



RECOGNISING THE PAST. INVESTING IN THE FUTURE.

WESTPAC GROUP
RECONCILIATION ACTION PLAN
2015-2017

ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

Westpac Group acknowledges the Traditional Owners as the Custodians of Australia, recognising their connection to land, waters and community. We pay our respects to Australia's First Peoples, and to their Elders, past, present and future.

VISIT OUR ONLINE 'LIVING' RECONCILIATION ACTION PLAN

Additional stories and updated content related to our Reconciliation Action Plan can be found online at www.westpac.com.au/westpacweave

FEEDBACK

We welcome feedback on our Reconciliation Action Plan. Please email us at sustainability@westpac.com.au

If you're on Twitter, please join the conversation using @WestpacSustain #westpacweave

TERMS USED

Throughout this Reconciliation Action Plan, the terms Aboriginal and Torres Strait Islander and Indigenous Australian people are used interchangeably. For the purpose of this Reconciliation Action Plan, both terms refer to Aboriginal and Torres Strait Islander peoples of Australia. These terms, however, do not reflect the diversity of Indigenous people and Westpac Group acknowledges that many Indigenous people prefer to be known by other cultural names.

ABOUT WESTPAC GROUP

Founded in 1817, Westpac Group was Australia's first bank and has contributed to the prosperity of Australia over the course of almost two centuries.

Snapshot

- Provides banking services, wealth management, wealth administration and insurance services
- Around 36,000 employees
- More than 12 million customers across Australia, New Zealand and the Asia Pacific region
- Around 580,000 shareholders
- One of the top five listed companies on the ASX by market capitalisation.

OUR VISION FOR RECONCILIATION

HELPING OUR
INDIGENOUS
AUSTRALIAN
CUSTOMERS,
COMMUNITIES
AND PEOPLE
TO PROSPER
AND GROW.

Not many companies can claim a history as long as Westpac's. In 2017 we will celebrate 200 years of operation.

But no other culture has a history as long as Australia's Aboriginal and Torres Strait Islander peoples – the oldest continuous living culture on the planet. That is something that should make all Australians proud.

The fact remains that despite great strides being made by many people towards a nation that recognises, celebrates and respects the richness of Indigenous Australian customs, traditions and diversity, striking disparities persist between Indigenous and non-Indigenous people. This is particularly true in the areas of health, economic inclusion and empowerment.

At Westpac, we have long believed we have a responsibility to use our skills and our connections in partnership with Indigenous Australian people to help bridge these disparities. By recognising the past and investing in the future we can help to shape a nation in which Indigenous and non-Indigenous Australians share social and financial equity. In doing so, we'll contribute positively to the national economy for the benefit of all Australians.

This Reconciliation Action Plan sets out our roadmap for the next three years. We are focusing our energy in four areas where we believe we can make the most sustainable difference.

OUR RECONCILIATION FOCUS AREAS

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A SHARED FUTURE

AT WESTPAC GROUP WE BELIEVE WE HAVE A RESPONSIBILITY TO SHARE OUR SKILLS AND CAPABILITIES TO HELP OUR CUSTOMERS, COMMUNITIES AND PEOPLE TO PROSPER AND GROW.



“THE SPIRIT OF PARTNERSHIP AND DESIRE FOR GENUINE CHANGE TO CREATE A BETTER FUTURE FOR ALL AUSTRALIANS IS CORE TO WESTPAC’S CULTURE.”

GAIL KELLY

Ensuring the success and prosperity of Indigenous Australia isn't just the right thing to do, it also contributes positively to the national economy. I'm proud that our actions over the last two decades have spoken louder than words.

We have continued to forge new pathways. An outstanding example of this is the Jawun Indigenous Corporate Partnership program we helped to found in 2001. This partnership has resulted in more than 620 of our employees contributing the equivalent of over 80 years' worth of time to support Indigenous Australian community organisations. More recently, we launched a new collaboration, the Warrigal Program, a pilot apprenticeship program which will see the creation of new employment opportunities and a holistic model of mentoring.

The spirit of partnership and desire for genuine change to create a better future for all Australians is core to Westpac's culture. These initiatives, and many more, have been made possible by the foresight and commitment of people both past and present from right across our business, working directly with Indigenous leaders and communities.

Our previous Reconciliation Action Plans and our existing partnerships have created a solid foundation from which to continue our reconciliation journey.

This Reconciliation Action Plan – the second refresh since our initial 2010 plan – sets out the specific commitments that will guide our initiatives over the three years to our bicentenary in 2017. We are delighted Reconciliation Australia deems our commitments worthy of the 'Elevate' status, the highest to be assigned.

Westpac's refreshed Reconciliation Action Plan focuses on four key areas as outlined in this booklet where, as Australia's first bank, we believe we can make the greatest contribution to genuine and sustainable change.

I am particularly proud to announce the establishment of the Westpac Indigenous Advisory Committee and our inaugural committee members who will guide the implementation of our work.

I look forward to working with all our partners as we implement our plan and continue to progress our reconciliation journey.

Gail Kelly
Chief Executive Officer
Westpac Group

SUPPORT FROM LOCAL LEADERS



Working closely with the people of Westpac Group has shown me first-hand the level of commitment across the bank to deepening relationships with Aboriginal and Torres Strait Islander people, whether they are customers, run businesses or community organisations, or are employees.

It has also demonstrated that Westpac Group recognises its responsibilities go beyond simple day-to-day operations. Rather, given its important role in Australia's economy, there is a strong recognition that Westpac must also have a voice and take action on the complex issues that shape our nation's identity and prosperity.

I'm pleased to be part of Westpac's reconciliation journey and look forward to working with the Group during the implementation of this Reconciliation Action Plan.

Brendan Littlechild

National Manager, Indigenous Employment Programs, Maxima and inaugural member of Westpac's Indigenous Advisory Committee



Reconciliation Australia congratulates Westpac Group on the release of its third Reconciliation Action Plan and first Elevate RAP.

As a financial services organisation, Westpac uses its strengths to make a real difference to the lives of Aboriginal and Torres Strait Islander peoples and their communities. This RAP highlights four key areas of focus that detail how Westpac will create meaningful careers and financial inclusion, support strong and thriving communities around Australia while continuing to advocate Aboriginal and Torres Strait Islander customs and traditions.

It is great to see Westpac continuing to show leadership, pushing the boundaries and setting new benchmarks for achieving the Elevate status. Westpac is clearly focusing on 'recognising the past and investing in the future'. This is what reconciliation is all about.

On behalf of Reconciliation Australia, I'd like to warmly welcome Westpac Group to the Elevate RAP community and look forward to seeing Westpac continue to create even greater momentum to build a reconciled, just and equitable Australia.

Leah Armstrong

Chief Executive
Reconciliation Australia

"WESTPAC USES ITS STRENGTHS TO MAKE A REAL DIFFERENCE TO THE LIVES OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND THEIR COMMUNITIES."

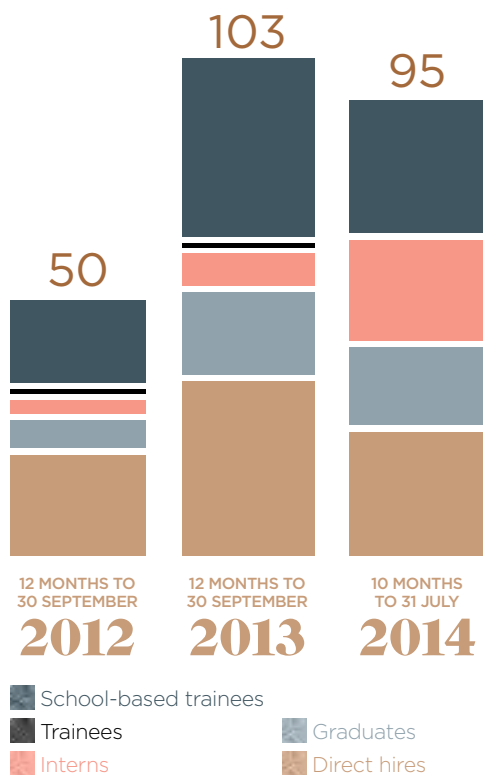
LEAH ARMSTRONG

About the Westpac Group Indigenous Advisory Committee

Westpac Group established its Indigenous Advisory Committee in 2014 as a group to provide advice and guide our aspirations. See page 29 for details.

HIGHLIGHTS

MEANINGFUL CAREERS

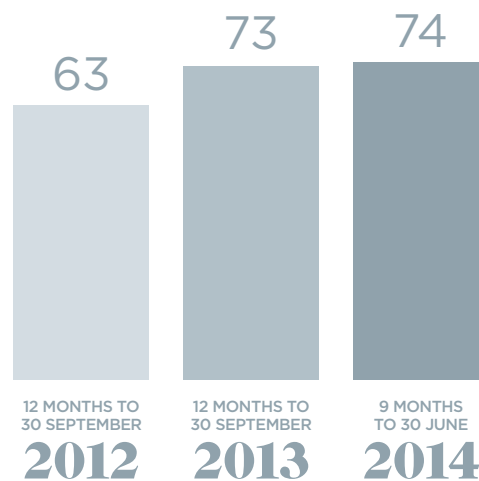


Number of people identifying as Aboriginal or Torres Strait Islander who were recruited across Westpac Group.

26%

Increase in the number of employees identifying as Aboriginal or Torres Strait Islander between September 2012 and September 2013.

FINANCIAL INCLUSION



Number of Indigenous businesses established or expanded due to accessing Westpac microfinance loans totalling \$1.2m through Many Rivers.

\$1.2m

Value of Westpac microfinance loans accessed by Indigenous businesses through Many Rivers since 2012.

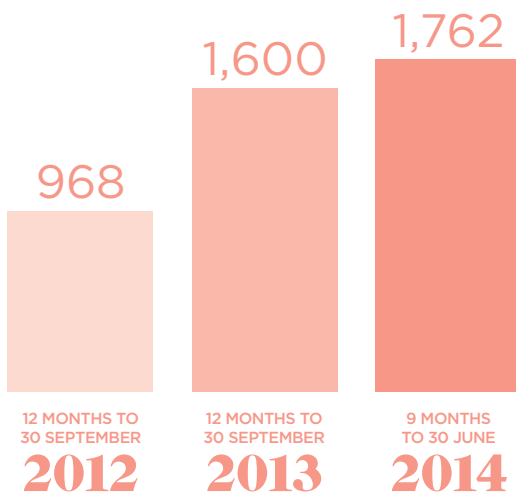
\$2.4m

Value of grants awarded to organisations which support Indigenous Australians since 2012 by our Family of Giving charitable foundations - Westpac Foundation, St.George Foundation, BankSA & Staff Charitable Fund and Bank of Melbourne Neighbourhood Fund.

STRONG AND THRIVING COMMUNITIES

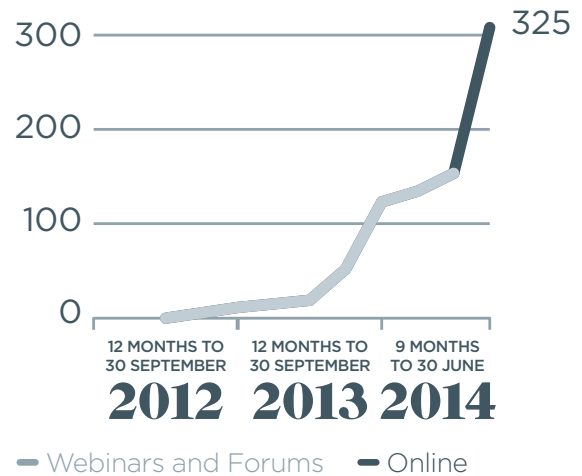
80 YEARS

Time contributed to Indigenous community organisations by 623 Westpac Group employees on secondment since the Jawun Indigenous Corporate Partnership was founded in 2001.



Number of days contributed by Westpac Group employees participating in Jawun Indigenous Community Secondments.

RECOGNITION AND ADVOCACY



Increase in number of employees who received Indigenous cultural awareness training since 2012.

50+

Number of Indigenous cultural awareness celebration events held by employees including NAIDOC Week during 2013 and 2014.

20

Number of Westpac Group senior leaders who visited Indigenous communities on executive leadership tours since 2012.

REFLECTING AND EVOLVING

AS AUSTRALIA'S OLDEST COMPANY, WE KNOW FROM EXPERIENCE THAT GREAT ACHIEVEMENTS ARE OFTEN REALISED BY THOSE WHO UNDERSTAND THE IMPORTANCE OF LEARNING BY DOING. THAT'S WHY WE ARE COMMITTED TO CONTINUING OUR JOURNEY, WHICH WE HAVE BEEN ON FOR MORE THAN TWO DECADES, LEARNING AS WE GO AND LEADING THE WAY.

WESTPAC GROUP'S
FIRST TWO
RECONCILIATION ACTION
PLANS, RELEASED
IN 2010 AND 2012
RESPECTIVELY, BROUGHT
TOGETHER MORE
THAN TWO DECADES
OF EXPERIENCE INTO
A SET OF FORMALISED
COMMITMENTS.

By publishing these commitments we were able to set out a roadmap to prioritise our activity from a practical perspective, for which we could be held accountable.

To date, we have made good progress. Activity across many areas of the bank saw us meet our secondment commitments, extend our employment programs, and help to kick start many Indigenous-led enterprises.

We also went beyond our commitments, by introducing an additional stream of extended secondments to support the Empowered Communities initiative and we are piloting a new apprenticeship program.

Importantly, we have also learnt valuable lessons along the way. These insights have formed the basis of our thinking for our current, refreshed Reconciliation Action Plan as we continue to evolve and step up our approach.

In particular, we have found it has taken time to work through the challenges and opportunities to evolve our services and products to better meet the unique needs of Aboriginal and Torres Strait Islander customers, whether businesses or individuals.

There is no doubt the issues are complex. But we know we can contribute more to help achieve greater home ownership and wealth creation among Indigenous Australians and will continue to explore new ways to realise this goal.

We have also found that collaboration has opened up new opportunities for effective progress. By working more closely with like-minded peer organisations, communities and customers, we continue to share knowledge, influence and identify new, more efficient ways to create shared value.

Our refreshed focus

Based on the insights gained, we are directing our focus in four areas where we believe we have the right skills to have the greatest effect and where it makes the most sense for our business as a bank. Our experience shows that this combination is critical if we're to see true, sustainable results.

OUR FOUR KEY FOCUS AREAS:

FOCUS AREA	RECONCILIATION AUSTRALIA'S THEMES
Meaningful careers	<p>Recruitment remains a central pillar of Westpac Group's Reconciliation Action Plan. We're lifting our sights from a focus on hiring, to creating a workplace that stimulates long-lasting and meaningful careers.</p>  <p>Opportunities</p>
Financial inclusion	<p>We will work alongside customers to improve the sustainability of Indigenous-led businesses, and improve financial wellbeing and home ownership among Indigenous Australians.</p>  <p>Relationships</p>
Strong and thriving communities	<p>We will continue our strong tradition of sharing skills with and working alongside Indigenous community leaders with the aim of helping to create sustainable Indigenous communities.</p>  <p>Relationships</p>
Recognition and advocacy	<p>We will continue to recognise, celebrate and advocate Aboriginal and Torres Strait Islander customs and traditions. This will underpin the success of all of our work.</p>  <p>Respect</p>

1

MEANINGFUL CAREERS

“

MY AMBITION IS TO HAVE A FULL TIME JOB WORKING IN THE AGRIBUSINESS AREA, AND I HOPE IT'S WITH WESTPAC, BECAUSE THIS IS THE BEST WORKPLACE IN THE WORLD”

LYNKEN DICKSON
SCHOOL-BASED TRAINEE,
WESTPAC BRANCH, TAMWORTH



Recruitment remains a central pillar of Westpac Group's Reconciliation Action Plan. We're lifting our sights from a focus on hiring, to creating a workplace that stimulates long-lasting and meaningful careers.

As one of Australia's largest organisations, with a branch and office network that spans the nation, we are in an ideal position to support Aboriginal and Torres Strait Islander people through direct employment.

We offer a series of opportunities for talented Indigenous Australians depending on their career stage and aspirations. Our school-based traineeships are designed to kick-start high school students' banking careers through on-the-job experience and mentoring using the first national Aboriginal networking site, Show Me The Way. Cadetships are offered to support undergraduates through school-to-work transition, while those with relevant university qualifications can apply to take part in our graduate program.

We also offer traineeships to adults to gain experience in the financial services industry or restart a career.

These programs, together with direct hires through our usual processes and through specialist sourcing agencies, will help us meet our target of placing an additional 500 Indigenous Australians in the three years to 2017.

But we also know that simply recruiting people is not enough. Success can only be achieved if Indigenous employees feel supported and engaged in our workplaces and enjoy long-lasting careers in which they attain professional and personal satisfaction.

That's why we are working to create a new retention reporting framework and tailored career development and mentoring programs to support Aboriginal and Torres Strait Islander employees to transition into specialist and leadership roles.

LYNKEN DICKSON, A SCHOOL-BASED TRAINEE AT WESTPAC'S TAMWORTH BRANCH, WITH CATHERINE SMITH, WESTPAC REGIONAL GENERAL MANAGER, NEW ENGLAND.



OPENING CAREER DOORS

At 17, Tamworth's Lynken Dickson has achieved sporting success which would make him the envy of many of his peers.

A talented Rugby League fullback and boxer, Lynken recently won the Central New South Wales junior welterweight title.

But he's not intending to rely on his sporting success when it comes to building a career.

Lynken is one of 40 Indigenous students taking part in Westpac's school-based traineeship program. As part of their high school education, students complete a Certificate II or III in business administration.

They also do two years paid part time work with Westpac, generally one day a week in the school term and full time in the holidays.

"My dad and my coach both encouraged me to have something else to fall back on apart from sport, they both really urged me to go for it," says Lynken.

"I have a couple of older friends who did it and it really helped them get ahead."

Catherine Smith, Westpac Regional General Manager of the New England Region, says Lynken exemplifies the qualities she looks for in a school-based trainee.

"We look for people with ambition and drive, someone who works well in a team and someone who's disciplined," she says.

"Lynken definitely has all of those qualities".

Lynken says the discipline he learned from sports training has helped him in his approach to the traineeship.

"Time management's really important, at the moment my time is split between schoolwork, the bank and boxing. Sport has given me the discipline to manage my time and the confidence to give it a go," he says.

Catherine says she sees that confidence grow in many trainees as the program progresses.

"The experience opens their eyes to a range of possibilities – they get to earn an income, work with customers, enhance their skills, and as banking is so diverse, it opens up so many potential careers for them," she says.

"And it's a two way street. We learn so much being in a mentoring role. The program adds diversity to our team, and everyone really embraces the trainees".

Lynken says the traineeship will give him the opportunity to study and work close to home while building a career.

"I have the option to stay in the bank or go to university to study business management, and at the moment I've applied for a position in the bank which I really hope I get," he says.

"My ambition is to have a full time job working in the agribusiness area, and I hope it's with Westpac, because this is the best workplace in the world."

NEW APPRENTICESHIP PROGRAM LAUNCHED



We have teamed up with Compass Group, the parent company of our catering and hospitality partner Restaurant Associates, to pilot a special program aimed at creating employment pathways for Aboriginal and Torres Strait Islander people.

The Warrigal Program, named after an Indigenous plant that flourishes and thrives in any environment, will prepare participants for careers in hospitality by offering industry qualifications and real-world experience on-site at Westpac.

Core to the success of the program will be holistic support for participants, through mentoring, motivation and care both during their work day and in their personal lives. This will be provided in collaboration with Indigenous community partners, including David Liddiard Group and Go Foundation.

“

SUCCESS FOR THIS PROGRAM IS ABOUT BUILDING INDIVIDUAL ASPIRATIONS, ENABLING PEOPLE TO LOOK DOWN THE TRACK AT WHAT THEY HOPE TO ACHIEVE AND HAVING WESTPAC AND COMPASS COME TOGETHER TO HELP THEM ACHIEVE IT.”

EMMA WARR
HR ADVISOR, COMPASS GROUP
CATERING PARTNER TO THE WARRIGAL APPRENTICESHIP PROGRAM

OUR COMMITMENTS

MEANINGFUL CAREERS

ACTIONS	2015-17 PERFORMANCE TARGETS
Employment Continue to employ Aboriginal and Torres Strait Islander people to Westpac Group.	<ul style="list-style-type: none"> • Employ at least 500 new Indigenous people including school-based and adult trainees, interns, graduates and direct hires, comprising the following annual targets: <ul style="list-style-type: none"> • 140 employees in FY15 • 160 employees in FY16 • 200 employees in FY17 • Formalise a 10 year commitment with employment partner CareerTrackers for 40 interns to join Westpac Group annually • Develop a retention reporting framework
Employment collaboration Collaborate with other organisations and partners to create additional pathways to employment.	<ul style="list-style-type: none"> • Establish and lead the pilot of the 'Warrigal' apprenticeship program in collaboration with Compass Group. Program includes structured support and mentoring for program participants provided by community partners. Participants will be placed into permanent roles on completion of the apprenticeship
Career Progression Support for career progression and leadership aspirations.	<ul style="list-style-type: none"> • Design and implement a development program to transition Indigenous employees into specialist and leadership roles • Develop and implement a career mentoring program for Indigenous employees
Pathways to Leadership Transition new mid-career talent into Westpac Group in specialist and leadership roles.	<ul style="list-style-type: none"> • Research and design a program to attract external Indigenous candidates into specialist or people leader roles

2

FINANCIAL INCLUSION

“

WE’VE COME A LONG WAY AND THERE’S A LONG WAY TO GO, BUT WHEN YOU HAVE PEOPLE LIKE ROSE WORKING WITH ORGANISATIONS LIKE WINNUNGA, IT’S GOING TO MAKE A BIG DIFFERENCE.”

JULIE TONGS, OAM
CEO, WINNUNGA NIMMITYJAH ABORIGINAL HEALTH SERVICE



We will work alongside customers to improve the sustainability of Indigenous-led businesses, and improve financial wellbeing and home ownership among Indigenous Australians.

The Indigenous business sector in Australia is growing rapidly and generating considerable wealth. As the banking needs and challenges of these diverse businesses continue to evolve, we are strengthening our Indigenous business banking capability to better respond. This includes creating a greater understanding and appreciation among our banking teams of the particular requirements of some Indigenous business customers.

Like all businesses, alongside the opportunities borne from business growth comes increased risk. As a result, we’re seeing more customers asking for advice on managing risks and strengthening governance capabilities. In response, Westpac’s financial education school, the Davidson Institute, will develop a governance focused financial education program to be provided to at least 30 Indigenous customers and partners over three years.

We’re directly supporting businesses through our supply chain. And we’ll also continue to give a hand up to Indigenous entrepreneurs by providing access to unsecured Westpac microfinance loans through our non-profit microfinance partner, Many Rivers. Although Many Rivers is not an Indigenous organisation, it has a strong focus on Indigenous communities through its work to tackle disadvantage in remote, regional and metropolitan communities. Since the inception of Many Rivers in 2009, 275 Indigenous owned businesses have been established or expanded with the assistance of microfinance loans.

For individual customers, we’re exploring how we can better address barriers to home ownership and wealth creation. This includes offering new ways for people to access information and a greater understanding of the benefits of superannuation, life insurance and asset accumulation planning.

Collaborating with other like-minded corporations is another avenue we are exploring to create shared social outcomes. For example, we will look to promote Indigenous achievement by sponsoring and promoting relevant recognition programs.

JULIE TONGS, OAM, CEO, WINNUNGA
NIMMITYJAH ABORIGINAL HEALTH SERVICE
WITH WESTPAC COMMERCIAL RELATIONSHIP
DIRECTOR ROSE STELLINO, IN CANBERRA.



WINNING WITH WINNUNGA

The connection between Westpac Commercial Relationship Director Rose Stellino and staff at Winnunga Nimmityjah Aboriginal Health Service is so much more than the usual banking-customer relationship. And that's the way Rose loves it.

Eight months ago, the ACT-based health care provider moved its banking business to Westpac. That decision came mainly down to Rose's strong desire to help Winnunga CEO Julie Tongs OAM to achieve her vision.

"I saw the love the Indigenous community had for Winnunga and for Julie. I looked at the atmosphere and thought, this is something I really want to belong to," says Rose.

"Julie's vision included financial education of her staff and the broader community and for me that was a natural progression of the banking relationship." Rose started giving weekly financial literacy sessions to Winnunga staff, and this evolved into one-on-one sessions for those staff who requested it.

CEO Julie Tongs, who was one of the Westpac 100 Women of Influence in 2013 and the recipient of an Medal of the Order of Australia in 2012, says her staff members are enthusiastic about the financial literacy sessions.

"When you start to educate the staff here, that flows through to the community. The staff have little kids, they're more likely to open a bank account and teach their kids to start saving," says Julie.

"It's also a two way learning process, Rose learns about Indigenous people and we learn about her and Westpac and managing money.

"I get a lot of great feedback, the staff love Rose. That's a testament to her but it's also a testament to Westpac for hiring people like her," she says.

Julie says she's confident the relationship with Rose and Westpac will be an important part of Winnunga's continued growth.

With its origins in the temporary medical service at the Tent Embassy site in Canberra in the 70s, Winnunga has evolved to become a 68 person enterprise with an \$8 million budget and 6,500 clients.

Along with that, Winnunga has built a reputation as a leader in the provision of holistic primary health care services delivered in a culturally appropriate environment that achieves improved health outcomes for Aboriginal and Torres Strait Islander people. And that reputation is something that Julie wants to continue to build as services expand.

"Our relationship with Rose is amazing - she's assisted staff to make informed decisions about financial management, and given them the tools to be able to save and manage their money," says Julie.

"Just having a person in the bank we can talk to about things like getting the most out of our money, advice on how to do that is great.

"We've come a long way and there's a long way to go, but when we have people like Rose working with organisations like Winnunga, it's going to make a big difference."

Rose says Westpac does great things as an organisation, which creates an environment in which she as an individual can also influence things by delivering on the ground.

"And that's what I'm trying to do, this is why I'm in banking," Rose says,

"I see many opportunities to work with Indigenous organisations, if I can connect with various types of organisations I can bring this message into Westpac. That's my personal ambition and I'm supported all the way from the top."

SUPPORT THROUGH OUR SUPPLY CHAIN



A practical way Westpac Group is supporting Indigenous-led businesses is by proactively increasing the number of businesses from which we directly source products and services. By supporting Indigenous suppliers we know we are supporting Indigenous employees and their communities.

We've set a target to source at least \$3 million of our procurement needs from Indigenous suppliers. We'll achieve this by embedding at least 10 Indigenous businesses into our supply chain.

We will continue our partnership with Supply Nation, including exploring additional opportunities to increase in-kind support, such as facilitating or providing our sites as venues for educational or networking events for members.

“
**WHEN YOU HAVE A CORPORATION WHICH
SEES THE IMPORTANCE OF SUPPORTING
INDIGENOUS SUPPLIERS, AND WHEN THAT
DRIVE GOES ALL THE WAY TO THE TOP,
AS IT DOES AT WESTPAC, THAT MAKES
A HUGE DIFFERENCE.”**

MICHAEL MCLEOD
CEO, MESSAGE STICK

MICHAEL MCLEOD, CEO, MESSAGE STICK. IN JUNE 2014, WESTPAC GROUP EXTENDED ITS CONTRACT WITH TELECOMMUNICATION SERVICE PROVIDER MESSAGE STICK FOR A FURTHER FIVE YEARS. THIS IS OUR LARGEST CONTRACT WITH AN INDIGENOUS LED SERVICE PROVIDER.

OUR COMMITMENTS

FINANCIAL INCLUSION

ACTIONS	2015-17 PERFORMANCE TARGETS
Customer and Business Relationships Work alongside our customers to strengthen financial capabilities.	<ul style="list-style-type: none"> • Appoint Indigenous Business Managers, newly formed roles in the retail and commercial banking business, to build a strong and successful Indigenous banking capability, working with Indigenous communities to understand and implement options for personal, home and business banking (basic banking foundations) • Develop a new Davidson Institute financial education program focused on financial governance for Indigenous organisations. The program is to be delivered to at least 30 Indigenous organisations • Continue to leverage local business engagement with community and culture through Local Indigenous Inclusion Plans • Continue to back the expansion of Many Rivers microfinance program including commencing an employee secondment program with Many Rivers
Home Ownership Support increased home ownership.	<ul style="list-style-type: none"> • Investigate how we can improve Aboriginal and Torres Strait Islander home ownership
Wealth Creation Support management, accumulation and retention of wealth.	<ul style="list-style-type: none"> • Investigate how we can improve wealth management and knowledge on superannuation, life insurance and asset accumulation planning
Business Collaboration Collaborate with sourcing teams at corporate peer organisations to increase social outcomes.	<ul style="list-style-type: none"> • Collaborate with other corporate sourcing teams to promote Indigenous achievement and deliver shared initiatives
Supplier Diversity Continue to diversify our suppliers by increasing the use of products and services with Aboriginal and Torres Strait Islander businesses at Westpac.	<ul style="list-style-type: none"> • Direct \$3 million of supply chain spend to Aboriginal and Torres Strait Islander suppliers by 2017 • Continue partnership with Supply Nation and explore opportunities to increase in-kind support • Embed 10 Indigenous businesses into Westpac Group supply chain through supplier partnerships

3

STRONG AND THRIVING COMMUNITIES

“

I BELIEVE IT'S SO IMPORTANT FOR YOUNG INDIGENOUS PEOPLE TO CONNECT WITH THEIR CULTURE, JUST KNOWING THAT THEY'RE PART OF SOMETHING BIGGER CAN HELP THEM.”

PETER COOLEY
CEO, FIRST HAND SOLUTIONS



We will continue our strong tradition of sharing skills with and working alongside Indigenous community leaders with the aim of helping to create sustainable Indigenous communities.

There is no shortage of social entrepreneurs and community organisations with great ideas and endless passion to facilitate change in their communities. Our experience shows, however, that there is a shortfall in capacity and resources to turn that passion into reality.

Westpac Group can help to address that shortfall by tapping into and sharing the vast skills and knowledge held by the broad pool of people across our 36,000-strong employee base. The many success stories from the 600+ secondments undertaken by our employees show that this form of knowledge sharing can help build more sustainable organisations which, in turn, will create more sustainable communities.

In addition to our ongoing support for employees' participation in Jawun secondments, we will pilot a new employee secondment program with Many Rivers Microfinance, our non-profit microfinance partner. We'll also look to broaden the volunteering opportunities promoted to our employees in collaboration with community organisations and peers.

We'll continue to proactively promote financial grant making opportunities to Indigenous community organisations which are available through the four charitable foundations of our 'Family of Giving' – Westpac Foundation, St.George Foundation, Bank of Melbourne Neighbourhood Fund and BankSA & Staff Charitable Fund. In addition to the financial boost provided by grants, non-financial support by way of mentoring and advice will help to improve the capacity of organisations to achieve their goals.

FUNDING AND SUPPORT FUELS FIRST HAND

“When I was a kid the elders used to take us out and teach us about our culture, but then it stopped,” says Peter Cooley.

Peter and his partner Sarah Martin are the co-founders of First Hand Solutions, a cultural enterprise which educates both Indigenous and non-Indigenous people on Indigenous culture in the Sydney suburb of La Perouse.

“I believe it's so important for young Indigenous people to connect with their culture, just knowing that they're part of something bigger can help them,” he says.

“A lot of young people in La Perouse didn't know much about their culture, but they're so open to it once they get that exposure,” Sarah agrees.

PETER COOLEY, CEO FIRST HAND
SOLUTIONS, AT THE BLACK MARKETS
AT BARE ISLAND, LA PEROUSE.



Supported by funding from Westpac Foundation, First Hand Solutions runs the Black Markets on La Perouse's Bare Island each month, with up to 25 stalls selling bush tucker and artifacts crafted by members of the local community.

It's an innovative approach to addressing the issues facing the community – the markets provide employment while at the same time helping the local community celebrate and reconnect with its culture.

"It has really brought the local community together – one of our shell workers is in her 90s, and she's handed down her skills so that her daughter, grand-daughter and great grand-daughter work at the same table with her – that wasn't happening before," says Peter.

In addition to the markets, First Hand Solutions runs a range of programs including Indigenous culture immersion days for corporate clients, weaving workshops and catch and cook fishing tours.

Susan Bannigan, Executive Officer of the Westpac Bicentennial Foundation, says she's not surprised by the success of First Hand.

"When I first met Peter and Sarah, I was intrigued by them and their plans to make a difference in their community, and I was also very impressed with their tenacity," she says.

"They were already well advanced in their plans. We fund programs which are financially viable and supported by the community, and First Hand met both criteria.

"Ultimately I believe First Hand won't need to rely on philanthropy, and we're very proud to support them through this building phase until they're ready for more traditional forms of funding".

Throughout the grant application process, First Hand was mentored by Westpac Director of Global Capital Markets Tim Stalker.

"First Hand had good initial success, and we encouraged them to think about building a strong bench of stall holders so they had people who could step in when needed," he says.

"From the outset it was easy to see the potential. It was all there, we just worked with Sarah and Peter to support their grant application and to identify the areas of growth for the markets."

One of those goals is to build First Hand's profile as a tourist attraction, both domestically and internationally.

"There is an appetite for Indigenous culture, we've been invigorated by the enthusiasm of the response to the markets and cultural activities," says Sarah.

But while visitor numbers are one measure of success, the most important yardstick for Sarah and Peter is the impact on the community.

"Our focus is empowerment through education, and the Westpac funding has given us the ability to maximise those opportunities," says Peter.

"Employing Aboriginal people in urban Aboriginal communities telling the story of their culture will be my ultimate definition of success."

SHARING SKILLS THROUGH SECONDMENTS



More than 620 Westpac Group employees have shared around 80 work years' worth of their energy and expertise to Indigenous community organisations. This has been made possible through Jawun Indigenous Corporate Partnerships, a group in which Westpac was a founding partner in 2001.

The vast bulk of secondees often feel they gain more than they give, due to the rich, unique cultural experience. For this reason, we continue to build Jawun secondments into our leadership development programs for our high achievers.

Given the clear shared value created by this flagship program, Westpac Group is continuing its partnership with Jawun and will support ongoing employee secondments of up to 276 weeks' of time annually until 2017.

In addition, we'll support nine employees annually to participate in 12-week Empowered Communities secondments, and will pilot secondments to our non-profit microfinance partner, Many Rivers.

“

FOR ME PERSONALLY THIS EXPERIENCE HAS BEEN UNBELIEVABLE. IT MAKES ME SMILE JUST THINKING ABOUT IT, THAT I HAD THE OPPORTUNITY, THAT I EVEN HAD THE GUTS TO DO IT. AND THE PEOPLE I'VE MET UP HERE ARE UNBELIEVABLE.”

KARYN FINDLAY
PROJECT MANAGER, WESTPAC GROUP TECHNOLOGY

KARYN FINDLAY TOOK TIME OUT FROM HER DAY JOB AS A PROJECT MANAGER IN WESTPAC GROUP'S TECHNOLOGY TEAM TO SHARE HER SKILLS WITH AN INDIGENOUS COMMUNITY ORGANISATION BASED IN ALICE SPRINGS AND WORKING ACROSS CENTRAL AUSTRALIA AS PART OF A 12-WEEK EMPOWERED COMMUNITIES SECONDMENT.

OUR COMMITMENTS

STRONG AND THRIVING COMMUNITIES

ACTIONS	2015-17 PERFORMANCE TARGETS
Capacity Building Continue to increase capacity of our Aboriginal and Torres Strait Islander community partners and employees.	<ul style="list-style-type: none"> • Contribute 276 weeks of employee time to Jawun secondments annually • Second nine employees annually to participate in 12-week Empowered Communities secondments • Develop and implement Many Rivers pilot secondment program • Further embed secondment experiences into employee development plans and leadership programs
Governance Share skills to increase governance capability of community partners.	<ul style="list-style-type: none"> • Collaborate with external partners to increase governance capabilities of Indigenous businesses
Partnerships Collaborate with community organisations and corporate peer organisations to increase social outcomes and impacts.	<ul style="list-style-type: none"> • Contribute to a shared Barangaroo Precinct Reconciliation Action Plan alongside other tenants at Barangaroo • Continue to support and work alongside long-standing partner Jawun • Strengthen relationships with other Indigenous partners
Volunteering Volunteer support to Aboriginal and Torres Strait community organisations.	<ul style="list-style-type: none"> • Explore and promote community volunteering opportunities for our all employees to participate in
Financial Support Provide financial grants to Aboriginal and Torres Strait Islander community organisations through the Family of Giving Foundations.	<ul style="list-style-type: none"> • Promote grant opportunities to Aboriginal and Torres Strait Islander community organisations which are available via the charitable foundations of our Family of Giving – Westpac Foundation, St. George Foundation, Bank of Melbourne Neighbourhood Fund and BankSA & Staff Charitable Fund • Provide non-financial support to Westpac Foundation grant recipients through mentoring provided by Westpac Group employees

4

RECOGNITION AND ADVOCACY

“
**I FEEL EMBRACED, ENCOURAGED,
SUPPORTED AND RESPECTED IN
MY WORKPLACE, AND THIS IS A
WAY OF HELPING OTHERS FEEL
THAT WAY TOO.”**

AMANDA HOLLAND
WESTPAC GROUP EMPLOYEE



We will continue to recognise, celebrate and advocate Aboriginal and Torres Strait Islander customs and traditions.

At Westpac Group, we know that respect and recognition are essential ingredients of wellbeing, confidence and success.

These principles are central to our ambition to create a genuinely inclusive workplace that values diversity, and supports our employees, customers and members of the broader community to achieve their full financial, career and social potential.

We also recognise we have a responsibility to use our voice and take action on the complex issues that shape our nation's identity and prosperity. In doing so, we will help to shape a nation we believe will benefit all Australians.

To achieve this, leaders across Westpac Group will step up engagement with Indigenous Australian community leaders, participate in policy discussion and in industry-wide committees and networks such as the Business Council of Australia's Indigenous Taskforce, and Empowered Communities Steering Committee.

We'll continue to acknowledge Traditional Owners and will introduce permanent acknowledgement plaques at our sites as well as celebrate Indigenous culture with employees and customers during significant milestones. We'll share knowledge on important Indigenous issues, such as constitutional recognition, and provide additional cultural awareness learning opportunities to help keep up the momentum.

AMANDA HOLLAND, WESTPAC GROUP EMPLOYEE AND
CO-CHAIR OF BROTHERS AND SISTERS, WESTPAC'S
INDIGENOUS EMPLOYEE ACTION GROUP, AT WESTPAC'S
ABORIGINAL AND TORRES STRAIT ISLAND RESOURCE CENTRE.



RAISING RECOGNITION

"If it had been me, I would have cried," says Amanda Holland.

She's talking about an Indigenous employee who walked into work during NAIDOC week to find the branch adorned with cultural decorations and was welcomed with a rousing, warm NAIDOC week greeting by her manager and team.

Amanda co-chairs Brothers and Sisters, an employee action group which celebrates indigenous culture and helps Indigenous employees connect with each other.

Brothers and Sisters runs a variety of events throughout the year. The quarterly Deadly Talks feature indigenous community leaders discussing their journeys. Recent attendees have included Shane Phillips of Tribal Warrior Association, which promotes indigenous culture and provides employment skills training, and upcoming talks will feature representatives from the Mudgin-gal Women's' Group and the Redfern Foundation.

"Deadly is a way of saying 'awesome' which resonates with Indigenous people," Amanda explains.

"The talks help Indigenous employees connect with their culture, and give an insight into Indigenous culture for non-Indigenous employees."

The highlight of the Brothers and Sisters calendar, though, is NAIDOC week.

"Last year we ran a taste testing stall at Bedford Park giving people the opportunity to try bush tucker - the crocodile sausages were particularly popular," Amanda says.

This year, as part of NAIDOC week, Brothers and Sisters ran a series of events and promotions across the network.

"I feel embraced, encouraged, supported and respected in my workplace, and this is a way of helping others feel that way too. I'm proud to be in a position to provide that opportunity."

NAIDOC week is celebrated at all levels of the organisation. Brian Hartzler, Chief Executive, Australian Financial Services is the Group Executive Sponsor of Brothers and Sisters and sees NAIDOC as an important opportunity to listen and learn about Indigenous Australian culture and history.

"As Australia's First Bank, it's fitting that all of our people recognise this annual celebration of Australia's first people and recognise the wonderful contributions of our own Indigenous employees, customers, suppliers and community partners," he says.

"Local NAIDOC celebrations help us to connect with Indigenous Australians, and provides us an opportunity to further recognise and build relationships with our Indigenous customers and suppliers."

Amanda says respect for Indigenous culture extends beyond NAIDOC week.

"If someone works in a branch where there are a large number of Indigenous customers, they need to be able to relate to the culture and deal with their customers in a culturally sensitive way," she says.

"It's also important for managers of Indigenous employees to understand the background of their team members, so that they can support additional family commitments, for example."

Anyone who wants to learn more about Indigenous culture can also make use of Westpac's Indigenous Resource Centre, part of the Business Information Centre Library. Employees around the country can borrow books and DVDs which can be sent to them by internal mail.

"When I first joined Westpac, I wondered whether I should identify as Aboriginal or Torres Strait Islander," she says.

"I was used to it being something you didn't talk about, so whenever I was asked if I was Indigenous, I always wondered why people wanted to know." Now, Amanda's glad she did.

PERMANENT ACKNOWLEDGEMENT



Symbols and gestures play an important role in our quest to cultivate greater recognition of Indigenous culture and build trust, respect and a more inclusive workplace.

With this in mind, we have chosen to demonstrate our respect by introducing additional important symbols by way of permanent signs fixed to the entries of major Westpac Group sites. The signs contain an Acknowledgement of the Traditional Owners of the land on which the sites have been built.

These new signs, along with our many other gestures including regular National Reconciliation Week and NAIDOC Week celebrations and traditional welcomes at major meeting events, underpin the success of all of our reconciliation actions.

KALEB TAYLOR, A GAMILLAROI MAN REPRESENTING CHRISTIAN BROTHERS' HIGH SCHOOL, LEWISHAM, WITH WIRADJURI MAN, JOSH STAINES HELP WESTPAC GROUP EMPLOYEES TO CELEBRATE DURING NAIDOC WEEK 2014. THIS WAS ONE OF ALMOST 30 EVENTS HELD ACROSS THE GROUP DURING THE WEEK.

OUR COMMITMENTS

RECOGNITION AND ADVOCACY

ACTIONS	2015-17 PERFORMANCE TARGETS
Governance Seek guidance and advice from stakeholders to appropriately deliver on strategic objectives.	<ul style="list-style-type: none"> • Establish a Westpac Group Indigenous Advisory Committee • Embed accountability for delivery into the Sustainability Council charter • Provide half yearly reporting to the Executive Team and Board on progress against objectives
Senior Leader Engagement Provide opportunities for our senior leaders to engage with Aboriginal and Torres Strait Islander communities and initiatives.	<ul style="list-style-type: none"> • Participate in five Jawun Executive visits per year • Continue to participate in industry-wide committees and networks such as BCA Indigenous Taskforce, BCA Business Indigenous Network, Indigenous Financial Services Network, Many Rivers Microfinance Board and UN Global Compact Indigenous Working Group
Policy and Advocacy Continue to engage in relevant policy discussions.	<ul style="list-style-type: none"> • Continue to participate in relevant Government reviews and inquiries • Engage and participate in relevant industry round table discussions • Participate in national surveys and reports such as the Reconciliation Australia Barometer survey, BCA Aboriginal and Torres Strait Islander Engagement survey
Acknowledgement Continue Welcome to Country and Acknowledgement of Country protocols and find opportunities to further recognise and demonstrate respect for traditional lands, Elders and people.	<ul style="list-style-type: none"> • Continue to conduct Welcome/ Acknowledgement of Country at all relevant external and internal meetings, including the company's annual general meetings and investment community briefings, People Leader Forums and Business Unit Forums • Continue to make the Welcome/ Acknowledgement of Country guidelines available on intranet for employees to use at all relevant events • Place Acknowledgement of Country statements in main head office locations and branches

continued overleaf

OUR COMMITMENTS RECOGNITION AND ADVOCACY

from previous page

ACTIONS

2015-17 PERFORMANCE TARGETS

Recognition

Work alongside Recognise to educate our customers and employees about constitutional recognition.

- Partner with Recognise to raise awareness of the movement towards Constitutional Recognition among Westpac Group employees, customers and other stakeholders
- Provide further support to Recognise and the campaign

Cultural Learning and Celebration

Continue to encourage employees to drive Aboriginal and Torres Strait Islander focused initiatives.

- Provide options for employees to complete cultural awareness training including face-to-face workshops, webinars and online training
- Develop quarterly sessions to share knowledge on Aboriginal and Torres Strait Islander affairs topics
- Investigate options for continual and additional cultural awareness learning opportunities for employees
- Continue to celebrate national events such as National Reconciliation Week and NAIDOC Week

Supporting Reconciliation

Partner with Reconciliation Australia to support the organisation meet its vision and objectives.

- Host Reconciliation Australia's 'Learning Circles' in VIC, NSW, QLD, WA & SA for the next three years
- Partner with Reconciliation Australia over three years to measure progress towards reconciliation in RAP organisations and the general community

Understanding Perceptions

Conduct annual employee survey with employees to understand attitudinal beliefs related to Aboriginal and Torres Strait Islander peoples and culture.

- Conduct RAP Impact Barometer survey annually in partnership with Reconciliation Australia
-

PROGRESS REPORT

WE MADE GOOD PROGRESS AGAINST THE COMMITMENTS SET IN OUR 2012-2014 RECONCILIATION ACTION PLAN, SETTING A SOLID FOUNDATION FOR THE FUTURE. A SUMMARY OF ACHIEVEMENTS DURING THE TWO YEAR PERIOD FOLLOWS.

Building relationships

Networks

Continued active membership and relationship-building in key Aboriginal and Torres Strait Islander networks, to stay aware of key issues and share best practices for our ongoing activities. This included Executive level participation in:

- the Prime Minister's Indigenous Advisory Committee (established September 2013);
- the Empowered Communities Steering Committee;
- the Business Council of Australia Indigenous Taskforce and Business Indigenous Network;
- the Indigenous Financial Services Network;
- the UN Indigenous Engagement Working Group;
- the Many Rivers Microfinance Board;
- Reconciliation Australia events; and
- Philanthropy Australia's Indigenous Funders Group.

Established a network for Aboriginal and Torres Strait Islander employees and other interested employees, called Brothers and Sisters. This network aims to help Westpac Group to be a workplace where Indigenous Australian employees and culture are understood, respected and celebrated.

Thought leadership

Attended Indigenous Financial Services Network meetings with Reconciliation Australia to explore initiatives to improve the banking relationship and find banking solutions that suit the specific needs of Aboriginal and Torres Strait Islander communities.

Continued to collaborate and share knowledge and lessons learnt with peer organisations looking to support Aboriginal and Torres Strait Islander communities.

Governance

In 2012, our RAP Steering Committee focused on our strategic agenda and RAP progress. In 2014, we established the Indigenous Engagement Leadership Team in place of the RAP Steering Committee. Made up of Aboriginal and Torres Strait Islander and non-Indigenous employees and stakeholders, the team meets monthly to guide our strategic Indigenous engagement agenda and review our RAP progress.

PROGRESS REPORT

Respect

Cultural awareness

'Welcome to Country' and Acknowledgement protocols have been incorporated at all relevant external and internal events, including large employee meetings and forums, annual general meetings and business lunches.

Cross-cultural awareness has been raised by encouraging employees to access 'Share Our Pride' through our website and employee intranet and introduced cultural awareness training to employees through face to face, webinar or online modules.

171 employees attended six webinars and three face-to-face forums with Corporate Culcha focused on introductory cultural competence about Australian indigenous peoples. In addition, nine Local Indigenous Inclusion Plan (LIIP) workshops were delivered to 150 regionally based Westpac leaders by both Corporate Culcha and Christine Coyne & Associates. The training was targeted in particular at leaders of Indigenous participants of employment programs and those in regional and rural locations.

An online learning module with the same content was launched, targeting all employees in remote locations to be completed by the end of July 2014. All other employees are welcome to participate and will be prompted three times a year to take up the opportunity.

Continued to promote reconciliation by demonstrating cross cultural understanding through employee engagement, including:

- regularly broadcasting relevant news articles through employee communication channels;
- displaying Aboriginal and Torres Strait Islander artwork throughout Westpac Group property portfolio;
- encouraging employees to support and celebrate NAIDOC and National Reconciliation Weeks, both internally and with our customers; and
- featuring 'bush tucker' in worksite cafes where possible in collaboration with National Catering Services.

Continued our tradition of ensuring those employees returning from an Indigenous community secondment present their experiences to their teams, customers and community to help promote cross cultural understanding and participate in an annual road show to promote the program.

Diversity

Recruitment process updated and national Careers team educated to incorporate specialist Indigenous sourcing agencies within their processes.

Continued to promote equal opportunity and engender a workplace that is inclusive of diversity. Continued to profile achievements of Aboriginal and Torres Strait Islander employees and community leaders through employee communication channels and community leader awards, including profiles of employment program participants and Show Me the Way video workshops about school-based trainees.

Opportunities

Tailored financial services

Continued to promote and facilitate the Indigenous Capital Assistance Scheme (ICAS) to support Aboriginal and Torres Strait Islander small business until the withdrawal of the program in September 2013.

Continued financial commitment of \$1 million over five years towards Many Rivers' operating expenses and to help expand Many Rivers' services into more locations across Australia. This non-profit program offers Westpac microfinance loans to Aboriginal and Torres Strait Islander and non-Indigenous entrepreneurs to help develop sustainable businesses. In October 2013, we increased the maximum unsecured loan limit from \$20,000 to \$50,000. Since the inception of Many Rivers in 2009, 275 Indigenous owned businesses have been established or expanded with the assistance of Westpac/Many Rivers microfinance loans totalling \$1.53 million, on a non-profit basis.

Funding social enterprise

Continued to consider applications from Aboriginal and Torres Strait Islander social enterprise projects for grant funding and capacity building support from Westpac Foundation. Between 2012 and 2014, 22 grants totalling \$1,215,500 were awarded and capacity building support provided to six funded organisations.

Supplier diversity

Continued to engage with Indigenous Australian suppliers either directly or through Supply Nation to explore opportunities to source products and services to meet business needs.

Capacity building

Placed 74 employees in secondments with Indigenous community organisations in 2012 and 2013 via our collaboration with Jawun Indigenous Corporate Partnerships.

Transitioned our organisational mentoring program to Westpac Foundation to align the program with grant recipients.

Employment opportunities

- **Employment placements:** We achieved a 300% increase in the number of Indigenous Australian people employed across Westpac Group during the year to September 2013, with as many people placed into roles during the year as had been placed in the previous three years. These placements included direct hires, traineeships (school-based and adult full-time) and cadetships. As at July 2014, the number of placements made already during the 2014 financial year indicates the momentum continues and we will again exceed our targets.
- **School-based traineeships:** In the past two years, we have recruited 87 new school-based trainees, meeting our target of at least 50 participants in any year. For our program total, 64 trainees have completed their traineeships, exceeding our goal of 40, and 34 have been retained within Westpac Group, as either permanent hires, full-time trainees or cadets, which is 7% above our goal of 20.

- **Internships:** As at July 2014, 26 interns were working across Westpac Group. The aim of the program is to introduce undergraduates to the financial services industry so as to attract Indigenous Australian professionals early in their career. Career Trackers helps to source candidates and provide career planning and development to encourage retention and enable our program to continue to grow.
- **Graduate Program:** Two Indigenous Australians have participated in Westpac Group's Graduate Program in the past two years and one has remained within the group. A cadet has been offered a placement in the Graduate Program commencing 2015. Career Trackers is assisting to broaden the promotion of our Graduate Program to undergraduates nationally.
- **Employee mentoring:** At least 58 students have attended Show Me the Way video workshops documenting Indigenous employee case studies to educate on broader career options and 25 have chatted online with their 'learning partner' in this period.

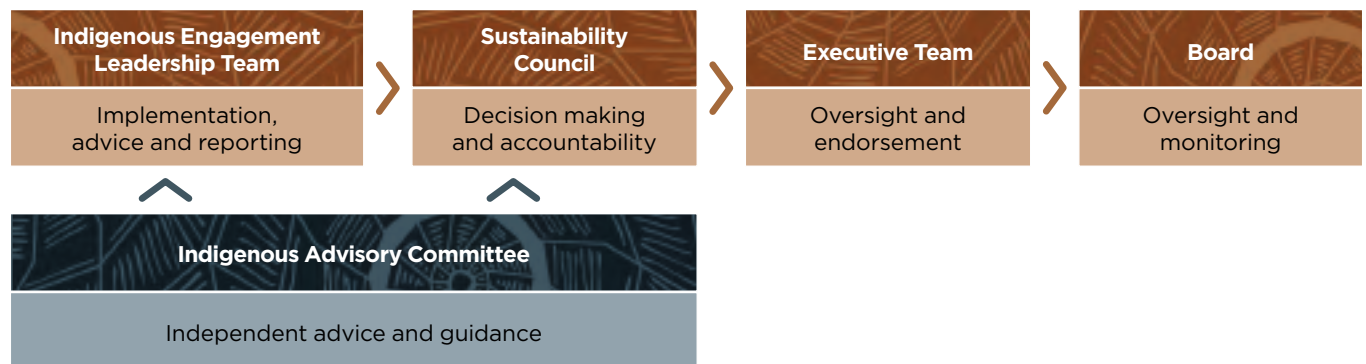
Marking progress

- Published our RAP on Westpac Group and Reconciliation Australia websites.
- Reported annually on our RAP actions and targets via our Annual Review and Sustainability Report.
- Met our targets for communicating RAP updates and celebrated milestones to stakeholders via our internal and external communication channels.

GOVERNING OUR APPROACH

WHILE EMPLOYEES FROM ALL AREAS OF WESTPAC GROUP HAVE INDIVIDUAL RESPONSIBILITY FOR IMPLEMENTING OUR RECONCILIATION ACTION PLAN, WE HAVE A FORMALISED GOVERNANCE STRUCTURE TO ENSURE EFFECTIVENESS OF DELIVERY.

Governance Framework



“

WORKING CLOSELY WITH THE PEOPLE OF WESTPAC GROUP HAS SHOWN ME FIRST-HAND THE LEVEL OF COMMITMENT ACROSS THE BANK TO DEEPENING RELATIONSHIPS WITH INDIGENOUS AUSTRALIANS, WHETHER THEY ARE CUSTOMERS, RUN BUSINESSES OR COMMUNITY ORGANISATIONS, OR ARE EMPLOYEES.”

BRENDAN LITTLECHILD

NATIONAL MANAGER, INDIGENOUS EMPLOYMENT PROGRAMS, MAXIMA
AND INAUGURAL MEMBER OF WESTPAC'S INDIGENOUS ADVISORY COMMITTEE

Indigenous Engagement Leadership Team

Our Indigenous Engagement Leadership Team consists of internal leaders from across Westpac Group with explicit responsibility for managing the delivery of the commitments contained within our Reconciliation Action Plan. This team regularly reports to the Sustainability Council on progress against Reconciliation Action Plan commitments and provides advice on Westpac Group's broader Indigenous engagement program.

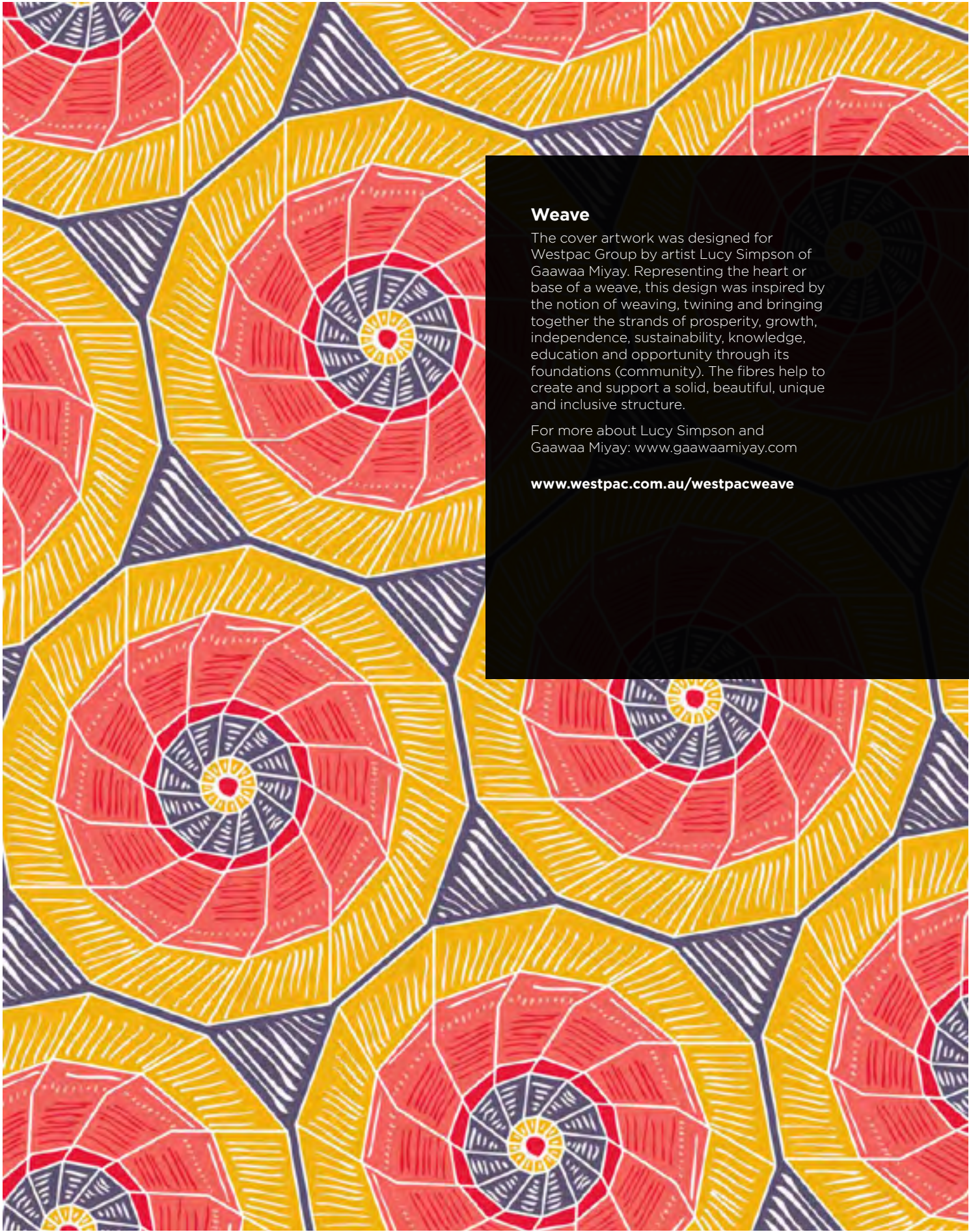
Indigenous Advisory Committee

In 2014, Westpac Group established an Indigenous Advisory Committee. This Committee is comprised of independent Indigenous and non-Indigenous leaders and emerging Indigenous leaders. Internal leaders from across the Westpac Group are also represented on the Committee. Membership of the committee will be reviewed annually. For the current list of members, please visit our website www.westpac.com.au/westpacweave.

The Committee will act as a guiding body and will provide advice to Westpac Group's Indigenous Engagement Leadership Team and Sustainability Council with respect to the implementation of commitments and provide ongoing monitoring and evaluation of the Reconciliation Action Plan. The Committee will also provide advice on Indigenous issues as they relate to business activities, including opportunities for Westpac Group advocacy.

Sustainability Council

Our Sustainability Council brings together senior leaders from across Westpac Group with responsibility for managing our sustainability agenda and performance, including our Reconciliation Action Plan. The Sustainability Council reviews progress, shares best practice and discusses and pursues initiatives, issues and dilemmas on a collective basis. The Council has overall accountability for the development and implementation of actions for endorsement by the Executive Team and Board. Westpac Group Board has overall responsibility for considering the social, ethical and environmental impact of our activities, setting standards and monitoring compliance.



Weave

The cover artwork was designed for Westpac Group by artist Lucy Simpson of Gaawaa Miyay. 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 (community). The fibres help to create and support a solid, beautiful, unique and inclusive structure.

For more about Lucy Simpson and Gaawaa Miyay: www.gaawaamiyay.com

www.westpac.com.au/westpacweave