander employees, partners, and stakeholders, and pay our respects to their Elders, both past and present.

We believe there is much work to be done to progress reconciliation and move forward together. We are proud to work alongside Aboriginal and Torres Strait Islander peoples, advancing opportunities for Aboriginal and Torres Strait Islander customers and communities, celebrating their contributions, and learning more about their rich histories and cultures.

By recognising the past and investing in the future, Westpac hopes to help shape a nation in which all Australians can share social and financial equity.

We thank the Wiradjuri People, in particular the Wiradjuri Condobolin Corporation, for allowing us the privilege to use and reference their traditional language.

Westpac Weave artwork

The Westpac Weave artwork was designed for Westpac by artist Lucy Simpson of Gaawaa Miyay in 2014 for our third Reconciliation Action Plan (RAP). A variation of the Weave has been featured in each subsequent RAP and the design can also be seen as part of the Acknowledgement of Country signage at our network of branches and offices around Australia.

Representing the heart or base of a weave, this design was inspired by the notion of weaving, twining and bringing together the strands of prosperity, growth, independence, sustainability, knowledge, education, and opportunity through its foundations of community. The fibres help to create and support a solid, beautiful, unique and inclusive structure. For more about Lucy Simpson and Gaawaa Miyay, please visit www.gaawaamiyay.co



Our vision for reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples have equitable economic participation and financial wellbeing. We seek to achieve this by listening to, learning from, partnering with, and elevating Aboriginal and Torres Strait Islander voices.

In developing this RAP, we have been guided by the word *Yindyamarra*, from the language of the Wiradjuri nation. *Yindyamarra* means “go slow, show respect and listen, learn, take responsibility, and give honour”.

In our role as a provider of financial services, we aspire to *Yindyamarra* – to listen and build genuine relationships with Aboriginal and Torres Strait Islander customers, communities, and employees. We believe this approach will help us to create the greatest impact.

About Westpac Group

Founded in 1817, Westpac is Australia’s first bank and oldest company. It is one of four major banking organisations in Australia, and one of the largest banks in New Zealand. We serve over 13.9 million customers.

Across our portfolio of brands, which include Westpac, St.George, Bank of Melbourne, BankSA, BT and RAMS, we provide customers with a full range of banking services. We also provide selected insurance, superannuation and wealth platform services to consumers and businesses.

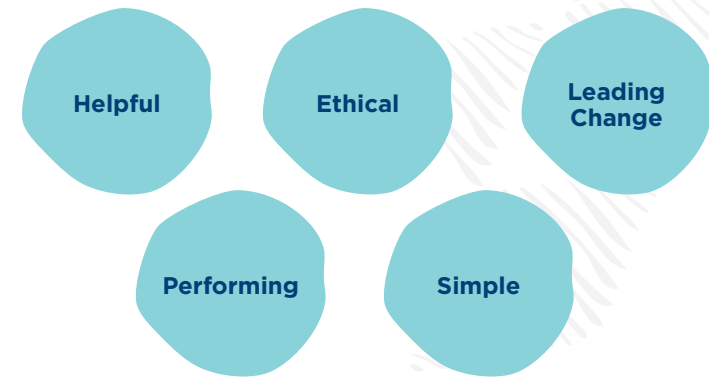
We have approximately 32,000¹ Australian based employees², of which approximately 0.56%³ (177) self-identify as Aboriginal and Torres Strait Islander people.

1.32,000 is based on employee population as of Feb 2022, from the CORE HR System (PeopleHQ)
2.Employees include permanent (full time and part-time staff) and Maximum Term Australian based employees. It excludes temporary and contractor staff, as well as Consultants and Strategic Partners and Outsourced Providers.
3.0.56% is based on self-identified Aboriginal & Torres Strait Islander people as at Feb 2022, from the Core HR system (PeopleHQ)

Our purpose, values and priorities

Our purpose, values, and priorities help guide our direction. They provide clarity about what we need to do and how we should act and as such have guided the development of our 2022–2025 RAP.

Our purpose is helping Australians and New Zealanders succeed. **Our values** help us achieve our purpose.

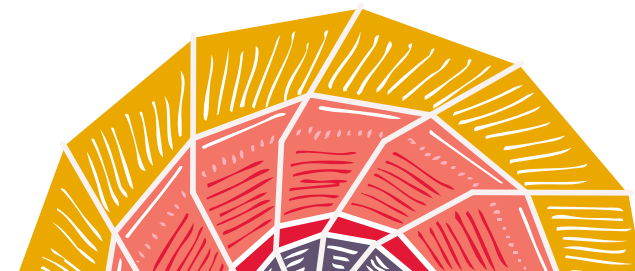


Our strategic priorities **Fix, Simplify and Perform** are centred on becoming a simpler, stronger bank and improving our management of risk and culture.

We can work towards reconciliation in our role as:

- a financial service provider
- a lender
- an employer
- a purchaser of goods and services
- a supporter of communities, and
- a voice within corporate Australia.

Each of these touchpoints represents an opportunity for Westpac to learn, act, lead, influence, and role-model positive progress towards reconciliation.



Helping Aboriginal and Torres Strait Islander peoples succeed



A message from Westpac Group CEO Peter King

Westpac's purpose is helping Australians and New Zealanders succeed. We strive to live up to this purpose every day in the way that we support our customers, people and communities.

This is our fifth Reconciliation Action Plan (RAP), which outlines our actions and commitments for the next three-and-a-half years to work towards the success of Aboriginal and Torres Strait Islander peoples. In developing this RAP, we reflected on where there has been progress as well as those areas where more can be done.

First and foremost, as a financial services provider we want to make it easier for Aboriginal and Torres Strait Islander Australians to do business with us. Our dedicated services for our Indigenous customers, especially those in remote and very remote communities, are supporting greater financial inclusion. We will continue to improve our service offering over the course of this RAP, such as through our Better Banking Experiences initiatives.

As an employer, we recognise the importance of diversity. Our business is enriched by having Aboriginal and Torres Strait Islander employees working in the organisation.

We are expanding our career development programs and leadership pathways to support and nurture more emerging Indigenous leaders at Westpac.

As a business, we see the benefits of backing Indigenous enterprise, in terms of economic growth, in driving social change by creating more jobs for Indigenous Australians, and in sharing and celebrating Indigenous cultures, ingenuity and innovation.

As a bank and a lender in Australia, we have an important role to play in supporting self-determination. Free, prior and informed consent (FPIC) has been recognised as an important principle for supporting self-determination for Aboriginal and Torres Strait Islander peoples. Through our leadership project, *Respect for self-determination and a deeper understanding of consent*, we will work with a broad range of stakeholders to further develop our understanding of FPIC and share our learning as widely as we can. Our aim is to improve our capability in this area, and among our peers, and to use our voice to raise awareness. In this, as in many areas of our RAP, we don't have all the answers. But we are committed to listening and learning with humility and respect.

In preparing to launch this new RAP, I've been reflecting on the time I spent in Hope Vale in Cape York last year with Jawun, an inspiring organisation that Westpac co-founded in 2001. It brings together corporate, government and philanthropic organisations to work in partnership with Aboriginal and Torres Strait Islander organisations to build capability and effect real change for First Nations peoples across Australia.

In Hope Vale, I saw a community that has many challenges. I also saw a community coming together to create positive change, trying different approaches and working towards a better future.

'Jawun' means 'friend' in the Kuku Yalanji language of Cape York, and Westpac is aiming to reach 1,000 Jawun secondees this year. We are proud to be an Elevate RAP partner and hope that Westpac will always be considered a friend of this country's First Nations. I look forward to continuing to work with our many partners as we play our part in helping Aboriginal and Torres Strait Islander peoples succeed.

Regards

Peter King
Chief Executive Officer
Westpac Group



A message from Brothers and Sisters Co-Chairs

Brothers and Sisters is Westpac's Employee Action Group supporting a workplace that understands, respects, and celebrates Australia's First Nations and Torres Strait Islander employees and non-Indigenous allies who strive to achieve positive and long-lasting outcomes that benefit everyone.

We recognise that reconciliation is a journey that spans generations and demands a pragmatic and forward-thinking approach. All those who call Australia home have a role to play in preserving our country's greatest treasures - our rich history and culture. It is our responsibility and our privilege to better understand it, embrace it and protect it, for future generations.

Our Reconciliation Action Plan provides amazing opportunities to get involved. We want our people to feel empowered to draw on their Aboriginal and Torres Strait Islander identity as a valued resource. Now is the time to take the next step, and we look forward to taking it together.

We want to leave our community with a message to remember while continuing this journey:

'Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has.' - Margaret Mead

Erin Jones and Jack Day
Brothers and Sisters EAG Co-Chairs





Messages from Westpac Indigenous Advisory Committee Chairs

Robynne Quiggin, inaugural WIAC Chair

When I was asked to Chair the newly established Westpac Indigenous Advisory Committee (WIAC) in 2014, I was excited by the opportunity to create impact on a large scale. With a large number of employees and customers in Australia, and a branch footprint with national coverage, I could see great potential for Westpac to help progress reconciliation.

Seven years on, I'm able to reflect on both the challenges and the achievements of our work to date.

Banking is a complex industry. The regulatory requirements are significant, the interdependencies complex, and the ultimate impact on customers can be life-changing. In an industry which touches so many areas of our daily lives, implementing any change requires a considered and diligent approach. In this environment, innovation and progress has sometimes felt slow.

Yet taking a considered and diligent approach also has its benefits. Opportunities for innovation undertaken in consultation with WIAC, employees, community partners, and of course customers – has helped achieve some outcomes of which Westpac can be particularly proud: the establishment of their Indigenous call centre and the Remote Services programs, which have tailored their banking services to reflect the real experiences of Aboriginal and Torres Strait Islander peoples in remote communities; the development of employee learning module *Serving our Indigenous Customers with Respect and Empathy*, which is unique in showing our culture with love and respect, while highlighting real customer pain points that can occur when culture and banking processes aren't well

aligned; and continued support for Indigenous-led community organisations progressing their own agenda, such as Muurdi Paaki, social enterprises such as First Hand Solutions and other organisations that may benefit Aboriginal and Torres Strait Islander peoples through long-term grant programs with the Westpac Foundation⁴.

In its fifth RAP, Westpac continues to strengthen existing work and relationships, while embarking on innovative new work in its Elevate leadership project. Westpac will also seek to develop its understanding and processes around the role of free, prior and informed consent in creating equitable outcomes for Aboriginal and Torres Strait Islander communities. It will also look to shift the dial even further on its provision of banking to remote communities.

Innovation and effective initiatives in large, complex institutions like Westpac take sustained, collective effort. During my time as Chair of WIAC, I was fortunate to collaborate with staff and fellow Committee members with extraordinary commitment, patience, drive, imagination and dedication. I wish them every success in the commitments set out in this fifth RAP, and their ongoing reconciliation journey.

Robynne Quiggin Former WIAC Chair 2014-2021

⁴ Westpac Foundation is administered by Westpac Community Limited (ABN 34 086 862 795) as trustee for Westpac Community Trust (ABN 53 265 036 982). The Westpac Community Trust is a Public Ancillary Fund, endorsed by the ATO as a Deductible Gift Recipient. None of Westpac Foundation, Westpac Community Trust Limited nor the Westpac Community Trust are part of Westpac Group. Westpac provides administrative support, skilled volunteering, donations and funding for operational costs of Westpac Foundation.



Jocelyn King, incoming WIAC Chair

It's an exciting time to be joining the Westpac Indigenous Advisory Committee (WIAC) as Chair, as Westpac launches its fifth RAP and sets new targets and commitments for the next three-and-a-half years. Westpac Group is an organisation with huge potential to drive reconciliation in Australia through its people, its customers, and its broader influence in the community.

The Group has achieved a great deal through its past RAPs, and all Westpac employees should be proud of the progress that is being made across a wide range of areas. I particularly want to acknowledge the contribution of Robynne Quiggin as the outgoing Chair, and all the past WIAC members who have supported, counselled and challenged the organisation along the way.

At the same time, there is much more to be done. Having already put a large number of programs and policies in place, there is now an opportunity for Westpac to be bold and ambitious in its goals for reconciliation, and to be relentlessly focused on impact. My role, along with my fellow WIAC advisors, is to keep asking questions and to offer new perspectives, while working alongside senior bank leaders as well as speaking up for our communities across the country.

As Chair, I will challenge Westpac to be brave in truth telling and committed to transferring power to communities to drive their own economic futures.

In doing so, the WIAC members hope to help guide Westpac in staying true to its purpose of helping Aboriginal and Torres Strait Islander Australians succeed – alongside all other Australians.

I look forward to seeing what we can achieve together.

Jocelyn King
WIAC Chair

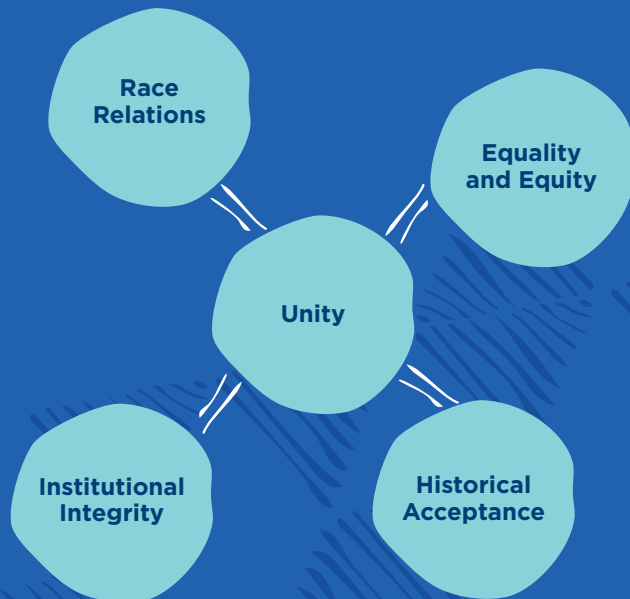


Reconciliation Australia



Dimensions of reconciliation

Reconciliation is defined through five critical dimensions that together represent a holistic and comprehensive picture of reconciliation.



Reconciliation Australia's vision is for a just, equitable and reconciled Australia.

Core pillars

Relationships

Respect

Opportunities

Through these core pillars, underpinned by governance and reporting practices, individuals, organisations, and communities can turn their good intentions into action to support the national reconciliation movement.

Source: <https://www.reconciliation.org.au/>

A message from Reconciliation Australia CEO, Karen Mundine



On behalf of Reconciliation Australia, I congratulate Westpac on its formal commitment to reconciliation, as it implements its third Elevate Reconciliation Action Plan (RAP), its fifth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program assists organisations to realise the critical role they can play in driving reconciliation. The program's potential for impact is greater than ever, with over 3.9 million people either working or studying in a RAP organisation.

Elevate RAPs are characterised by their commitment to creating transformational change against the five dimensions of reconciliation. Westpac plans to achieve this change through its Leadership Project, where it will build free, prior and informed consent (FPIC) principles throughout its operations and set the new standard for reconciliation through consent processes.

By making sure that the perspectives and decision-making of Traditional Owners are respected and integral to doing business, FPIC looks to protect Aboriginal and Torres Strait Islander peoples' right to self-determination, and to make informed choices when it comes to Country and community.

With this commitment, Westpac agrees to prioritising and committing resources to maintaining a constant, open dialogue with Traditional Owners about interests and outcomes – which will ultimately reduce the risk of break downs in trust in future.

To make sure it is integrating FPIC into its business structures sustainably, appropriately and effectively, and to guide it as it embarks on this journey, Westpac is implementing a suite of rigorous initiatives.

It will establish formal partnerships with a range of stakeholders, including subject matter experts, customers and First Nations communities, to jointly create a thorough model of best practice and test-and-learn case studies. It will also undertake a due diligence exercise to review of its own business operations, to identify risks and opportunities.

Further, Westpac will demonstrate and share its learnings on FPIC to broader corporate Australia, with an external speaker series and further public advocacy on its model of best practice, creating potentially transformational change at scale.

By promoting FPIC through its work and across its sphere of influence, Westpac goes some way to helping balance the historically uneven relationship between corporations and Aboriginal and Torres Strait Islander communities, in a way that prioritises and respects their perspectives, ways of doing and right to self-determination.

Through this ambitious and aspirational Leadership Project, as well as a range of other initiatives in this Elevate RAP, Westpac continues to guide and lead the RAP community, as well as set the standard for reconciliation in its industry.

On behalf of Reconciliation Australia, I commend Westpac on this Elevate RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our reconciliation story

We are proud of the many initiatives we have led and been part of in our reconciliation journey.

From seconding an advisor to the Council for Aboriginal Affairs to support with the assessment of loan applications for Aboriginal enterprises in 1970, to developing the priorities for our 2022-2025 RAP, we are committed to learning from our past experiences of what has worked and what has not. Our RAP journey reflects our partnerships with Aboriginal and Torres Strait Islander peoples and organisations, with some partnerships in place for more than 20 years and remaining strong today.

Along our RAP journey we have sought the perspectives of our Aboriginal and Torres Strait Islander stakeholders by:

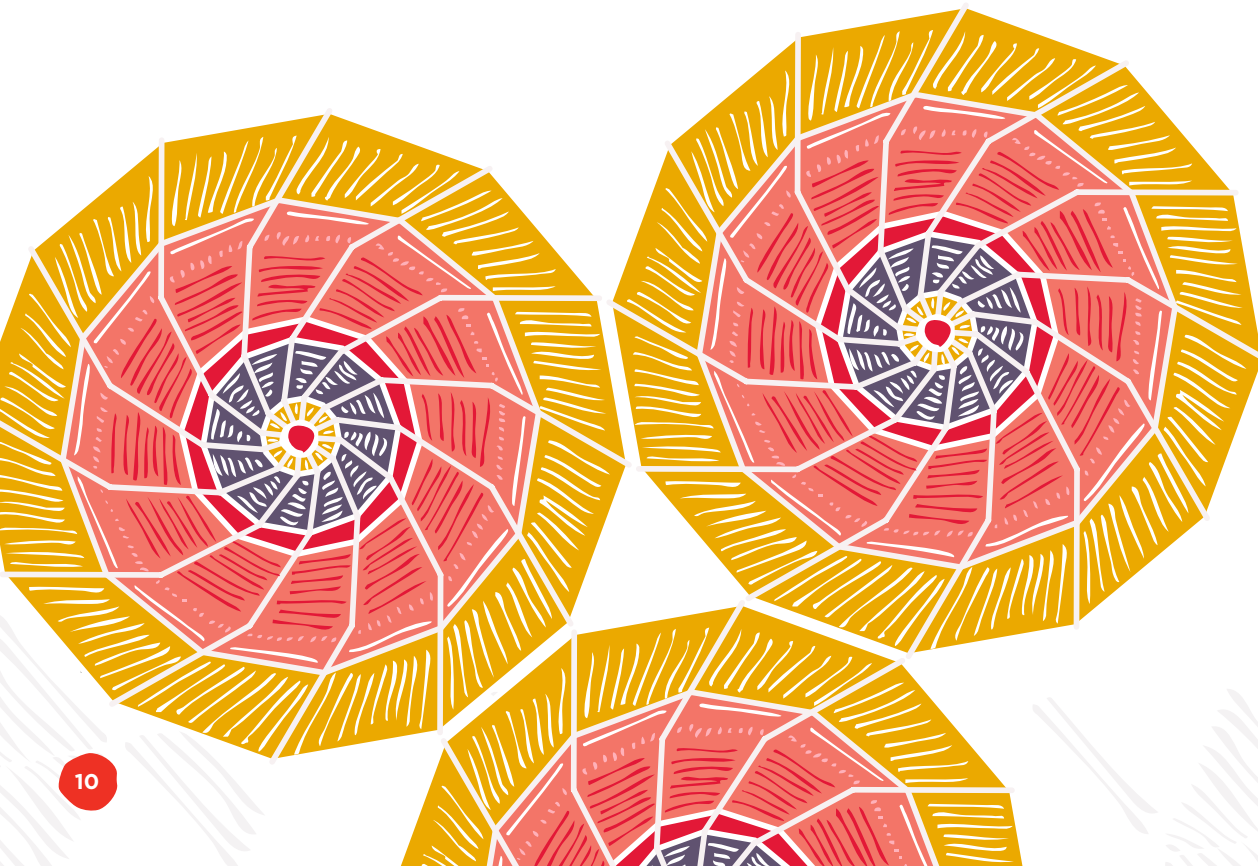
- Engaging with customers, employees, community, government and non-government organisations
- Participating in surveys and reporting such as Reconciliation Australia's Workplace Reconciliation Barometer Survey and RAP Impact Report
- Research papers, reports and published studies

We also continue to evolve our RAP governance and oversight structures. Central to this has been the establishment of the Westpac Indigenous Advisory Committee (WIAC) in 2014. Through WIAC, which includes external, independent Aboriginal and Torres Strait Islander leaders as well as Westpac employees, we have built processes to help keep us accountable in delivering our RAP, address challenges, and celebrate achievements along the way.

Westpac's RAP governance has included:

- Brothers and Sisters Employee Action Group
- RAP Working Group
- Indigenous Engagement Leadership Team
- RAP Steering Committee
- WIAC

When we have encountered obstacles with our RAP commitments, our RAP governance structures and stakeholder consultations have helped us to better understand situations, assess opportunities, and align our strategies with business and community expectations.

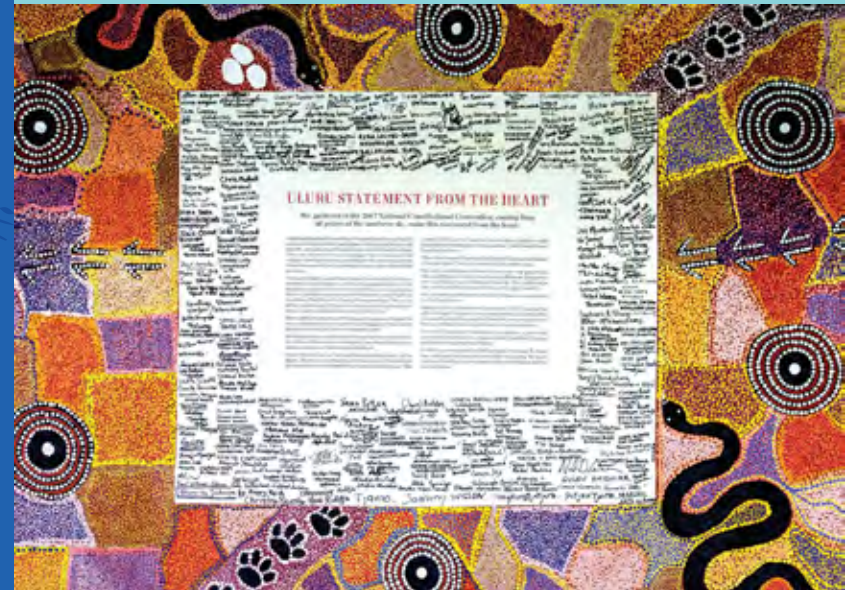


Support for the Uluru Statement from the Heart

The Uluru Statement from the Heart, shared at the 2017 First Nations National Constitutional Convention held at the base of Uluru, is an Indigenous-led roadmap for Australia to achieve constitutional recognition of Indigenous peoples and advance reconciliation. It invites all Australians to walk together with Aboriginal and Torres Strait Islander peoples in a movement for a better future.

As Australia's oldest company and first bank we recognise our position of responsibility and are committed to standing alongside Australia's First Peoples. We formally and publicly gave our support to the Uluru Statement in 2019 after discussions with Westpac's Brothers and Sisters Employee Action Group, our Indigenous Advisory Committee, our Stakeholder Advisory Council and Indigenous leaders all informing our response. Following further consideration and consultation we have updated our response.

We know the Uluru Statement and its reforms are important to many Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians, including our employees and customers, and believe it presents a credible path to reconciliation.



Our response to the Uluru Statement

We thank all Aboriginal and Torres Strait Islander peoples for the Uluru Statement from the Heart.

We thank them for their invitation to walk together in a movement for a brighter future for all Australians.

As we reflect on our past, and how it has shaped our today, we see a future that is full of promise and endless possibilities.

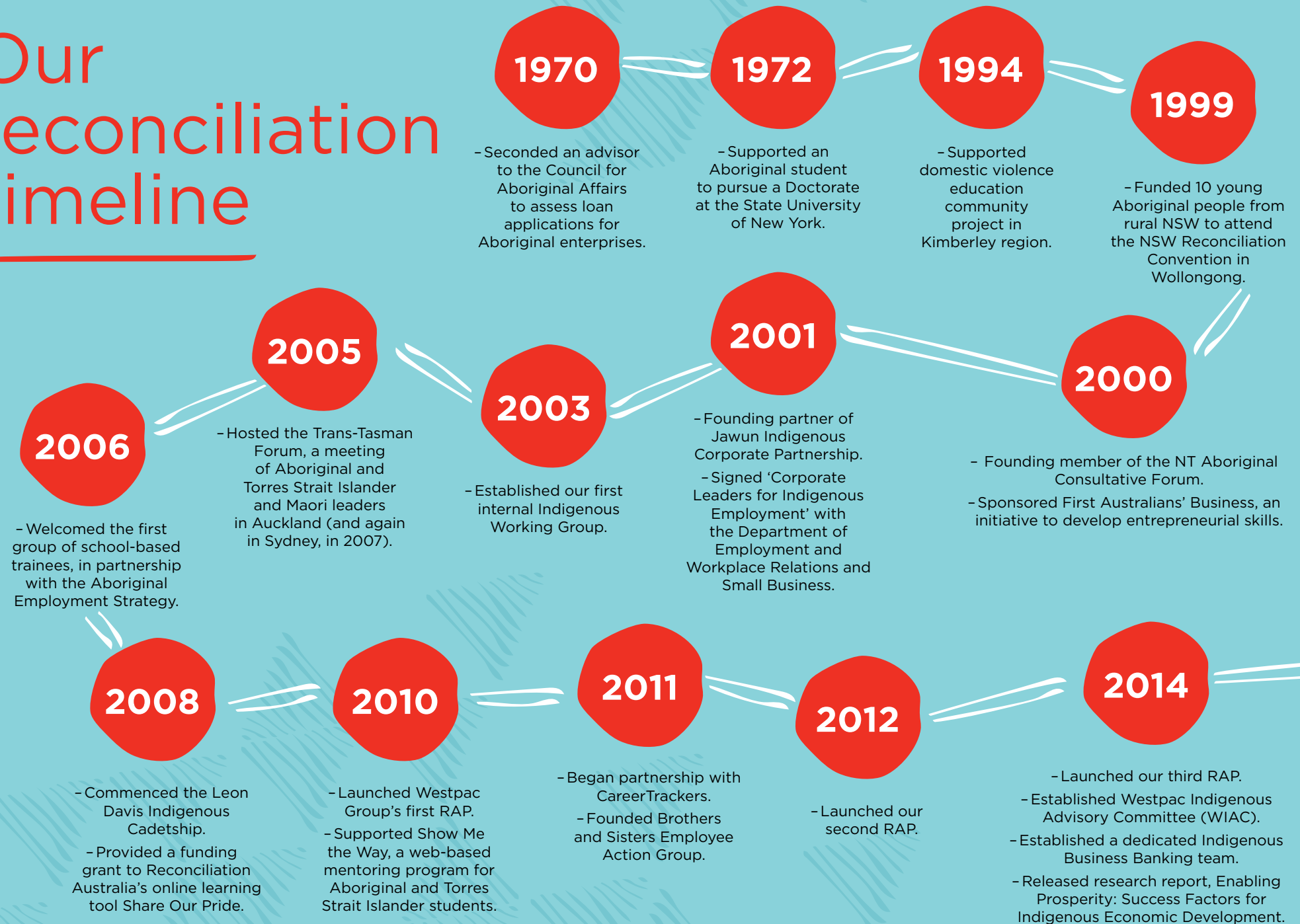
As Australia's oldest company, we continuously strive to deepen our connection with the world's oldest living cultures, and we walk together on the journey to a better future for us all. We support the need for a First Nations voice enshrined in the Australian Constitution.

We support the need for a process of agreement-making between governments and First Nations, and truth-telling about our history.

We look forward to working in partnership with all Aboriginal and Torres Strait Islander peoples, governments, and all of Australia to build a stronger community, together.

Aboriginal and Torres Strait Islander cultures are a gift to us all, and our greatest roadmap to achieving a fuller expression of Australia's nationhood through Voice, Treaty, Truth.

Our reconciliation timeline



2018

- Held incubator program to support development of Welcome to Country online tourism platform.
- Rolled out Acknowledgement of Country signs across Bank of Melbourne, BankSA, St.George and RAMS branches and office locations nationally.
- Introduced 'Sorry Business' bereavement leave for Aboriginal and Torres Strait Islander employees as part of Westpac's new Enterprise Bargaining Agreement.
- Launched Westpac Remote Services to bring banking to remote communities.
- Piloted our *Yuri Ingkarninithi* Indigenous call centre.

2019

- Responded to the Uluru Statement from the Heart.
- Celebrated our 900th Jawun secondee.
- Screened *The Australian Dream* for Westpac Group employees at locations around Australia.
- Included Indigenous languages in our translation services offered to customers.
- Since its establishment in 2019, *Yuri Ingkarninithi*, our Indigenous call centre team has conducted over 18,000 customer conversations to support a variety of remote banking needs.

2020

- Launched partnership with First Australians Capital.
- Partnered with Jawun to transition secondment programs from on-location to online due to COVID-19.

2017

- Launched Echo Indigenous Mentoring program.
- Launched our fourth RAP.

2015

- Signed a 10-year commitment with CareerTrackers Indigenous Internship Program.
- Installed permanent Acknowledgement of Country signs across the Westpac branch network.

2021

- Partnered with Jawun to pilot *Milbiwi*, a digital networking program for Jawun alumni.
- Launched *Serving our Indigenous Customers with Respect and Empathy* employee learning module, produced with Arrilla Consulting.
- Celebrated 20 years of partnering with Jawun.

2018–2020 RAP progress and lessons learnt

Our 2018-2020 RAP focused on four areas where we believed we could create the greatest impact:

Meaningful careers

Better banking experiences

Backing Indigenous business

Prospering communities

Meaningful Careers

In total, there were more than 400 new hires who self-identified as Aboriginal and Torres Strait Islander people for the 2018-2020 RAP period. This number includes interns, trainees, employees, and contractors.

While we will continue to set metrics and track new hires, going forward our RAP focus will be on lifting our total Aboriginal and Torres Strait Islander population, with a target of increasing Westpac's Aboriginal and Torres Strait Islander self-identified workforce representation to 1.5% by 2025. This measure shows our progress and takes into account issues such as retention. Supporting our people to feel comfortable to self-identify is also a priority. We have updated our HR system design to make this easier for individuals

Since its establishment in 2017, more than 100 Aboriginal and Torres Strait Islander employees have connected with senior colleagues through the Echo Indigenous Mentoring Program, a structured program to provide mentoring and create a sense of community.

In 2018, following consultation with Brothers and Sisters, Westpac's Indigenous Employee Action Group, we introduced paid 'Sorry Business' leave in our new Enterprise Agreement to support the cultural responsibilities of Australian based employees who identify as Aboriginal or Torres Strait Islander people.

The Westpac Garma Leadership Program continued throughout our 2018-2020 RAP, focusing on the development of emerging leaders within our organisation who role model changemaker behaviours and a demonstrated commitment to the advancement of reconciliation. Fifteen employees participated in the Westpac Garma Leadership Program over 2018 and 2019. The 2020 and 2021 programs did not proceed due to event cancellations resulting from COVID-19 restrictions.

In 2019, Westpac engaged Arrilla Consulting in the design and development of an innovative new Indigenous learning module to improve understanding of culture within our organisation.

Titled *Serving Our Indigenous Customers with Respect and Empathy*, the learning module features everyday examples to bring to life common barriers our Aboriginal and Torres Strait Islander customers may experience accessing our services. The module is designed to challenge and spark curiosity among our employees by helping them to walk in our customers' shoes, inspire empathy and equip them with tools to provide better service.



A screenshot from Westpac's new cultural learning module
 Credit: Westpac/Arrilla Consulting

Meaningful Careers: Indigenous cultural learning

Thousands of Westpac employees have completed our new cultural learning module. Here's what they said:

"I am making a lot of effort personally to challenge bias in my working and personal life, recognise my privilege and create opportunity to amplify Aboriginal voices in my interactions. This module was really helpful, thank you."

"This is a great introduction into First Peoples' culture and provides good guidelines on how to deal with First Peoples in a correct, respectful and productive manner. I will surely look at learning more about First Peoples' culture, history and lifestyle to make me more effective as an employee in Westpac."

"A very thought-provoking module that sparks deep reflection, giving us a moment to stop and actually think about stigma, challenges and limitations faced by Indigenous customers."



Better Banking Experiences

To help improve the way we provide financial services and support for Westpac's Aboriginal and Torres Strait Islander customers in remote and very remote Australia, we established *Yuri Ingkarninithi* ("deep listening"), Westpac's Indigenous call centre, and our Remote Services team. These two services, together with the Davidson Institute, Westpac's financial education experts, form the foundation of our Remote Services Strategy, which aims to remove barriers to financial inclusion, particularly for Aboriginal and Torres Strait Islander customers in remote and very remote Australia.

Our Remote Services Strategy seeks to deliver a framework for building financial capability, with content relevant to the audience which is considerate of cultural norms. An example of the tools and resources created includes *My Banking Story*, a pictorial guide designed to support customers in understanding how to manage their accounts and keep their money safe.

This tailored content is complemented by Westpac Remote Services, which provides one-on-one service delivery during community visits, assisting our customers to build trust and confidence in accessing and utilising banking channels of their choosing. Westpac Remote Services are delivered upon request by the community, currently on an ad hoc or semi-regular basis.

Since its establishment in 2019, our Indigenous call centre team has carried out more than 18,000 conversations with over 5,000 customers to support a variety of banking needs including access to cards or cash, setting up telephone and internet banking, and resolving issues with scams and fraud. Its service delivery capability has now expanded to include account opening, and the team has changed its identification and verification procedures to drive cultural awareness and address common challenges identified following community consultation. In 2021, our Indigenous call centre team extended its services to support customers across all brands within the Westpac Group.

Across our network, we continued to progress with installing Acknowledgement of Traditional Owner plaques, with Westpac, St.George, BankSA, Bank of Melbourne and RAMS sites nationally now displaying Acknowledgements. We also continue to seek opportunities for Aboriginal and Torres Strait Islander representation in our marketing collateral.



Yuri Ingkarninithi Indigenous call centre banker
Kyah Rehutai-Warren

Better Banking Experiences: Indigenous Call Centre

The Indigenous call centre team, known as *Yuri Ingkarninithi*, which means 'deep listening' in the Kaurana language, is a dedicated team based in South Australia, passionate about providing great customer experiences for our Indigenous communities.

First piloted in 2018, the team supports a variety of remote banking needs including access to cards or cash, establishing telephone and internet banking and assisting customers with issues relating to scams and fraud. There are currently 21 different Aboriginal and Torres Strait Islander languages available through the service.



Backing Indigenous Business

Between 2018 and 2020, we surpassed our \$10 million cumulative spend target with Supply Nation-registered and certified businesses.

Between 2018 and 2020, we supported more than 329 Indigenous business owners in establishing or expanding their business with business loans through our strategic partnerships.

In 2020, we launched a new initiative with First Australians Capital to support Aboriginal and Torres Strait Islander entrepreneurs to start and grow businesses and connect them with capital. Our unique partnership model offered support and capability building through an Indigenous-led organisation while enabling successful applicants to participate in mainstream lending facilities.

Since then, First Australians Capital has expanded its services and launched a new strategy, which includes the creation of an impact investment fund to assist in providing the necessary finance for its clients directly without the requirement for funding from Westpac.

While this initiative will not continue under the current partnership, we see an opportunity to learn from the experience of partnering with First Australians Capital, so that we and others can improve how we work with non-profit organisations in developing and establishing scalable alternative funding initiatives in the future. We will conduct a review of the partnership with the aim of sharing our findings and contributing to the long-term growth and success of the Indigenous business sector, particularly in building capacity and capability.

5. Westpac Foundation is administered by Westpac Community Limited (ABN 34 086 862 795) as trustee for Westpac Community Trust (ABN 53 265 036 982). The Westpac Community Trust is a Public Ancillary Fund, endorsed by the ATO as a Deductible Gift Recipient. None of Westpac Foundation, Westpac Community Trust Limited nor the Westpac Community Trust are part of Westpac Group. Westpac provides administrative support, skilled volunteering, donations and funding for operational costs of Westpac Foundation.



Working with Muru Mittigar allows Indigenous employees to continue caring for Country

Backing Indigenous Business: Muru Mittigar

Aboriginal-owned social enterprise Muru Mittigar has its headquarters in Dharug land in Western Sydney. Since 1998, it has been improving the economic and social capacity of Indigenous Australians and helping the wider community better understand Aboriginal culture. Many of the new jobs Muru Mittigar creates allow its employees to keep caring for Country as Traditional Custodians of the land through contracting services such as arboriculture, bushfire mitigation and landscaping.

Westpac Foundation⁵ has partnered with Muru Mittigar since 2016, providing funding through Westpac Foundation's⁵ program of social enterprise grants, as well as long-term skilled volunteering support to improve the organisation's financial capability.

Prospering Communities

As a founding partner, we are very proud of our long relationship with the Jawun Indigenous Corporate Partnership, and we congratulate the Jawun team on all it has achieved over the past 20 years to foster stronger relationships between corporate Australia and Aboriginal and Torres Strait Islander communities.

Between 2018-2020, Westpac supported 122 employees to undertake secondments, bringing our total number of Jawun secondees to over 950 since 2001. We continue to recognise the importance of the program as both a professional development opportunity for our employees, and for the value of skills and cultural exchange between the secondee and host organisations. We also facilitated 27 executive visits to participating Jawun communities and organisations for our senior leaders between 2018 and 2020.

Additionally, we supported Jawun's Emerging Leaders Program and Indigenous Corporate Leadership Programs, hosting reverse secondees, from both programs to work at Westpac for a year, as well as Jawun's Stories of Female Leadership, a program initiated in 2015, enabling networking and mentoring opportunities.

Our program of financial capability seminars delivered through the Davidson Institute continued between 2018 and 2020, with 65 seminars delivered through visits to regional, remote, and urban communities.

We used our external communication channels as a platform for Aboriginal and Torres Strait Islander voices, with articles from Aboriginal and Torres Strait Islander leaders shared via our Westpac Wire platform and promoted via Westpac social media. One example is our *Voice. Treaty. Truth.* NAIDOC Week 2019 video, which featured employees explaining the three aspects of the Uluru Statement from the Heart.



Cristina Carter with her Jawun secondment supervisor Gary Field on video
Credit: Emma Foster

Prospering Communities: Jawun secondments go online

In 2020, Jawun secondments transitioned to an online model, allowing secondees to participate during the COVID-19 pandemic by working remotely and providing the flexibility to work part-time. Westpac Project Manager Cristina Carter was one of the first to participate online, working from her Sydney home two days a week for Central Coast Aboriginal organisation Barang Regional Alliance.





Westpac Group CEO, Peter King, caught up with Noel Pearson, Founder of Cape York Partnership and Jawun Patron, in Cape York as part of the celebrations for the 20th anniversary of Jawun Indigenous Corporate Partnerships in 2021. Credit: Daniel Linnet

Key challenges

Adapting to external changes

The needs of Aboriginal and Torres Strait Islander people are diverse and continually evolving, which challenges us to be dynamic in our strategy and delivery. In addition, the COVID-19 pandemic has introduced additional complexities. We worked to maintain consistent delivery of remote services and financial education during this period, seeking to respond quickly and in a way which was tailored to and inclusive of our customers. Actions taken included moving to digital customer engagement channels where possible and increasing the capacity of our contact centre team.

Supporting and growing Indigenous talent

We recognise the need to differentiate ourselves in a competitive market, and have updated our approach to attracting Indigenous talent, led by our Indigenous employment team. We are strengthening our career development programs to improve retention and create competitive career and development pathways for Aboriginal and Torres Strait Islander employees.

A lesson from our previous RAPs is the importance of reliable and transparent reporting, not only on new Indigenous employees to the Bank, but also on retention. We have refined our targets and invested in strengthening our data collection resources and reporting tools to clearly and consistently track our progress. We also want employees to feel proud and safe to identify with their cultural heritage, and know that we are committed to supporting them.

Taking a test and learn approach

Prior to the establishment of our Westpac Remote Services and Indigenous call centre teams, while we understood a gap in service delivery existed, we did not always have a clear understanding of what our customers needed and how best to deliver improved social outcomes. As we have developed the capabilities of these teams, we have focused on greater consultation, starting small with a test and learn approach, and embedding lessons as we expand these services nationally.

Governance and oversight structures are important

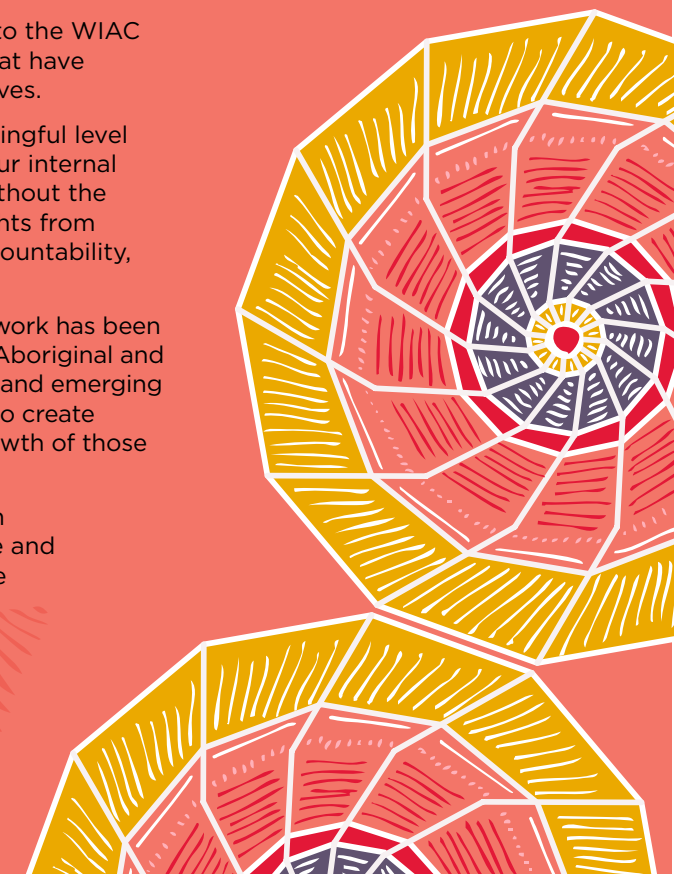
Since our first RAP in 2010, we have evolved our governance and oversight structures significantly. With the establishment of our Westpac Indigenous Advisory Committee in 2014, we have had access to the expertise, knowledge and broader stakeholder perspectives of the WIAC members which has helped us remain accountable for delivering on our RAP commitments.

More recently, we have welcomed new members to the WIAC – recognising the value of the wisdom of those that have served, while also benefiting from fresh perspectives.

In the past, it has been difficult to achieve a meaningful level of diversity in representation across all levels of our internal RAP governance bodies. We have learned that without the opportunity to include the perspectives and insights from diverse cohorts, it can be challenging to drive accountability, maintain momentum and achieve innovation.

Within the 2022-2025 RAP, the governance framework has been designed to include stronger representation from Aboriginal and Torres Strait Islander employees, including current and emerging leaders. RAP commitments have been developed to create opportunities to support the development and growth of those emerging leaders within our governance structure.

We recognise the importance of consultation with Aboriginal and Torres Strait Islander people inside and outside our organisation, and that our governance structure should be able to adapt as required.



Our response to COVID-19



We collaborated with Skinny Fish Music to produce short awareness videos in Yolgnu Matha language on topics such as hand washing and social distancing to prevent the spread of COVID-19. These short videos were then distributed for use by our partner communities and shown within our branches in select locations.

Educational videos in language developed in collaboration with Skinny Fish Music.
Credit: Westpac/Skinny Fish Music

Managing the uncertainties of COVID-19 has been a dominant feature of the last two years and our decisions have been focused on supporting customers while keeping our people safe and adapting the way we work. With the support of governments, regulators and the banking sector, the economies of Australia and New Zealand have proved resilient, although the effects on individual customers have been varied, and in some instances devastating.

COVID-19, and associated lockdowns, have disrupted life for many of us. We have worked hard to support businesses and consumers through this uncertainty. With banking classified as an essential service, we have focused on maintaining access to our services while keeping our people and customers safe.

When our program of remote visits was paused, the Remote Services team extended its phone, email and video support. We proactively connected with other service providers in remote communities to help us understand the evolving challenges faced by customers and increase awareness of the services offered by the Indigenous call centre.

We also changed the way we delivered our financial education programs. One example is the creation of Davidson Institute *Mob Pods* – bite-sized educational videos and podcasts on banking topics developed together with, and delivered by, Aboriginal and Torres Strait Islander community members and professionals. The individuals in these *Mob Pods* were able to share insights and knowledge in their areas of expertise.

For employees taking part in a Jawun secondment, rather than an in-community experience, secondees and community partners shifted to digital channels to continue to work on their projects together. Nineteen virtual secondments have taken place since August 2020.

We saw significant impacts to our employment programs during this period. Commencement of traineeships was delayed due to temporary branch closures and recognition of the vulnerabilities of some of the cohort. Understandably, many of our trainees wished to remain close to their communities and in some circumstances did not have the capacity to work from home. Traineeships that were paused due to the pandemic have now resumed.

Our teams have remained connected and have continued to support our First Nations customers and employees. Importantly, this period has offered valuable lessons in how we remain consistent and agile in our delivery and support mechanisms.

How we developed our 2022–2025 RAP

During our last RAP period, we gained a deeper understanding of the areas where we as a financial institution are best placed to achieve positive impact. The lessons of our last RAP were considered in the design and delivery of support mechanisms which assist in enabling greater economic participation for Aboriginal and Torres Strait Islander people and communities.

In developing this RAP, our priority was to seek better service solutions which deliver more than just access to banking services – our goal is to improve financial inclusion.

With *yindyamarra* as our guiding principle, this starts with building respectful partnerships with Aboriginal and Torres Strait Islander peoples, listening, learning, and taking care before acting, being honest and taking responsibility.

Our 2022–2025 RAP is intended to be a living document, laying out our plan of action and the outcomes we seek to achieve, as well as being responsive to continuous feedback and improvement.

Our RAP development has been guided by:

- Our purpose, values, behaviours, and strategic priorities
- Reconciliation Australia’s RAP framework
- Insights gained from the Workplace RAP Barometer 2020 and the RAP Leadership Survey 2021
- The Uluru Statement from the Heart, particularly the importance of truth telling and giving voice to Aboriginal and Torres Strait Islander peoples on matters that affect their lives
- International instruments governing the rights of Indigenous peoples, including the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Sustainable Development Goals
- Westpac’s 2023 Human Rights Position Statement, which recognises that we have both a responsibility to respect human rights, and opportunities to positively impact human rights across our value chain.

Stakeholder engagement

Our RAP has been developed in consultation with our stakeholders. We would like to thank each of these stakeholders for their guidance and support, and for challenging us to better understand this opportunity to progress reconciliation.

Employees

Engagement with our employees has included independent surveys, workshops with RAP working group members and leadership teams and advocacy groups.

Brothers and Sisters Employee Action Group

The Brothers and Sisters Employee Action Group (EAG) is a network of Aboriginal and Torres Strait Islander and non-Indigenous employees who share a common vision for a workplace where Aboriginal and Torres Strait Islander Australians and cultures are understood, respected, and celebrated. Their mission is to:

- Increase understanding of Aboriginal and Torres Strait Islander cultures and histories among our employees
- Help Aboriginal and Torres Strait Islander employees at Westpac Group to connect with each other
- Empower Aboriginal and Torres Strait Islander employees to take control of their career.

Brothers and Sisters has played an important role in informing the development of our RAP.

Reconciliation Australia

Westpac has worked in consultation with Reconciliation Australia on the development of this 2022-2025 RAP. Reconciliation Australia has challenged us to be transformative and innovative in the development of our plan and provided guidance and insights on how we can achieve the greatest impact in progressing reconciliation.

Westpac Indigenous Advisory Committee

Through a series of workshops, our Westpac Indigenous Advisory Committee (WIAC) has guided the development of our 2022-2025 RAP. Our WIAC has helped us better understand how and where we can create change, as well as offering guidance and insights on the development of effective engagement and consultation.

RAP Partners

Through direct dialogue and our participation in the RAP Leadership Cohort, Elevate Peer Review and Reconciliation Industry Network Groups, we have learned from our RAP partners and shared insights from our RAP journeys. Many of these experiences have informed the development of this RAP, including the development of our leadership project.

Customers

Customer insights have come from post-call surveys with our Indigenous call centre team, surveys facilitated via our frontline employees and support services providers, through our complaints process, and via communication with service providers such as financial counsellors, who support our customers in remote and very remote Australia.

Community

We consulted with Aboriginal and Torres Strait Islander community members including branch customers, groups such as council representatives and service providers such as financial counsellors in Aboriginal communities across Central Australia, Northern Territory and Kimberley regions. These groups also participated in pilots for the Indigenous call centre and Westpac Remote Services program, and participated in workshops and surveys delivered by the Davidson Institute.

Key considerations

To develop our 2022–2025 RAP, we have considered:

Valuing culture through our relationships

Through engagement with our employees and WIAC members, we have learned that to create change, we need to create a safe workplace where our employees are encouraged to be curious and confident in asking questions and seeking greater understanding. This has informed the development of our Valuing culture pillar, consolidating our focus and commitment to both respect and relationships.

By partnering with Aboriginal and Torres Strait Islander employees, communities and organisations, we continually seek to embed cultural elements and protocols into our operations and communications, and to provide a diverse offering of cultural development. This will help to create a culturally competent workforce who connect with each other, our customers, and community in meaningful ways, making informed decisions and driving better outcomes.

The importance of Indigenous-led initiatives

Our relationship with Jawun has been mutually beneficial, sharing skills to support positive change in host communities while providing rewarding experiences for our employees, which they then bring back to their day-to-day roles at Westpac.

The Jawun model has taught us the importance of working in partnership with Aboriginal and Torres Strait Islander people and following their lead in developing solutions.

The importance of continuous improvement

Listening to the issues our Aboriginal and Torres Strait Islander customers face, particularly those in remote and very remote locations, challenges us to consider how we can better serve our customers in these locations.

Events such as the COVID-19 pandemic have highlighted the need to embrace continuous improvement, challenging ourselves to respond to the needs of our customers and communities and being flexible and agile in our delivery.

Tailoring our services, rather than our products

With our company focusing on simplifying our product portfolio, designing bespoke new product solutions is not always possible, and not always the right approach. By focusing on service experience, we can explore ways to make our products and services more accessible, often through partnerships.

The potential of Indigenous businesses

Westpac has been partnering with Aboriginal and Torres Strait Islander businesses since 2000. In that time, we have learnt that by supporting and developing entrepreneurial skills and building management capability, we can help these businesses realise their potential. We also understand that Aboriginal and Torres Strait Islander businesses are more likely to employ Aboriginal and Torres Strait Islander people and to do business with other Aboriginal and Torres Strait Islander businesses, multiplying the positive impact and growth potential.

Changing procurement needs

The shape and size of our organisation continues to change as we align to our strategic priorities of Fix, Simplify and Perform, while external impacts such as COVID-19 have created new ways of working and doing business. Since our 2018-2020 RAP was launched, our organisation's footprint has reduced; because of this, our spend targets have also reduced. In response, our spending patterns have changed, and our Indigenous procurement strategy focuses on non-financial support as well as direct spending. Through the delivery of our RAP procurement targets, we seek to boost capability, training opportunities and strengthen long-term collaborative partnerships.

Our employees are our greatest reconciliation asset

With approximately 32,000 Australian-based employees in locations across the country, we have an incredible platform to raise awareness of matters of importance to First Nations Australians and to advance reconciliation through individual and collective action.

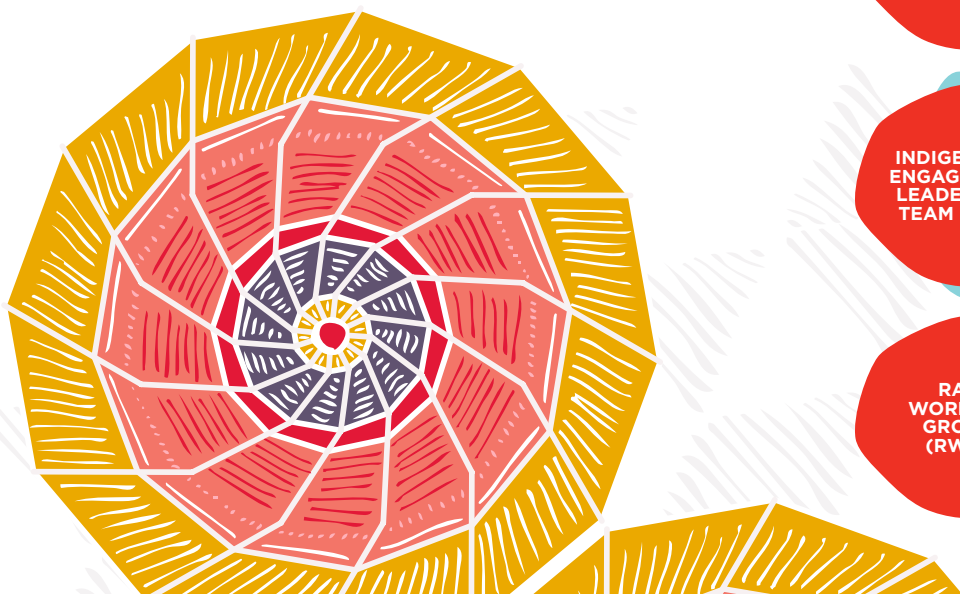
We have learned that engagement alone is not enough to effect change. Of the Westpac employees who responded to the 2020 Workplace RAP Barometer survey, 87% agreed they enjoyed engaging with a local Indigenous community in the workplace; however, fewer (58%) agreed they had changed their behaviours. This has prompted us to consider how we can diversify the cultural learning and engagement opportunities available to our employees, and how we can more effectively drive change.

Governance and oversight

Each RAP paves the way for the next, presenting a continuous journey of learning and improvement. In reviewing and redefining our strategy, we continue to seek greater understanding of the perspectives of our stakeholders.

We do this by:

- Engaging with customers, community representatives, non-government, and government organisations
- Researching and gaining insights to help us understand the needs of our people, customers, and communities
- Participating and engaging with stakeholders and partners both locally and internationally
- Participating in surveys, benchmarking, and reporting such as Reconciliation Australia's Workplace RAP Barometer Survey and RAP Impact Report.



WESTPAC SUSTAINABILITY REPORTING

We publish our annual sustainability disclosures in November each year, which includes key metrics from our RAP. These disclosures, and specifically key metrics, are subject to independent limited assurance.

WESTPAC ENVIRONMENTAL, SOCIAL, GOVERNANCE AND RISK (ESGR) COMMITTEE

This group of Group Executives and Senior Leaders from across the organisation is responsible for reviewing and providing input on Westpac's RAP, while also assessing and reviewing issues and outcomes relating to the RAP. This committee informs and facilitates decision-making by the Chair, the Westpac Group CEO, and meets four times per year.

WESTPAC INDIGENOUS ADVISORY COMMITTEE (WIAC)

Comprising independent Aboriginal and Torres Strait Islander leaders and emerging leaders from Westpac, the WIAC guides the organisation's approach to Indigenous engagement and oversees Westpac's RAP.

The WIAC includes representation from General Managers accountable for the delivery of RAP commitments relating to sustainability, human resources, procurement, and Indigenous banking.

The WIAC engages with different parts of Westpac on ways we can be more responsive to Indigenous stakeholders, grow cultural insights and knowledge as part of our business practices, and integrate the RAP into Westpac's strategy and operations. It creates an environment where WIAC members and the Westpac Indigenous Engagement Leadership Team can openly engage with each other, helping Westpac create and drive meaningful impact. The WIAC meets quarterly.

RAP EXECUTIVE SPONSOR

A member of the Westpac Executive Team, our RAP Executive Sponsor has oversight of both the development and delivery of our RAP. Our RAP Executive Sponsor is also the Executive Sponsor of Brothers and Sisters EAG, and is a member of the WIAC.

INDIGENOUS ENGAGEMENT LEADERSHIP TEAM (IELT)

These are the leaders from across Westpac with direct responsibility for managing the development and delivery of RAP commitments. This team provides reporting to the ESGR Committee and the WIAC, providing updates on progress against RAP commitments and new initiatives.

The team drives thought leadership on RAP initiatives, management and performance on behalf of the Group. They make recommendations regarding the Group's Indigenous policies, management review and regulatory compliance, and measuring, reporting and communicating RAP targets and performance. RAP performance reporting is led by this team and shared bi-annually with our Executive Team and Board.

RAP WORKING GROUP (RWG)

The Working Group is comprised of representatives from functional teams and lines of business across the organisation who have accountability under our RAP commitments and includes both Indigenous and non-Indigenous employees. RAP working group members provide feedback and insights into the development of Indigenous strategies and provides RAP performance reporting to the IELT, WIAC and ESGR Committee.

“Serving our Indigenous customers with respect and empathy”

It's the title of our new cultural learning module, but it also sums up our approach to supporting our Aboriginal and Torres Strait Islander customers and their communities.

Financial inclusion and literacy are critical elements in achieving economic growth and improved social inclusion. Unfortunately, in Australia, Aboriginal and Torres Strait Islander people continue to be over-represented in the severely or fully financially excluded groups.

Common factors contributing to financial exclusion for Aboriginal and Torres Strait Islander people include:

- Geography
- Proof of identification
- Financial literacy, capability, and confidence
- Misalignment between traditional cultures and western financial models
- Lack of need, due to alternate access via third parties; and
- Affordability.

In response, Westpac has developed a multifaceted strategy to help better serve our customers and promote greater financial inclusion.



Cultural learning for all Westpac employees

Increase understanding of Aboriginal and Torres Strait Islander cultures, histories and knowledge by providing dedicated cultural learning for employees

- Online cultural learning to be mandated for all Australian-based Westpac Group employees
- Offers insights into common challenges faced by Aboriginal and Torres Strait Islander customers
- Aims to improve cultural consideration in group-wide service delivery and operations
- Encourages seeking further education and cultural connection



Yuri Ingkarninithi - Indigenous call centre

Continue to provide inclusive and accessible banking services to Aboriginal and Torres Strait Islander customers, particularly those in remote and very remote locations

- Ability for customers to speak with Aboriginal and Torres Strait Islander staff
- 21 Aboriginal and Torres Strait Islander languages available
- In-depth and continuous cultural training for the team
- Comprehensive banking support across Westpac Group brands
- Simplified ID processes



Westpac Remote Services

Improve financial inclusion for Aboriginal and Torres Strait Islander customers in remote communities

- Face-to-face delivery of banking services in selected remote communities
- Education and support on financial products and services
- Helps to overcome geographical and cultural barriers
- Seeks to build relationships and increases trust with Westpac and other financial service providers



Davidson Institute Financial Education

Increase the financial confidence and capability of our Aboriginal and Torres Strait Islander customers in remote and very remote locations, supporting financial self-determination

- Financial education and capability building workshops
- Content tailored to address cultural norms and differences
- Delivered in community in partnership with trusted organisations and local Westpac branch employees

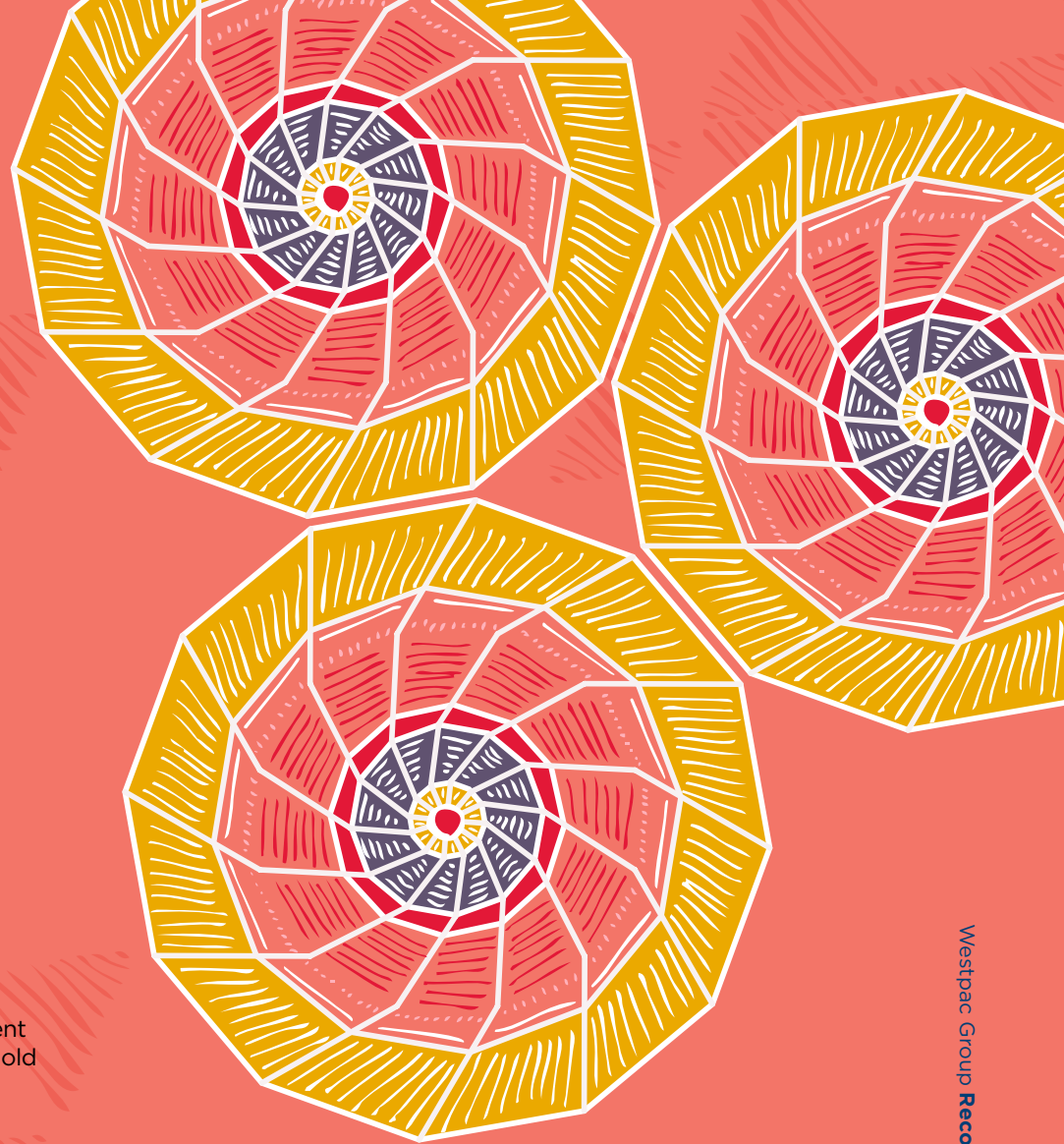
OUR ELEVATE LEADERSHIP:

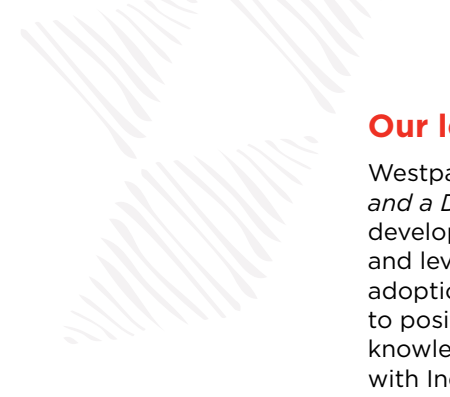
Respect for self-determination and a deeper understanding of consent

The United Nations Declaration on the Rights of Indigenous Peoples lays out Aboriginal and Torres Strait Islander peoples' right to self-determination and **free, prior and informed consent (FPIC)** in particular circumstances. More than simply consultation, FPIC can represent the highest standard of decision-making, allowing for a community's choice to give or withhold consent to a project or activity in certain circumstances.

We recognise there are definitions and understandings of FPIC across a number of current international instruments and standards. Our project will include further development of our understanding of FPIC, and we will implement our future actions consistent with that Group-wide understanding.

Our leadership project aims to lead on the implementation of FPIC within Westpac and across corporate Australia through collaboration in strategic partnerships; capability building achieved by delivery of training; and education shared through published findings and a speaker series. We want to help foster the exchange of knowledge and value between Traditional Owners and companies throughout the project lifecycle.





The importance of self-determination and consent

FPIC has been recognised as an important principle for Aboriginal and Torres Strait Islander peoples. While there has been some movement within corporate Australia, recent events indicate there is still need for deeper understanding to effectively embed principles of self-determination and FPIC. In financing projects, banks have a particularly important role to play.

The impacts of not adopting meaningful consultation and self-determination practices can include:

- The progression of extractive projects that may have a significant impact on the land and environment, causing damage to unique ecosystems
- Prevention of access to, or removal from, traditional places which may impact the health and well-being of Traditional Owners, given Aboriginal and Torres Strait Islander cultures' inherent connection to Country, with strong links to spiritual belief and medicinal practice
- Prevention of access to, or removal from, traditional places which may limit or remove the ability to build cultural enterprise. Indigenous businesses based on traditional knowledge are widely recognised as an emerging industry. Native bush foods and products are increasingly recognised for their culinary benefits, being highly nutritious and for their medicinal properties
- The loss of traditional land management practices and knowledge, with research increasingly showing the opportunity to learn from traditional land management.

Our leadership commitment

Westpac's leadership project, *Respect for Self-Determination and a Deeper Understanding of Consent*, has been developed with consideration to how we can maximise and leverage our role as a bank to advocate for the adoption of FPIC. We recognise we have the potential to positively influence how companies operate by building knowledge and elevating practices around respect; working with Indigenous communities; and sharing a deeper understanding and practice of FPIC.

Our role as a financial service provider and our commitment to learning and publicly sharing our insights will enable us to contribute towards broader systemic change.

Through this initiative we will build on the foundations of our Human Rights Position Statement and work to lift internal awareness of free, prior and informed consent through training programs, including delivered in partnership with an external tertiary provider. We will now take further steps, collaborating with customers, stakeholders, subject matter experts and communities – sharing knowledge to inform better understanding, practices and outcomes. We see this partnership model as critical in the delivery of this leadership project.

We have identified strengths which make us well placed to effectively drive meaningful outcomes. We have the opportunity to seek these outcomes through:

- **Our stakeholders** who continue to challenge and support us in identifying important issues and taking action to drive meaningful outcomes
- **Our partners** both globally and regionally, with whom we collaborate to create positive change
- **Our customers** and the opportunities they present in adopting and advocating the adoption of FPIC
- **Our people** being empowered to identify and assess risks and opportunities

We can leverage these opportunities to set expectations, encourage strong practices and monitor outcomes.



Driving change across our organisation, the industry and community

We understand that to authentically drive more transformative outcomes of this project, we need to be willing to lead change.

Within our own organisation, we will do this by:

- Sense checking our own standards
- Establishing leading practices
- Integrating and embedding leading practices across our priority business operations
- Empowering and encouraging customers to drive change.

Within industry, we will do this by:

- Partnering with advisory and working groups, government, and regulators
- Seeking to be recognised as change agents in both adoption of FPIC and improving financial inclusion
- Sharing what we learn with industry partners, government, and regulators.

Within our community, we will do this by:

- Sharing what we learn with customers, RAP organisations and stakeholders
- Aiming to be a change partner for customers, communities, and stakeholders
- Encouraging stakeholders to become advocates.

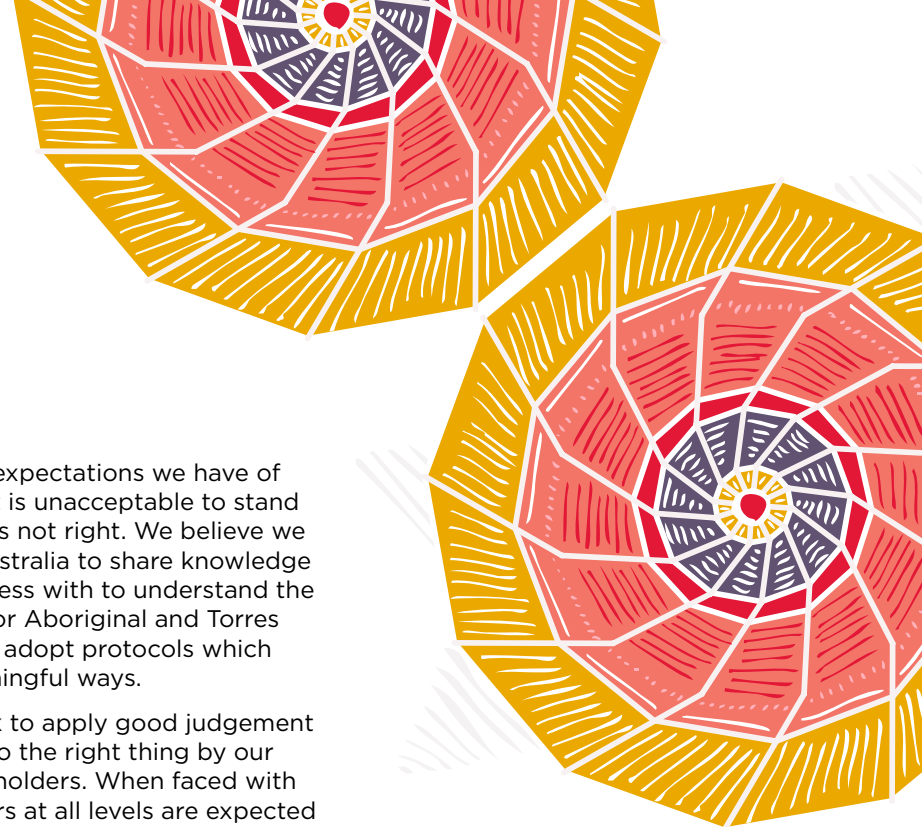
As a financial services provider and as a lender, we are bound by regulatory obligations which are in place to protect our customers. The Banking Code of Practice and our own Code of Conduct require adherence to standards which help our people to do the right thing by our customers.

Our Code of Conduct outlines the expectations we have of our employees, making clear that it is unacceptable to stand by when we know that something is not right. We believe we can play a role within corporate Australia to share knowledge with the organisations we do business with to understand the importance of self-determination for Aboriginal and Torres Strait Islander communities, and to adopt protocols which support self-determination in meaningful ways.

In our business operations, we seek to apply good judgement to the decisions we make, and to do the right thing by our customers, communities and stakeholders. When faced with these decisions, our decision makers at all levels are expected to consider the positive and negative impacts of actions, and ask themselves “Should We?”

Westpac’s leadership project includes reviewing how we provide products and services, understand impacts and undertake due diligence and remedy.

This will be undertaken in accordance with both our regulatory obligations and by applying the “Should We?” Test.



The opportunity to learn and contribute to public dialogue

Westpac's leadership project, *Respect for Self-Determination and a Deeper Understanding of Consent* has also been guided by our experience of the delivery of our Better Banking Experiences commitments.

We recognise respect for self-determination includes the right to inclusive and accessible banking services. For us to better understand how we can deliver inclusive and accessible services we must ask, listen, and learn, to understand the needs of our customers and the barriers and challenges they face.

In the development of Westpac's Remote Services Strategy, we have learned the importance of purposeful and meaningful engagement. We better understand how to engage and partner with our customers and communities to support the co-design of solutions in the delivery of banking services.

We are better informed in how to partner and engage with Aboriginal and Torres Strait Islander peoples to understand matters which impact them. For us, engagement and partnership is not a "one step" process. Instead, it is a long-term commitment to ongoing consultation and maintaining relationships for mutual benefit.

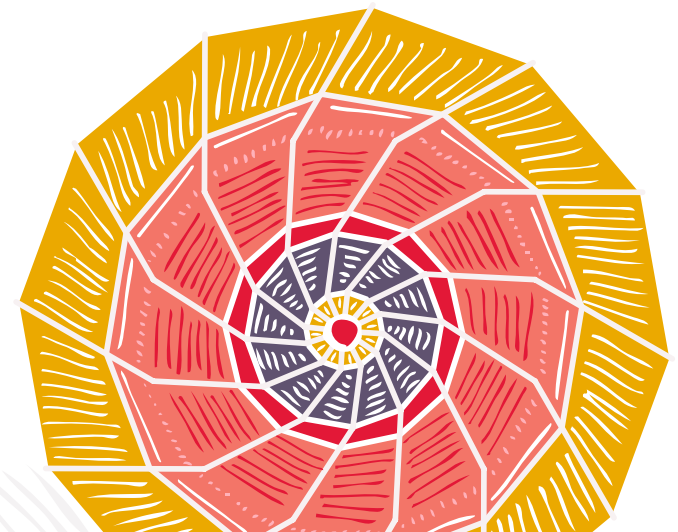
Looking forward, we anticipate the insights we will gain from *Respect for Self-Determination and a Deeper Understanding of Consent* will further inform the ways in which we continue to strengthen and diversify our value chain, improving financial inclusion for Aboriginal and Torres Strait Islander peoples.

A key focus of our leadership project is to identify and assess both direct and indirect, actual and potential, adverse impacts that result when FPIC is not respected. This type of assessment will enable us to develop leading practice that we will share with industry partners, regulators and our customers to move towards broader systemic change. Our deep commitment to ongoing learning, our continued engagement with Aboriginal and Torres Strait Islander organisations, and our extensive reach as a financial service provider place us in a unique position to champion this project.

How we have been guided

In determining our strategy for the leadership project, we have been informed and guided by:

- The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- International Labour Organisation Convention 169
- The UN Guiding Principles on Business and Human Rights
- International Finance Corporation Performance Standard 7
- The Australian Business Guide to Implementing UNDRIP
- International Council on Mining and Metals Position Statement
- Parliamentary Inquiry into the destruction of 46,000-year-old caves at the Juukan Gorge in the Pilbara region of Western Australia – submissions received by the Committee and interim report
- WIAC external members.



Dimensions of reconciliation

Our strategy to support self-determination and understanding of FPIC is designed to advance Reconciliation Australia's dimensions of reconciliation:

Equality and Equity

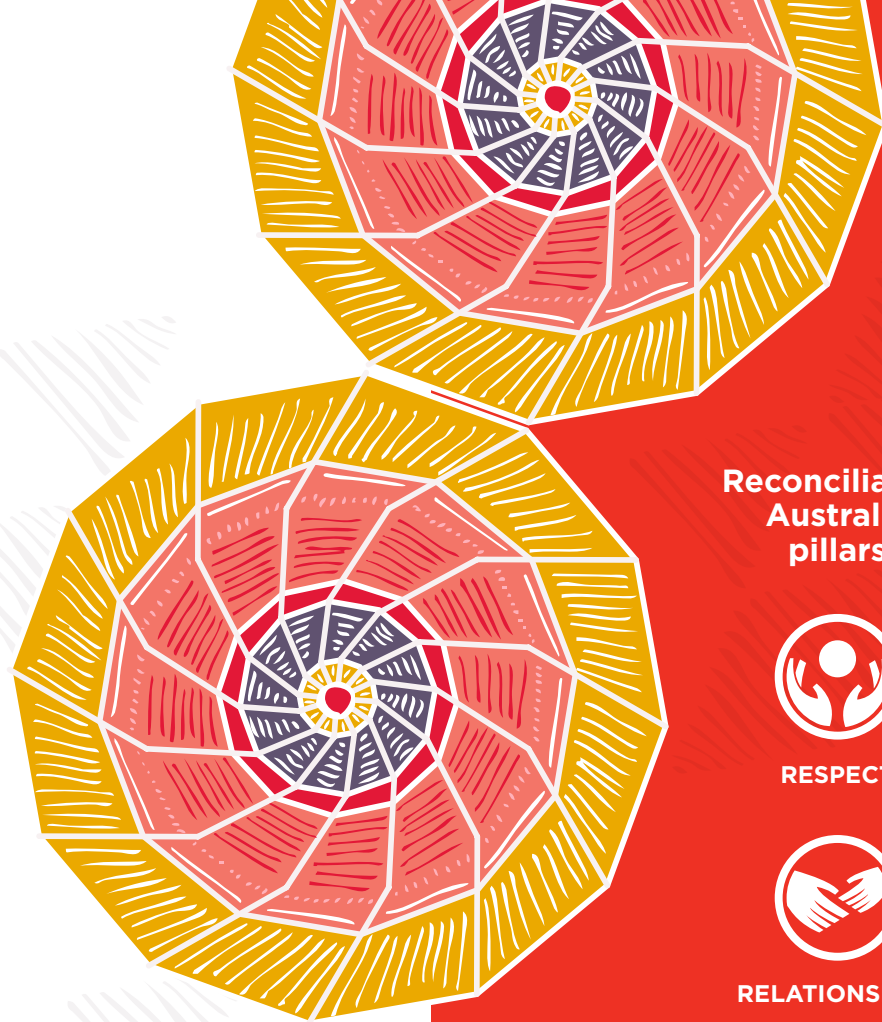
Greater understanding and implementation of FPIC can help elevate the voices of Aboriginal and Torres Strait Islander peoples and communities. It seeks to address the historical and ongoing power imbalances between Aboriginal and Torres Strait Islander peoples and communities and non-Indigenous stakeholders, and strengthen self-determination.

Unity

By encouraging the active consideration of Aboriginal and Torres Strait Islander cultures and heritage in the development of projects, we also hope to encourage deeper engagement, understanding and pride in those cultures among non-Indigenous Australians.

Institutional Integrity

Recognising the importance of FPIC will help corporations to create the policies, processes and internal cultural shifts needed to actively support reconciliation. We seek to leverage our position within corporate Australia to educate and influence the organisations with whom we do business.



Reconciliation Australia pillars



RESPECT



RELATIONSHIPS

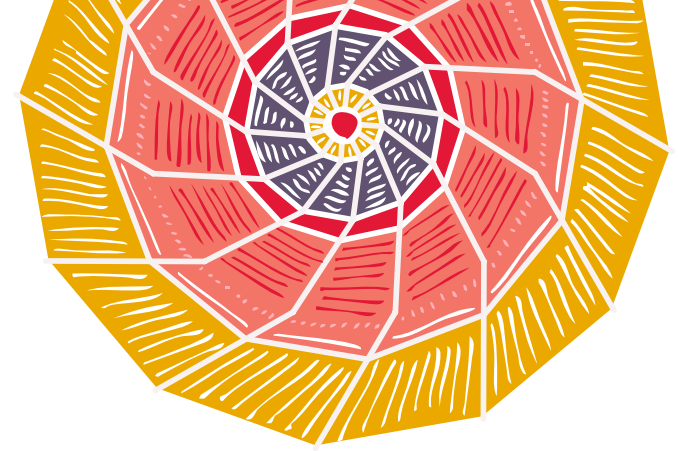


OPPORTUNITIES



GOVERNANCE

Pillars of our leadership project



The FPIC leadership project will be guided by three central pillars:

Pillar 1	Pillar 2	Pillar 3
<p>Aboriginal and Torres Strait Islander peoples are recognised as the Traditional Custodians of the lands and waters on which we live with the right to self-determination and ongoing FPIC.</p>	<p>Aboriginal and Torres Strait Islander cultures and heritage are recognised and valued by corporate Australia, and recognition is given to the protection of land and waters to which Aboriginal and Torres Strait Islander people have a cultural connection.</p>	<p>Relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians are built on trust and respect, include meaningful engagement and are mutually beneficial.</p>
<p>Objective: Strengthen Fundamentals</p>	<p>Objective: Drive the Transition</p>	<p>Objective: Lead the Change</p>
<p>Take action to improve our understanding, identify risks and recognise opportunities</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Embedding policy and process into our business which will seek to identify, assess, prevent, mitigate and account for impacts to Aboriginal and Torres Strait Islander peoples on matters which impact them • Advocating and encouraging others to do the same. 	<p>Support change initiatives and amplify our commitment to FPIC</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Increasing the knowledge, skills, and capability of our employees across all parts of our organisation to understand and value respect for culture and the importance of self-determination • Establishing standards for clear, transparent protocols to enable effective and meaningful engagement with Aboriginal and Torres Strait Islander stakeholders • Sharing this knowledge to educate and inform others. 	<p>Leverage our pathways to managing our own adoption of FPIC and partnering with customers and stakeholders to understand their opportunities to adopt FPIC.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Partnering with Aboriginal and Torres Strait Islanders peoples, customers and stakeholders, to undertake a study to better understand what meaningful engagement, consultation and consent practices look like • Publishing these findings and delivering a speaker series with our project partners to share what we learn with: <ul style="list-style-type: none"> ◦ Westpac employees ◦ Participant organisations within industry and RAP network ◦ Client network ◦ Government and regulators ◦ Investor groups ◦ Community groups

Our leadership project plan

Objective	Deliverable	Timeline	Responsibility	
Strengthen Fundamentals: Take action to improve our understanding, identify risks and recognise opportunities.	E1	Establish two formal project partnerships with subject matter experts (nationally and internationally) to help us better understand the importance of self-determination and FPIC and to help guide and inform the establishment of leading practice.	Identify partners and establish, April 2023 Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E2	Establish a project partnership(s) with Westpac Institutional Bank customer(s) to develop the FPIC test-and-learn case study. The proposed case study will provide the opportunity to explore what meaningful engagement, consultation and consent practices look like.	Identify partners and establish, April 2023 Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E3	Establish a project partnership(s) with Aboriginal and Torres Strait Islander communities or organisations to develop the FPIC test-and-learn case study. The proposed case study will provide the opportunity to explore what meaningful engagement, consultation and consent practices look like.	Identify partners and establish, April 2023 Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E4	Undertake a due diligence exercise and review of our own business operations in relation to our role as a lender.	April 2024	Chief Executive Westpac Institutional Bank Chief Sustainability Officer

Objective	Deliverable	Timeline	Responsibility
Drive the Transition: Support change initiatives and amplify our commitment to FPIC.	E5 Develop, in collaboration with project partner organisations and other stakeholders, leading practice protocols for: Definition of FPIC and how it is determined and maintained. Assessment and identification of when engagement and FPIC is required by our customers. Meaningful engagement. We will develop protocols that define how engagement should be undertaken, the right people to engage with, and how often we should re-engage. Grievances and disputes. Policies and protocols to assist in providing meaningful and effective dispute management and resolution.	Develop and design partnership objectives and scope: April 2023 Undertake FPIC test-and-learn case study Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E6 Embed recommended policy and process changes.	Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E7 Develop and deliver internal training to bankers in prioritised sectors, including additional blended learning solutions as well as embedment into existing modules, in partnership with a tertiary education provider.	Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer
	E8 Develop resources such as checklists and conversation guides to support bankers in identifying when engagement should be sought as well as risk assessment tools to screen relevant customers.	Quarterly progress reviews: June, September, December 2023 March, June, September, December 2024 March, June, September 2025	Chief Executive Westpac Institutional Bank Chief Sustainability Officer

Objective	Deliverable	Timeline	Responsibility
<p>Lead the Change:</p> <p>Leverage our pathways to managing our own adoption of FPIC and partnering with customers and stakeholders to understand their opportunities to adopt FPIC.</p>	<p>E9 Following completion of the FPIC test-and-learn case study, determine and publish findings which will include the sharing of leading practice.</p>	<p>Determine and publish findings.</p> <p>Quarterly progress reviews: March, June, September, December 2024 March, June, September 2025</p>	<p>Chief Executive Westpac Institutional Bank</p> <p>Chief Sustainability Officer</p>
	<p>E10 Following completion of the FPIC test-and-learn case study, we will deliver an external speaker series to build awareness and understanding of the importance of FPIC, public advocacy around leading practice and the impacts for Aboriginal and Torres Strait Islander peoples. Audiences will include:</p> <ul style="list-style-type: none"> • Westpac employees • Participant organisations within industry and RAP network • Client network • Investor groups • Industry and peak bodies • Community groups 	<p>Determine findings and deliver speaker series.</p> <p>Quarterly progress reviews: March, June, September, December 2024 March, June, September 2025</p>	<p>Chief Executive Westpac Institutional Bank</p> <p>Chief Sustainability Officer</p>
	<p>E11 Embed mechanisms within Westpac processes to maintain our own adoption of FPIC practices.</p>	<p>Quarterly progress reviews: March, June, September, December 2024 March, June, September 2025</p>	<p>Chief Executive Westpac Institutional Bank</p> <p>Chief Sustainability Officer</p>

Valuing culture



Valuing culture

Respect, trust and positive relationships are the foundations for meaningful reconciliation. To achieve this, we will focus on deep listening, partnering, and learning – with relationships based on valuing cultures and histories, and recognising the importance of self-determination for Aboriginal and Torres Strait Islander people.

UN Sustainable Development Goals



UN Declaration on the rights of Indigenous Peoples

Articles 3, 5, 9, 11, 13, 21 and 23



RESPECT



RELATIONSHIPS

Goal	Deliverable	Timeline	Responsibility	
Maintain and grow beneficial relationships with Aboriginal and Torres Strait Islander organisations and seek new opportunities	VC1	Partner with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously learn and improve guiding principles for engagement.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC2	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC3	Maintain and grow formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, increasing to five formal partnerships by 2025. We currently have two formal two-way partnerships.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
Build relationships through celebrating National Reconciliation Week (NRW)	VC4	Share Reconciliation Australia's NRW resources with employees via internal communication channels.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC5	Share Reconciliation Australia's NRW resources, along with supporting messages and stories externally, such as: <ul style="list-style-type: none"> • Through our branch networks • On our digital banking platforms • On Westpac Group websites • On Westpac Group social media channels. 	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC6	Encourage all employees, including senior leaders, to participate in at least one NRW event or activity.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC7	Encourage all ESGR Committee members, WIAC members and IELT members to participate in at least one NRW event or activity.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC8	All RAP Working Group members to participate in at least two NRW events or activities.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC9	Organise five internal NRW events or activities, including at least one organisation-wide NRW event, each year.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC10	Deliver two external engagements per year with Westpac stakeholders during NRW that inform and recognise NRW.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC11	Partner with one Aboriginal or Torres Strait Islander community organisation to support their NRW activities.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC12	Register all Westpac NRW events on Reconciliation Australia's NRW website.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility
Build relationships by celebrating National Reconciliation Week (NRW)	VC13 Group-wide communications to be led by Chief Executive Officer during NRW, which encourage all employees to drive reconciliation outcomes and elevate the voices of Aboriginal and Torres Strait Islander people through RAP commitments and initiatives.	May 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios General Manager Corporate Affairs and Community
	VC14 Develop and deliver an annual RAP Communications Plan that includes RAP impact stories and the sharing of resources and information, both internally and externally. The plan is designed to showcase employee contributions to the delivery of RAP initiatives and demonstrate opportunities for employees to engage in driving reconciliation through RAP commitments. The communications plan includes channels such as: <ul style="list-style-type: none"> • Inclusion of best practice stories in meeting guides • Leveraging internal social media tools • Internal newsroom stories • Internal webpages • Internal messaging and newsletters. 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Corporate Affairs and Community
Promote reconciliation through our sphere of influence	VC15 Develop and introduce employee Reconciliation Advocacy program. Employees are encouraged to volunteer, champion RAP initiatives and outcomes. The program will drive awareness and engagement and provides an opportunity to learn about shared histories and culture, and how our RAP initiatives support the progress of reconciliation.	Launch June 2022 Workshops delivered July 2022 Monitor quarterly September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios
	VC16 Communicate our commitment to reconciliation publicly through our RAP and on our website, such as: <ul style="list-style-type: none"> • Through our branch networks • On our digital banking platforms • On our Westpac Group websites • On Westpac Group social platforms • Delivery of external events to demonstrate leaderships across key RAP commitments. 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios General Manager Corporate Affairs and Community

Goal	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	VC17 Continue to consult with employees to understand how we can effectively demonstrate our support of the Uluru Statement from the Heart. Examples of how we will do this are: <ul style="list-style-type: none"> • Collaborating with Brothers, and Sisters EAG to update and publish our response to the Uluru Statement from the Heart • Sharing resources and publications which help employees better understand the importance of the Uluru Statement from the Heart • Sharing events and opportunities for employees to show support for the Uluru Statement from the Heart • Leveraging Group sponsorship opportunities to advocate publicly for our Reconciliation Action Plan 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC18 Collaborate with Indigenous-led organisations supporting Uluru Statement from the Heart in information, and education-sharing with employees. In collaboration with our employees, we will invite guest speakers to share insights and diverse perspectives.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC19 Collaborate with three RAP partners or similar organisations to share lessons and identify opportunities for collaborative delivery.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC20 Participate in Reconciliation Australia RAP leadership gatherings, sharing lessons from case studies.	Monitor quarterly June, September, December 2022 March, June, September, December 2023 March, June, September, December 2024 March, June, September 2025	General Manager Enterprise HR Portfolios
	VC21 Collaborate with industry partners through participation in Reconciliation Industry Network Groups to share leading practice and initiative outcomes, lessons from case studies, and publish findings and speaker series.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility	
Promote reconciliation through our sphere of influence	VC22	Leverage our sponsorship strategy to deliver community outreach programs focused on Indigenous football rounds.	September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
	VC23	Provide one Aboriginal and Torres Strait Islander community with a St.George footy grant per year.	September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
	VC24	Deliver one match day experience to an Aboriginal and Torres Strait Islander sporting team or community per year.	September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
	VC25	Deliver one external media article that showcases the sporting activities and talent of a St.George partner community.	September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
	VC26	Promote Indigenous round activity across all codes of football through St.George marketing and communications channels.	September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	VC27	Grow employee understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through circulation of meeting and discussion guides.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC28	Implement and communicate cultural protocol guides available to all employees within the Westpac Group, tailored for all Australian local communities we operate in.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC29	Annually review and uplift all cultural protocols guides, available internally to all employees within the Westpac Group. Through consultation with our employees, we will continue to grow and improve our library of protocol guides.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC30	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least five times per year.	Annually September 2022, 2023, 2024, 2025	General Manager Corporate Affairs and Community
	VC31	Encourage all employees and senior leaders to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Annually September 2022, 2023, 2024, 2025	General Manager Corporate Affairs and Community
	VC32	Display and maintain Acknowledgment of Traditional Custodian plaques in Westpac Group branches and corporate sites.	Annually September 2022, 2023, 2024, 2025	General Manager Property, Procurement, Protective Services Chief Brand and Marketing Officer
	VC33	Partner with local Aboriginal and Torres Strait Islander organisations to research and update Acknowledgment of Traditional Custodians and place.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC34	Enable employees to acknowledge and celebrate Country and heritage of individual employees on business cards and email signatures.	Annually September 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer

Goal	Deliverable	Timeline	Responsibility
Celebrate Aboriginal and Torres Strait Islander cultures and histories by observing NAIDOC Week	VC35	RAP Working Group members to participate in one external NAIDOC Week event.	July 2022, 2023, 2024, 2025 General Manager Enterprise HR Portfolios
	VC36	Continued support for employees participating in NAIDOC Week through HR policies and procedures. Support includes, but is not limited to, the availability of volunteer leave.	July 2022, 2023, 2024, 2025 General Manager Enterprise HR Portfolios
	VC37	In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year.	July 2022, 2023, 2024, 2025 General Manager Enterprise HR Portfolios
	VC38	Celebrate NAIDOC Week with internal and external audiences, partnering with Aboriginal and Torres Strait Islander employees to deliver a communication and engagement campaign including a program of events and activities at our corporate and branch locations. Deliver NAIDOC campaign materials that elevate Aboriginal and Torres Strait Islander voices, celebrates histories and cultures and profiles our RAP programs of work in digital and social media channels, including five pieces of internal and five pieces of external coverage (e.g., articles, resources, social media posts, marketing collateral).	30 Events in each July 2022, 2023, 2024, 2025 General Manager Enterprise HR Portfolios Chief Brand and Marketing Officer
Support and foster partnerships and engagement with Aboriginal and Torres Strait Islander groups and organisations	VC39	Promote volunteer opportunities and use of volunteer leave to build long-term relationships within community by providing information and resources for employees in communications and on our Indigenous Hub.	Annually September 2022, 2023, 2024, 2025 General Manager Corporate Affairs and Community General Manager Enterprise HR Portfolios
	VC40	Support Aboriginal and Torres Strait Islander community development through the Jawun Corporate Secondment Programs with 30 skilled Westpac secondees per year.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025 General Manager Enterprise HR Portfolios
	VC41	Partner with Jawun to support and test new initiatives such as Milbiwi, a digital networking program for Jawun alumni. Milbiwi is designed to be an engagement model which allows participating Indigenous organisations and Jawun alumni to connect and engage through a self-service approach.	Annually September 2022, 2023, 2024, 2025 General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility
Support and foster partnerships and engagement with Aboriginal and Torres Strait Islander groups and organisations	VC42 Nine Westpac senior leaders attend Jawun Executive Community Visits each year to increase their understanding of reconciliation and advocate for Jawun participation (includes virtual opportunities).	Monitor quarterly June, September, December 2022 March, June, September, December 2023, March, June, September, December 2024 March, June, September 2025	General Manager Enterprise HR Portfolios
	VC43 Two Westpac representatives participate in Jawun's Stories of Female Leadership.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, and knowledge by providing dedicated cultural learning for employees and Westpac Scholars	VC44 Consult with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on an annual basis to review the cultural learning needs, strategy and implementation plan for all Australian based employees and senior leaders within our organisation.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC45 Deliver face to face (including virtually) cultural learning to 600 Australian-based employees which is respectful of and considerate to culture, within the term of the RAP.	Report progress annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC46 Online structured cultural learning to be mandated for all Australian-based employees, completed biennially and within 6 months of joining the organisation.	Report progress annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC47 Westpac Group CEO to undertake personal cultural learning, seeking insights and guidance from Traditional Owners. This cultural learning will help inform our CEO, acting as a role model for the Group Executive Team, leading a culturally considerate workplace that builds unity, shows respect, and celebrates the diversity of our employees.	Report progress annually September 2022, 2023, 2024, 2025	Chief Executive Officer
	VC48 Dedicated face to face cultural learning to be made available to all Group Executives and senior leaders to help them better understand how we as an organisation can effectively support, engage, and partner with Aboriginal and Torres Strait Islander employees, customers, businesses, and communities. To be completed by all Group Executives.	Report progress annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility
Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, and knowledge by providing dedicated cultural learning for employees and Westpac Scholars	VC49 Elevate the voices of Aboriginal and Torres Strait Islander people through the power of storytelling, delivering four Deadly talks per year. All Group employees and stakeholders are invited to attend and participate in discussions and Q & A sessions.	Monitor quarterly June, September, December 2022 March, June, September, December 2023,2024 March, June, September 2025	General Manager Enterprise HR Portfolios General Manager Corporate Affairs and Community
	VC50 Continue to deliver the Garma Leadership Program (eight employee participants and one senior leader annually).	Annually September 2022, 2023, 2024, 2025	Head of Indigenous Banking
	VC51 Members of the below stakeholder groups to undertake formal and structured cultural learning. Learning opportunities can include, but are not limited to, experiences in community, learning traditional languages and understanding cultural protocols: <ul style="list-style-type: none"> • RAP Working Group members • Indigenous Engagement Leadership Team members • Westpac Indigenous Advisory Committee internal members • Westpac Environmental, Social, Governance and Reputation Committee members 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	VC52 Westpac Scholars Trust ⁶ will build cross cultural competency and leadership of Westpac Scholars through the Westpac Scholars Trust Leadership Program through: <ul style="list-style-type: none"> • Access to Westpac Learning Bank and online content with the assistance of Westpac Group • Annual Scholars Summit through the delivery of workshops and discussions led by guest speakers • Tailored cultural learning workshops delivered to individual Westpac Scholar streams⁶ 	Annually September 2022, 2023, 2024, 2025	CEO Westpac Foundation and Westpac Scholars ⁶

⁶Westpac Scholars Trust (ABN 35 600 251 071) is administered by Westpac Scholars Limited (ABN 72 168 847 041) as trustee for the Westpac Scholars Trust. Westpac Scholars Trust is a private charitable trust and neither Westpac Scholars Trust nor Westpac Scholars Limited are part of Westpac Group. Westpac provides administrative support, skilled volunteering, and funding for operational costs of Westpac Scholars Trust. Recipients of scholarships awarded by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust are selected by a national selection panel appointed by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust.

Keeping culture strong in the APY Lands

“Each APY Art Centre is the beating heart of their community. It is through the Art Centres we celebrate our culture, and keep our culture strong for future generations.”

Nyurpaya Kaika, Tjala Arts

The Art Centres of the APY Lands are much more than studios for artists to paint and work. They describe themselves as “the beating heart of the community” – a place for children to come after school and learn the stories of their Country, and a place for Elders to keep their culture strong and build a better future for the next generation.

Located in the north-west of South Australia, hundreds of kilometres from Adelaide and Alice Springs, the APY Lands, or Anangu Pitjantjatjara Yankunytjatjara, covers more than 100,000 square kilometres. It is home to 2,200 people and to seven art centres that are the economic and cultural lifeblood of the region.

Those seven centres, along with four regional Indigenous arts organisations based out of Coober Pedy, Uluru and Alice Springs, make up the APY Arts Centre Collective (APYACC). APYACC is Indigenous owned and governed, and facilitates and markets the work of more than 500 Indigenous artists.

Westpac Foundation⁷ has been working with APYACC since 2018 when the collective first received a Westpac Foundation⁷ grant. Since then, it has been awarded \$430,000 in grants and a diverse range of non-financial support to help scale the business and create new employment pathways. As well as the artists, each art centre employs between six and 20 staff in a range of support roles. Last financial year APYACC created 140 new jobs across its operations, and as one of the few sources of non-government income in the APY Lands, this employment and economic growth is critical.

Importantly, APYACC has also developed a business model that ensures the artists are the ones who are reaping the benefits of their increasingly high-profile and in-demand artwork. In 2021, 84% of art sales were returned to the APY community, whereas under some other models, artists receive just 36%. It’s a shift that has seen artists and Elders empowered to manage their own business, protect their cultural and intellectual property, and invest in the long-term prosperity of their people.

With funding and business support from Westpac, APYACC now runs galleries in Sydney and Adelaide, both of which are Aboriginal-owned and, managed. Westpac has also provided finance for the purchase of property for a new Adelaide gallery and workshop to support artists.

“Without Westpac we wouldn’t be in the position we’re in today,” says Skye O’Meara, General Manager of APYACC. “Their long-term partnership has enabled us to grow a strong and thriving enterprise, which in turn is supporting a strong and thriving Anangu culture across the APY Lands for the next generation.”

⁷Westpac Foundation is administered by Westpac Community Limited (ABN 34 086 862 795) as trustee for Westpac Community Trust (ABN 53 265 036 982). The Westpac Community Trust is a Public Ancillary Fund, endorsed by the ATO as a Deductible Gift Recipient. None of Westpac Foundation, Westpac Community Trust Limited nor the Westpac Community Trust are part of Westpac Group. Westpac provides administrative support, skilled volunteering, donations and funding for operational costs of Westpac Foundation.



Rhoda Tjitayi and Yaritji Heffernan at APY Studio Adelaide, 2021.
Credit: Meg Hansen

Meaningful careers



Meaningful careers

Westpac and Westpac Scholars will create jobs and employment pathways for Aboriginal and Torres Strait Islander people through dedicated programs to recruit, retain and invest in leadership development for employees and Westpac Scholars. We are building workplaces that embrace and celebrate diversity of culture.

UN Sustainable Development Goals



UN Declaration on the rights of Indigenous Peoples

Articles 17 and 21



RESPECT



OPPORTUNITIES

Goal	Deliverable	Timeline	Responsibility	
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	MC1	Create visibility of new business division hiring targets through regular formal working groups (e.g., Divisional I&D Councils) to encourage effective recruitment and retention strategies.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Services
	MC2	Establish internal advocacy groups within Talent Acquisition and business divisions to further promote and support recruitment and retention initiatives.	Develop model and strategy September 2022 Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Services
	MC3	Formalise a Westpac Aboriginal and Torres Strait Islander Alumni Network by 2023 to support hiring channels and connect monthly on Indigenous initiatives and rehire opportunities.	Develop model and strategy September 2022 Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Services
	MC4	Consult with Aboriginal and Torres Strait Islander employees on the effectiveness of our recruitment, retention, and professional development strategy.	Annually September 2022, 2023, 2024, 2025	General Manager HR Services
	MC5	Review and improve Aboriginal and Torres Strait Islander recruitment, retention, and development through the Echo Mentoring program. Grow the Westpac Group Indigenous Mentoring Program (Echo) by 30 participants by 2025 (based on 2021 enrolments).	Annually September 2022, 2023, 2024, 2025	General Manager HR Services

Goal**Deliverable****Timeline****Responsibility**

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development

MC6	Conduct an annual review on recruitment procedures and policies, to continue to provide opportunities to Aboriginal and Torres Strait Islander employees and applicants.	Conduct annual review and report findings annually. Implement changes and monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Services
MC7	Continue branded recruitment campaigns with targeted key messaging designed to attract Aboriginal and Torres Strait Islander internal progression and new-to-bank hires.	Monitor quarterly June, September, December 2022 March, June, September, December 2023,2024 March, June, September 2025	General Manager HR Services
MC8	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates. We will aim to do this through Indigenous-branded design and language in our advertising imagery and content.	Monitor quarterly June, September, December 2022 March, June, September, December 2023,2024 March, June, September 2025	General Manager HR Services
MC9	Grow the Indigenous Program hires: <ul style="list-style-type: none"> • Provide at least 40 internships annually to Aboriginal and/or Torres Strait Islander people currently completing tertiary study. This includes five placements within the WIB internship program • Provide at least 70 traineeships annually to Aboriginal and/or Torres Strait Islander people across both school-based and full-time trainees • Achieve a 70% offer rate of permanent roles to Aboriginal and Torres Strait Islander trainees who complete their trainee program 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, March, June, September, December 2024 March, June, September 2025	General Manager HR Services

Goal	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	MC10 Increase Westpac Aboriginal and Torres Strait Islander employee self-identified workforce representation to 1.5% by 2025. September 2023 0.75% September 2024 0.90% September 2025 1.50%	Monitor quarterly June, September, December 2022 March, June, September, December 2023, March, June, September, December 2024 March, June, September 2025	General Manager, Enterprise HR Portfolios
	MC11 Develop and embed an Aboriginal and Torres Strait Islander employee referral program.	Develop and embed December 2022. Monitor quarterly March, June, September December 2023, 2024 March, June, September 2025	General Manager HR Services
Promote positive race relations through anti-discrimination strategies	MC12 Annually review HR policies and procedures concerned with anti-discrimination.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	MC13 Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors annually to help improve our anti-discrimination policy (e.g., Brothers and Sisters EAG).	Annually September 2022, 2023, 2024, 2025	General Manager, Enterprise HR Portfolios
	MC14 Maintain and communicate an anti-discrimination policy for our organisation.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	MC15 Senior leaders to support anti-discrimination initiatives, or stances against racism. Group Executives to lead discussions within each division.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	MC16 Provide education opportunities for senior leaders and leaders on the effects of racism.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	MC17 Develop and implement a practical guide for employees to build awareness of and understand racism.	September 2023	General Manager Enterprise HR Portfolios

Goal

Deliverable

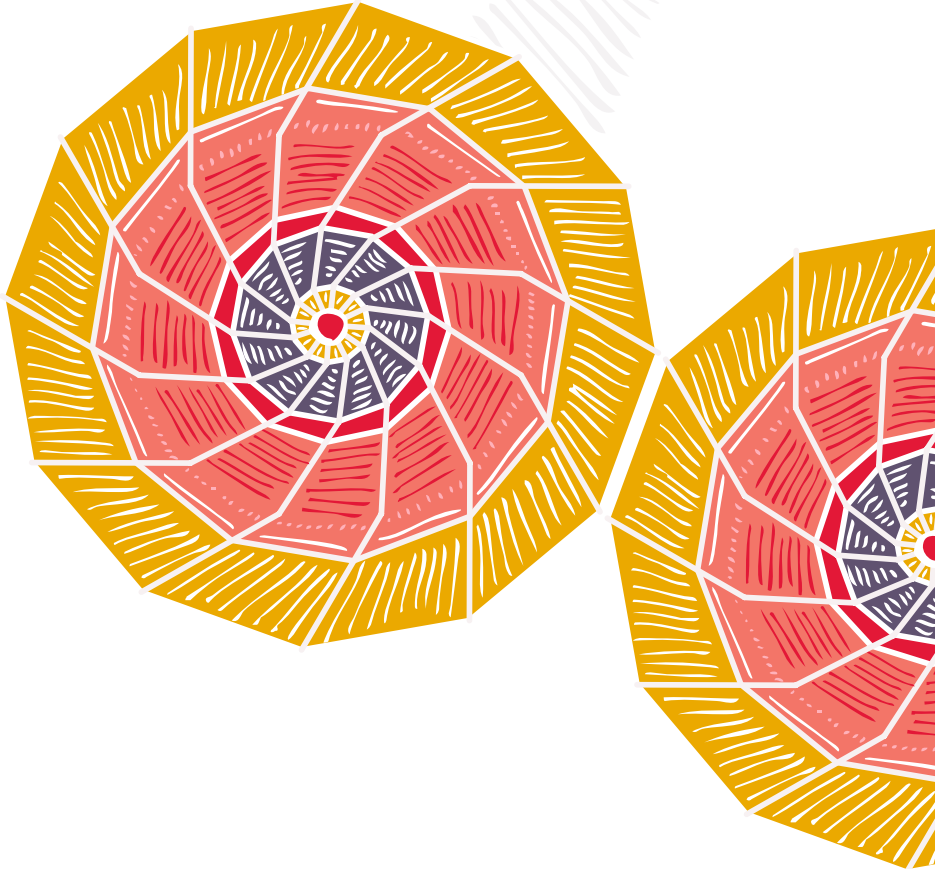
Timeline

Responsibility

Invest in the professional development of our Aboriginal and Torres Strait Islander employees and scholars, drive diversity in career pathways and strengthen and promote leadership opportunities

MC18	Aboriginal and Torres Strait Islander employees to be supported to take on more senior level positions. We will do this through the delivery of tailored career development and coaching programs offered to Aboriginal and Torres Strait Islander employees identified to suit their individual needs.	Annually September 2022, 2023, 2024, 2025	General Manager, Enterprise HR Portfolios
MC19	Deliver a minimum of two career workshops annually to Aboriginal and Torres Strait Islander internal and external program participants.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Shared Services
MC20	Through our Indigenous Careers team support individual career coaching conversations and career development opportunities for Aboriginal and Torres Strait Islander employees.	Report updates quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager HR Services
MC21	Increase enrolment and participation by Aboriginal and Torres Strait Islander employees in Westpac's leadership and development programs by 20% by 2025 (based on 2021 enrolments).	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
MC22	On an annual basis update careers site to help ensure all information and services are relevant and up to date.	Annually September 2022, 2023, 2024, 2025	General Manager HR Services
MC23	Develop a WIAC Observership Program as an opportunity for participating Aboriginal and Torres Strait Islander employees to engage with senior leaders, understand issues relevant to Aboriginal and Torres Strait Islander employees and customers, and improve representation of Aboriginal and Torres Strait Islander employees at WIAC meetings.	Design and pilot program with one participant per year April 2023 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility
Invest in the professional development of our Aboriginal and Torres Strait Islander employees and scholars, drive diversity in career pathways and strengthen and promote leadership opportunities	MC24 Westpac Scholars Trust ⁸ will seek to increase Aboriginal and Torres Strait Islander representation in Westpac Scholars Trust programs by targeting 3% of scholars identifying as Aboriginal and/or Torres Strait Islander people.	Annually September 2022, 2023, 2024, 2025	CEO Westpac Foundation and Scholars
	MC25 Westpac Scholars Trust ⁸ with the support of Westpac Group will seek to create networking opportunities for Aboriginal and Torres Strait Islander Westpac scholars to development their leadership capabilities and showcase their work.	Annually September 2022, 2023, 2024, 2025	CEO Westpac Foundation and Scholars



8. Westpac Scholars Trust (ABN 35 600 251 071) is administered by Westpac Scholars Limited (ABN 72 168 847 041) as trustee for the Westpac Scholars Trust. Westpac Scholars Trust is a private charitable trust and neither Westpac Scholars Trust nor Westpac Scholars Limited are part of Westpac Group. Westpac provides administrative support, skilled volunteering, and funding for operational costs of Westpac Scholars Trust. Recipients of scholarships awarded by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust are selected by a national selection panel appointed by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust.

Joining the Westpac mob

Jack Day and Erin Jones have very different career stories and backgrounds.

Jack, a Darkinjung man, started at Westpac as a CareerTrackers intern in 2015 while completing his studies in law. He then successfully gained entry to the Graduate program and today works in the business lending line of business.

Erin, a Buluwai woman, worked all over the world in airlines and hospitality roles on graduating from university before moving into human resources and recruitment. She joined Westpac's Talent Acquisition team in 2019 and is now leading the Indigenous Careers team, all of whom identify as Aboriginal.

They have different experiences to draw on, different skillsets and different ways of tackling issues. But as the co-chairs of the Brothers and Sisters Employee Action Group - Westpac's network of Aboriginal and Torres Strait Islander employees and non-Indigenous allies - Jack and Erin share a common goal and vision. They want to help Westpac to be a workplace where Aboriginal and Torres Strait Islander employees can thrive, and where their cultures are understood, respected and celebrated.

"Brothers and Sisters is a community and a family where we like to connect, engage, inspire and support each other," says Erin. "This is a group of people deeply committed to advancing reconciliation in Australia, and they play an important role in creating a culturally safe environment."

Jack agrees the network is invaluable both for Indigenous employees and for Westpac.

"From the very beginning as an intern, I was keen to join in Brothers and Sisters and be part of the conversation," says Jack. "It's always been a safe space for First Nations people to share their thoughts openly and honestly. In this new RAP I'd love to see our members be more involved in the 'doing' and driving change throughout the organisation."

The pair have also starred in Westpac's latest recruitment campaign, 'Join our mob'. It features Aboriginal and Torres Strait Islander employees sharing their experiences and encouraging more Indigenous professionals to apply for roles with the Group.

Recruitment and retention are equally important in achieving this goal. On the recruitment side, Westpac is investing in dedicated programs such as CareerTrackers, Indigenous traineeships, and the new 'Waradha' internship program for Indigenous women within Westpac Institutional Bank.

Once they have joined the Group, Westpac provides ongoing career development and leadership programs to help employees pursue their goals and reach their potential, including the established 'Echo' mentoring program, job shadowing and secondment opportunities.

Both Jack and Erin believe Westpac Group is a great place to build a successful career. Erin especially wants to see all our Indigenous employees embrace their cultural identity, and says feeling confident to come to work as her whole self with Chinese, German and Aboriginal heritage has been a journey over time.

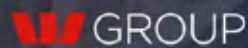
"We want our employees to feel empowered to draw on their Aboriginal and Torres Strait Islander identity as a valued resource," she says, "and to use their unique ideas and perspectives to strengthen our workforce."

Jack's advice to the next cohort of Indigenous interns, trainees and graduates coming into the organisation is to give everything a go and get out of their comfort zone.

"You'll be surprised at what you can achieve when you start saying yes to things," he says. "So jump in head first, and know that people will catch you if you fall. Everyone here wants you to succeed."

Join our mob.

Meet our new co-chairs of Brothers and Sisters, our Indigenous Employee Action Group.



JACK DAY
Proud Darkinjung man
Manager, Business
Controls & Monitoring

ERIN JONES
Proud Buluwai woman
Indigenous Careers and
Diversity Programs Manager

Brothers and Sisters Co-Chairs Jack Day and Erin Jones, featured in the 'Join our mob' recruitment campaign.

“We want our employees to feel empowered to draw on their Aboriginal and Torres Strait Islander identity as a valued resource.”



Better banking experiences



Better banking experiences

We are challenging current banking models to help improve financial inclusion and economic participation for Aboriginal and Torres Strait Islander people, particularly those in remote and very remote Australia. Our Better banking experiences pillar aims to deliver inclusive and accessible products and services that allow for flexibility and freedom of choice in banking.

UN Sustainable Development Goals



UN Declaration on the rights of Indigenous Peoples
Articles 3, 5 and 21



RELATIONSHIPS

Goal	Deliverable	Timeline	Responsibility	
Continue to provide inclusive and accessible banking services to Aboriginal and Torres Strait Islander customers, particularly those in remote and very remote locations	BBE1	Maintain Westpac Indigenous Call Centre Team providing phone-based banking services to Aboriginal and Torres Strait Islander customers and customers in remote and very remote Australia, improving access to financial services.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	National GM Customer Care
	BBE2	Maintain Westpac Indigenous Call Centre Team employees identifying as Aboriginal and Torres Strait Islander people at 50% or more.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	National GM Customer Care
	BBE3	Westpac Indigenous call centre will support more than 20,000 unique customers by 30th September 2025.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	National GM Customer Care
	BBE4	Westpac Indigenous call centre will continuously improve service delivery and offerings, such as expanded financial education resources.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	National GM Customer Care
	BBE5	Westpac Indigenous call centre will continue to embed cultural elements, protocols and language into team operations and communications, such as: <ul style="list-style-type: none"> • Weekly cultural information sessions • Monthly cultural newsletter • Fortnightly cultural time • Cultural employee engagement events 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	National GM Customer Care

Goal	Deliverable	Timeline	Responsibility
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<p>Continue to provide inclusive and accessible banking services to Aboriginal and Torres Strait Islander customers, particularly those in remote and very remote locations</p>	<p>BBE6 Westpac Indigenous call centre will provide ongoing accreditation and training for team members so they can better respond to the needs of Aboriginal and Torres Strait Islander customers, delivering in-the-moment financial education. This accreditation is delivered by the Davidson Institute. All Westpac Indigenous call centre team members to be accredited by April 2023.</p>	<p>All team members accredited by April 2023 Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025</p>	<p>National GM Customer Care</p>
<p>Improve financial inclusion for Aboriginal and Torres Strait Islander customers, particularly those in remote communities</p>	<p>BBE7 Westpac Remote Services delivers in-community banking services and in-the-moment financial education, with 30 community visits per annum.</p>	<p>Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025</p>	<p>Head of Indigenous Banking</p>
	<p>BBE8 Pilot Westpac Remote Services Hub and complete research. Findings from this research will be shared with WIAC members, seeking their guidance and advice in response to the research.</p>	<p>Pilot Remote Services Hub December 2022 Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025</p>	<p>Head of Indigenous Banking</p>
	<p>BBE9 Pilot Westpac Remote Services Banker and complete research. Findings from these surveys will be shared with WIAC members, seeking their guidance and advice in response to the research.</p>	<p>Pilot Remote Services Banker December 2022 Expand Westpac Remote Services Banker reporting outcomes quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025</p>	<p>Head of Indigenous Banking</p>

Goal	Deliverable	Timeline	Responsibility
Improve financial inclusion for Aboriginal and Torres Strait Islander customers, particularly those in remote communities	<p>BBE10 Support research initiatives to help us better understand the banking service needs of Aboriginal and Torres Strait Islander customers in remote and very remote Australia.</p> <p>These research initiatives, developed in collaboration with Aboriginal and Torres Strait Islander customers and community groups, will be designed to be relevant to, and considerate of, culture to allow us to capture insights and data in a meaningful and effective way.</p> <p>Learnings from these research initiatives will be shared with:</p> <ul style="list-style-type: none"> • Industry and RAP network • Government and regulators 	Annually October 2022, 2023, 2024, 2025	Chief Brand and Marketing Officer
	<p>BBE11 Support strong representation of Aboriginal and Torres Strait Islander peoples in marketing and social media activities across all Westpac Group brands by engaging with Indigenous providers to develop and design assets and imagery featuring Aboriginal and Torres Strait Islander people for inclusion in stock library.</p> <p>These resources will be utilised in the development of customer support tools and resources which are designed to support Aboriginal and Torres Strait Islander customers, particularly those in remote and very remote communities.</p>	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Chief Brand and Marketing Officer
	<p>BBE12 Promote and monitor consistent and regular utilisation of stock imagery which includes Aboriginal and Torres Strait Islander representation.</p> <p>These resources will be utilised in the development of customer support tools and resources which are designed to support Aboriginal and Torres Strait Islander customers, particularly those in remote and very remote communities.</p>	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Chief Brand and Marketing Officer
	<p>BBE13 Improve usability of Westpac website by developing a landing page which acknowledges culture, providing a consolidated hub of information and support for Aboriginal and Torres Strait Islander customers.</p>	Design and launch December 2022 Review Annually December 2023, 2024, 2025	Chief Brand and Marketing Officer Chief Sustainability Officer

Goal

Deliverable

Timeline

Responsibility

Increase the financial confidence and capability of our Aboriginal and Torres Strait Islander customers, supporting financial self-determination

BBE14	Offer culturally-relevant content tailored to the needs of Aboriginal and Torres Strait Islander people, with a dedicated First Nations landing page and content.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Customer Solutions
BBE15	Expand the <i>Train the Trainer</i> financial education program from 75 trainers to 100. Frontline employees accredited in workshop facilitation will deliver 20 financial education workshops per annum.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Customer Solutions
BBE16	Survey and seek feedback from financial education workshop attendees, to allow for continuous improvement.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Customer Solutions
BBE17	Use financial education program participant feedback to assist in developing and updating culturally appropriate financial education content tailored to the needs of Aboriginal and Torres Strait Islander customers.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Customer Solutions
BBE18	Develop a library of digital content to support greater financial independence for Aboriginal and Torres Strait Islander people.	Design and develop library of online assets. December 2022. Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Customer Solutions

Goal	Deliverable	Timeline	Responsibility
Improve and strengthen opportunities for Aboriginal and Torres Strait Islander home ownership	BBE19 Maintain existing strategic partnerships with two external organisations to assist in creating better home ownership solutions for Aboriginal and Torres Strait Islander people, facilitating pathways to home ownership.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Managing Director Mortgages
	BBE20 Develop strategic partnerships that help create better home ownership solutions for Aboriginal and Torres Strait Islander people. We will do this by: <ul style="list-style-type: none"> • Conducting an annual review to identify potential partners • Showcasing current initiatives and success stories 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Managing Director Mortgages
	BBE21 Resource and support the development and growth of organisations we will partner with to help create better home ownership solutions for Aboriginal and Torres Strait Islander people, by delivering the following by 2025: <ul style="list-style-type: none"> • At least four internal Westpac activities, campaigns, or presentations to increase employee engagement and understanding of strategic partnerships • Engagement of at least 50 Westpac employees as supporters or volunteers of these strategic partners 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Managing Director Mortgages



Bringing the bank to the bush

In the most remote communities in Australia, customers would need to drive for up to 14 hours to reach the nearest bank branch. The sheer distance makes even basic banking tasks a challenge.

It's just one of many difficulties of remote living that people in major cities may not appreciate.

"We've had experiences where individuals are telling us that they haven't been able to go shopping for food for two weeks," says Suzi Hullick, Westpac's head of Indigenous Banking. "A simple thing like getting your card reissued, a PIN reissued, it's critical," she says.

That's where Westpac Remote Services comes in, providing in-the-moment education and support to access banking services such as account opening, unblocking accounts, identification and verification, and ordering new cards.

Westpac Remote Services was established following a pilot in 2018 and, as well as assisting customers with basic banking tasks, the team runs one-on-one demonstrations and workshops to help people access mobile and online banking. In addition, they have recently created a financial hub in some communities – a dedicated space with computers set up with access to online banking and essential government services, and a phone line direct to the *Yuri Ingkarninthe* Indigenous call centre. It also has a range of accessible educational materials and step-by-step instructions in non-complex language supplied by Westpac's Davidson Institute.

Amanda Newton has been working as a Remote Services banker for two-and-a-half years and has made dozens of visits to communities across WA, where she is based.

"I love being out there, talking to people face-to-face," she says. "It's not until you're there on the ground that you can really understand what people need."

The locals love having Amanda there, too, and she has built strong relationships with the service providers who work year-round in the various communities she visits. She believes those relationships are the key to success with remote customers, as it is the service providers who really know people and have earned their trust. They can also help customers with their banking in between visits from Westpac, so it's critical that they understand how to do that effectively.


Daniel Amson is one of those service providers, and he is full of praise for Amanda and the way she operates in his own community. "She came in day after day and put in 100% effort," he says. "The time she spent helping people get set up with new cards and accounts has already made a huge difference."

Amanda's willingness to immerse herself in the daily life of the community was also well received, including helping out with the Breakfast Club at the local school each morning. "It's what I like to see when people come out here," says Amson, "joining in, acting like one of us. It helps build relationships and makes people more comfortable, knowing that you aren't just here to make changes and then leave."

Remote Services bankers like Amanda also play a critical role in connecting customers to the *Yuri Ingkarninthe* team, who can provide specialist support, including access to translator services, in between banker visits.

And it's clearly been working – *Yuri Ingkarninthe* has taken thousands of calls in the past year from the communities Amanda visits, demonstrating the impact of her work in building lasting connections and helping community members feel more confident in accessing banking services.

Amanda says the difference since she first started as a Remote Services banker is incredible. "When I arrived in these communities, people were frustrated and relying on service providers to do their banking and resolve their issues for them," she says. "Now I see them empowered to do their own online banking and calling Westpac on the phone, ready with their customer ID and PIN. They know that we're here to help."



“It’s not until you’re there on the ground that you can really understand what people need.”

Remote Services Banker Amanda Newton showing a customer how to access online banking on her phone.



Backing Indigenous enterprise



Backing Indigenous enterprise

Thriving Indigenous-owned businesses can help strengthen communities in driving economic independence and create opportunities. Through the provision of networks and capability-building programs, we will support Indigenous businesses to start up, grow and remain resilient through hard times.

UN Sustainable Development Goals



UN Declaration on the rights of Indigenous Peoples

Articles 9, 11, 21 and 23



RELATIONSHIPS



OPPORTUNITIES

Goal	Deliverable	Timeline	Responsibility	
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	BIE1	Maintain and seek continuous improvement of Westpac's Aboriginal and Torres Strait Islander procurement strategy.	Annually September 2022, 2023, 2024, 2025	General Manager, Property, Procurement & Protective Services
	BIE2	Maintain commercial relationships with ten Aboriginal and/or Torres Strait Islander businesses.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
	BIE3	Continue to partner with Supply Nation to encourage spend and create opportunities for Aboriginal and Torres Strait Islander businesses.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
	BIE4	Partner and engage with other peak bodies and industry groups to grow awareness and opportunities for Aboriginal and Torres Strait Islander businesses.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
	BIE5	Communicate and promote opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses to employees.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services

Goal	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	BIE6 Develop supplier capability support and education for Aboriginal and Torres Strait Islander businesses, which aims to make it easier for them to work with Westpac and other large organisations.	Design and develop new processes and pilot with 5 suppliers December 2023 Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
	BIE7 Spend a cumulative \$8 million with Supply Nation suppliers between 1 April 2022 and 30 September 2025.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
	BIE8 Work with selected suppliers to introduce contractual commitments to include a percentage of contract value with Aboriginal and/or Torres Strait Islander businesses.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager, Property, Procurement & Protective Services
Strengthen the financial capability of Aboriginal and Torres Strait Islander businesses	BIE9 Maintain a strategic partnership with an Aboriginal and Torres Strait Islander organisation which supports the growth and development of Aboriginal and Torres Strait Islander businesses (the Chosen Organisation).	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Head of Indigenous Banking
	BIE10 Provide resourcing and support to promote the development and growth of the Chosen Organisation. This will be done by delivering at least four internal Westpac activities, campaigns, or presentations to increase engagement and understanding of the strategic partnership.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Head of Indigenous Banking

Goal	Deliverable	Timeline	Responsibility
Strengthen the financial capability of Aboriginal and Torres Strait Islander businesses	BIE11 Build and strengthen support for Aboriginal and Torres Strait Islander businesses and organisations, across industries through: <ul style="list-style-type: none"> • Increased access to capital • Increased access to non-financial support • Collaboration with Aboriginal and Torres Strait Islander partners in the provision of coaching and support services Each year we will: <ul style="list-style-type: none"> • Support 20 business clients with business planning. • Assist 10 clients with building business capability • Support 10 business clients with a business coach service • Report outcomes quarterly. 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Head of Indigenous Banking
	BIE12 Engage with four external organisations (including service providers) per year regarding sustainable finance solutions designed to deliver measurable outcomes for Aboriginal and Torres Strait Islander people, with the aim of improving financial inclusion.	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	Head of Indigenous Banking
Increase the capacity and financial sustainability of individuals, businesses, not-for profits, and community groups that support Aboriginal and Torres Strait Islander people and communities	BIE13 Westpac Foundation ⁹ will develop and build the capability of 25 Westpac Foundation-supported social enterprises and community partners to assist Aboriginal and Torres Strait Islander people by: <ul style="list-style-type: none"> • Connecting them to a diverse range of Westpac Group pro bono support services and financial capability programs • Providing access to non-financial support, such as the Westpac Foundation’s Community Ambassador program. 	Monitor quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	CEO Westpac Foundation and Scholars

⁹Westpac Foundation is administered by Westpac Community Limited (ABN 34 086 862 795) as trustee for Westpac Community Trust (ABN 53 265 036 982). The Westpac Community Trust is a Public Ancillary Fund, endorsed by the ATO as a Deductible Gift Recipient. None of Westpac Foundation, Westpac Community Trust Limited nor the Westpac Community Trust are part of Westpac Group. Westpac provides administrative support, skilled volunteering, donations and funding for operational costs of Westpac Foundation.

SupplyAUS: A modern Indigenous business

“Westpac really believed in us as a business and that makes a huge difference.”

Shawn Andrews and Adam Williams describe themselves as “the 3% of the 3%” – two proud Aboriginal men who have overcome the systemic disadvantage faced by many Aboriginal and Torres Strait Islander people and become highly successful. And together they are seizing the opportunity to change the narrative of what it means to be a “modern Indigenous business.”

They are two of the co-founders of SupplyAUS Holdings, a 100% Indigenous-owned procurement business supplying a range of products to organisations across the country. When COVID-19 arrived in 2020, they already had a contract to supply hand sanitiser to Woolworths, but they had to scale up in a hurry. They managed to deliver 120 tonnes of sanitiser to the supermarket giant within weeks, helping Woolworths to keep stores open and protect its staff and customers. Andrews points to this as proof that Indigenous businesses are dynamic and capable. “We’re familiar with working under pressure and are solution finders,” he says.

Since then the business has gone from strength to strength, and Westpac is proud to have supported its growth. Leanne Coventry, a business manager in our Indigenous Banking team, has been working with the pair since 2019, and has recently helped them secure a loan that will allow them to expand their product offering and move into new markets.

The difference, says Williams, is that Leanne and the Westpac team really backed them to achieve their goals. “Our previous bank was never interested in the loan because, deep down, they didn’t believe we were capable of doing what we said we would do,” he says. “Westpac really believed in us as a business and that makes a huge difference.”

They also see their own success as an opportunity to make a difference and invest in their community. Companies like SupplyAUS can have a significant social impact by employing, mentoring and training young Indigenous people and helping them to navigate the world of work. They’re hoping other businesses will join them in providing those employment pathways, working together to break down barriers and creating opportunities for young Indigenous people to thrive.

SupplyAUS also invests a percentage of profits in charity partner, Dreaming Futures, which supports Aboriginal and Torres Strait Islander young people in out-of-home care.

“We’re not interested in being a \$10 million or even a \$100 million company,” says Andrews. “We’re interested in being a \$1 billion company and changing the Indigenous narrative from a negative to a positive. And that also allows us to put money back into helping end disadvantage for Indigenous youth.”



Our Vision

Social Responsibility in action

transform the paradigm of business locally, nationally and globally to create shared value

Our Mission

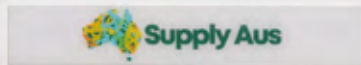
Supply goods for improved lives

deliver high-quality industry leading products and services, generating profits to address suicide and mental health issues, supporting community projects

Our Values

Pursuit to Excellence, Integrity, Respect & Accountability, Responsibility

We act with integrity and professionalism and uphold the highest ethical standards. We are committed to transparency and accountability to both our customers and our community. We strive for excellence, applying the highest quality standards to benefit our customers and community. We promote respectful relationships through our culture and business practices. We create a respectful environment paying respect to all people.



Adam Williams (L) and Shawn Andrews (R) have big goals for their business, SupplyAUS Holdings
Credit: Farley Ward

Governance



Goal	Deliverable	Timeline	Responsibility
Establish and maintain structures to drive governance of the RAP	G1 Maintain the below key stakeholder advisory groups to support and monitor RAP performance and expectations and to provide key support advisory functions: <ul style="list-style-type: none"> • RAP Working Group (RWG) • Westpac Indigenous Advisory Committee (WIAC) • Indigenous Engagement Leadership Team (IELT) • Brothers and Sisters Employee Action Group (EAG) 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G2 Maintain Aboriginal and Torres Strait Islander representation in key stakeholder groups: <ul style="list-style-type: none"> • WIAC • IELT • RWG • Brothers and Sisters EAG 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G3 Review and improve Terms of Reference for each key stakeholder group to ensure key objectives and deliverables in advocating for and progressing reconciliation are clear: <ul style="list-style-type: none"> • WIAC • IELT • RWG • Brothers and Sisters EAG 	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G4 WIAC, IELT and RWG to meet at least four times per year to drive and monitor RAP implementation.	Occurs quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	G5 Report quarterly to RAP Sponsor.	Reporting quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios
Provide appropriate support for the effective implementation of RAP commitments	G6 Embed resource needs for RAP implementation.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G7 Where senior leaders and employees have key RAP deliverables, they form part of their accountability and performance expectations.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G8 Embed appropriate systems and capability to track, measure and report on RAP commitments.	Reporting quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios
	G9 Maintain an internal RAP Executive Sponsor from the Group Executive Team.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G10 Include our RAP as a standing agenda item at ESGR Committee meetings twice a year.	Report half-yearly March and September 2022, 2023, 2024, 2025	Chief Sustainability Officer
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	G11 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
	G12 Undertake limited assurance of RAP outcomes annually.	Annually September 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios

Goal	Deliverable	Timeline	Responsibility		
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	G13	Report RAP progress to all employees and senior leaders quarterly.	Reporting outcomes quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios	
	G14	Report RAP progress to Westpac Indigenous Advisory Committee.	Reporting outcomes quarterly June, September, December 2022 March, June, September, December 2023, 2024 March, June, September 2025	General Manager Enterprise HR Portfolios	
	G15	Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	Annually September 2022, 2023, 2024, 2025	Chief Sustainability Officer	
	G16	Participate in Reconciliation Australia's biennial Workplace RAP Barometer, encouraging at least 1,500 employees from across the Westpac Group to participate.	May 2022 May 2024	General Manager Enterprise HR Portfolios	
	Continue our reconciliation journey by developing our next RAP	G17	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	General Manager Enterprise HR Portfolios
	Effectively partner with Reconciliation Australia in the advancement of reconciliation	G18	Westpac Group representative to meet with Reconciliation Australia to discuss performance against RAP objectives.	Annually November 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios
G19		A member or members of Westpac Group Executive team to meet with Reconciliation Australia to discuss performance against RAP objectives.	Annual reporting October 2022, 2023, 2024, 2025	General Manager Enterprise HR Portfolios	

Definitions

Employees	Employees include permanent (full-time and part-time staff) and maximum term Australian based employees. It excludes temporary and contractor staff, as well as Consultants and Strategic Partners and Outsourced Providers.
Group Executives	The term Group Executive refers to Westpac Group employees, in executive roles across the Group, including Chief Executive Officer.
Intern or Interns	Intern placements are either summer or winter internships with tenure between 4 to 12 weeks. Interns are allocated a unique employee number for each summer or winter internship.
Jawun Executive Community Visits	A program delivered by Jawun, attended by Westpac Group employees, permanent and maximum term in senior leadership roles across the Group. It includes the CEO, Group Executives, General Managers, senior leaders with significant influence on business outcomes (direct reports to General Managers).
New Hires	The definition of Aboriginal and Torres Strait Islander new-to-bank hires under the 2018-2020 Westpac Reconciliation Action Plan was “The number of interns, trainees, employees, and contractors who self-identified as Aboriginal and Torres Strait Islander that have been hired across Westpac Group (Australia) during the reporting period as a percentage of total number of Australia external permanent hires for the same period.”
Partnerships	Contributions that are typically: <ul style="list-style-type: none"> • Over a longer period, e.g. one-to-five years, and • Address specific community issues chosen by the company to fulfil a business objective, such as a culture of engagement, and to support employees’ desires to contribute to the communities that in turn support our enterprise. These contributions include partnerships with non-profits or community groups, which have been selected due to their programs’ relevance to Westpac Banking Group’s business objectives. They also include memberships and subscriptions to non-profit and community groups.
Placements	The definition of placements includes internships, school-based trainees and full-time trainees who identify as Aboriginal and Torres Strait Islander people.
Remote and very remote Australia	The terms remote and very remote Australia are as defined by the Australian Bureau of Statistics. 1270.0.55.005- Australian Statistical Geography Standard (ASGS): Volume 5 - Remoteness Structure, July 2016
Senior Leaders	The term senior leader, senior leaders or senior leadership refers to Westpac Group employees, permanent and maximum term in Group Executive, General Manager, and General Manager 1 roles across the Group.
Supply Nation registered suppliers	Businesses at least 50% owned by individuals of Australian Indigenous descent; and must be accredited by Supply Nation
Trainees	Trainees, School Based Trainees (SBT), or Full Time Trainee (FTT) placements can take up to 2 years to complete. SBTs who transition to FTTs get a new unique employee number at the point of transition.
Westpac Foundation	Westpac Foundation is administered by Westpac Community Limited (ABN 34 086 862 795) as trustee for Westpac Community Trust (ABN 53 265 036 982). The Westpac Community Trust is a Public Ancillary Fund, endorsed by the ATO as a Deductible Gift Recipient. None of Westpac Foundation, Westpac Community Trust Limited nor the Westpac Community Trust are part of Westpac Group. Westpac provides administrative support, skilled volunteering, donations and funding for operational costs of Westpac Foundation.
Westpac Scholars	Westpac Scholars Trust (ABN 35 600 251 071) is administered by Westpac Scholars Limited (ABN 72 168 847 041) as trustee for the Westpac Scholars Trust. Westpac Scholars Trust is a private charitable trust and neither Westpac Scholars Trust nor Westpac Scholars Limited are part of Westpac Group. Westpac provides administrative support, skilled volunteering, and funding for operational costs of Westpac Scholars Trust. Recipients of scholarships awarded by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust are selected by a national selection panel appointed by Westpac Scholars Limited as Trustee for the Westpac Scholars Trust.

Terms used

This Reconciliation Action Plan (RAP) includes references to both Aboriginal and Torres Strait Islander peoples, Indigenous Australians, and First Peoples. Westpac recognises and respects the right to self-determination when self-identifying.

Aboriginal and Torres Strait Islander readers are advised this Reconciliation Action Plan may contain images and names of people now passed and resting in the Dreaming.

Within this RAP, the term Aboriginal and Torres Strait Islander peoples refers to our customers, employees, and stakeholders. The term Indigenous applies to our programs and business units.

When working within specific regions, Westpac seeks guidance from Traditional Owners to help us remain respectful and considerate of appropriate regional protocols.

The terms used within this Reconciliation Action Plan have been guided by our Westpac Indigenous Advisory Committee (WIAC) and have also been guided by resources such as the [Narragunnawali Terminology Guide](#) on matters such as cultural protocols.

Artwork credit

Artist: Lucy Simpson, Gaawaa Miyay, Weave, 2014
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Feedback

We welcome feedback on our Reconciliation Action Plan. Please email our Indigenous engagement team or Westpac’s Chief Sustainability Officer at indigenousengagement@westpac.com.au

 Please also refer to the Westpac website for further information.

Our suppliers

We are proud to have partnered with Aboriginal and Torres Strait Islander owned businesses certified by Supply Nation to design and print this document.



