



**RECONCILIATION
ACTION PLAN**
FY2017 - FY2019



CommonwealthBank

OUR RAP PROGRESS.

The Commonwealth Bank Group acknowledges the Traditional Owners of the Lands across Australia. We acknowledge and celebrate the inherent strengths of Aboriginal and Torres Strait Islander peoples and communities.

As the continuing custodians of Country and Culture, we pay our respect to the Elders past and present. We thank the many Aboriginal and Torres Strait Islander communities, organisations and individuals that have guided us through our RAP progress.

2016

Announced Indigenous employment parity target
Launched fifth RAP and first Elevate RAP

Commenced new round for the Indigenous Financial Counselling Mentorship Program with a further 17 participants

2014

Graduated a further 10 participants of the Indigenous Financial Counselling Mentorship Program
Became a partner of Jawun Empowered Communities
ICAL helped customers get access to cash on more than 21,000 occasions in the last 12 months

2012

Graduated first 9 participants of Indigenous Financial Counselling Mentorship Program
Expanded employment program with Indigenous university interns
Provided 350+ employment opportunities since launch of Indigenous Employment Strategy in 2009
Launched ICAL's Third Party Transfers Service providing customers additional access to funds
Graduated first class of Indigenous Future Leaders Program
Transitioned first Community Business Finance customer to mainstream banking
Launched Indigenous Leadership Program

2010

Held first Walkabout Your Business program with Indigenous entrepreneurs
Launched cultural awareness program for leaders to Bawaka, an Aboriginal homeland
Partnered with One Laptop Per Child to deliver laptops to schools in remote communities
Became a partner of AIME to support mentoring of Indigenous students

2008

Supported scholarships for Indigenous students via partnership with AIEF
Established partnerships to support money management programs in APY Lands and Western NSW
Launched first RAP

2002

Established Indigenous School Based Traineeships

2015

First Indigenous placement to Commonwealth Bank's Graduate Program
Launched overdraft product for Community Business Finance customers in conjunction with IBA

2013

Partnered with Jawun to deliver Emerging Leaders Program
Celebrated 10 years of School Based Traineeships
Provided \$1M in scholarships through AIEF over 5 years
Launched fourth RAP

2011

First secondees participated in skilled volunteering with Jawun
Launched Community Business Finance banking and finance packages for Indigenous entrepreneurs
Launched third RAP
Developed Financial Services Workshops to provide our people with education and awareness in cultural engagement, government policy, products and services

2009

Launched second RAP; Created Indigenous Banking Team
Became Founding Member of Supply Nation
Launched Indigenous Customer Assistance Line (ICAL) for remote customers
Launched cultural e-learning module for employees
Became production partner of Bangarra Dance Theatre
Became sponsor of National NAIDOC Person of the Year Awards
Launched Indigenous Employment Strategy with a commitment to provide 350 job opportunities in 3 years
Created the Indigenous Financial Counselling Mentorship Program with Indigenous Consumer Assistance Network (ICAN)

2005

Partnered with the ICAN to provide financial literacy programs in Queensland

CEO MESSAGES.



Since 2008, the Commonwealth Bank Group (the Group) has been working hard to foster greater economic, social, and financial equity for Aboriginal and Torres Strait Islander peoples. While we know there is still much more to do, we are proud of the progress we are making to help secure the financial wellbeing of Aboriginal and Torres Strait Islander communities throughout Australia.

I am pleased to present the Group's fifth Reconciliation Action Plan (RAP) and our first Elevate RAP. This RAP sets out our vision for the future including our stretch targets, how we are measuring our impact, and our strategy around industry and reconciliation leadership.

A particular highlight in our RAP journey has been the success of our Indigenous Customer Assistance Line (ICAL) which continues to provide service to Aboriginal and Torres Strait Islander customers living in the remotest parts of Australia.

We also believe that our Australian workforce should have the same proportion of Aboriginal and Torres Strait Islander peoples as the broader community. So we have set a target to get to this level by 2026.

Without doubt, the success of our RAP is dependent on the engagement and support of our people and the many community organisations we partner with. I have had the privilege of travelling to North East Arnhem Land to see firsthand the projects our people have assisted with in the region. We are always looking for the right ways to get involved with the community and our skilled volunteering program enables us to share our expertise with community organisations.

I thank our Indigenous Advisory Council for their support and guidance with our RAP and I look forward to working with them as we implement our Elevate RAP.

Ian Narev
Chief Executive Officer
The Commonwealth Bank Group



The Commonwealth Bank Group's FY2017–FY2019 Elevate Reconciliation Action Plan (RAP) represents an ambitious and substantial commitment to support Aboriginal and Torres Strait Islander communities in achieving social, economic and financial inclusion.

In adopting an Elevate RAP, the Commonwealth Bank Group joins an elite group of organisations that have taken reconciliation beyond 'business as usual' and embedded it in the delivery of core business practices and decision-making at the highest level.

As such Reconciliation Australia commends the Group's continued commitment to providing increased employment opportunities and cultural appropriate services to Aboriginal and Torres Strait Islander peoples. Here we see the building of meaningful relationships, with extensive initiatives that are guided, implemented and delivered in partnership with Aboriginal and Torres Strait Islander communities.

Reconciliation Australia also commends the Group for its leadership in working hand-in-hand with a range of community partners, demonstrating their commitment to engaging with the communities they serve. At Reconciliation Australia, this is something we've experienced first-hand, with two of the Group's employees seconded to work alongside us.

Today the Commonwealth Bank Group's Elevate RAP signifies its continued and accelerated commitment to meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander people and their communities.

We look forward to seeing what we can achieve together in years to come. On behalf of Reconciliation Australia, I commend the Commonwealth Bank Group on its Elevate RAP and look forward to following its impressive reconciliation journey.

Justin Mohamed
Gooreng Gooreng Man
Chief Executive Officer
Reconciliation Australia

ABOUT OUR ELEVATE RAP.

The Commonwealth Bank Group (the Group) is Australia's leading provider of integrated financial services including retail banking, premium banking, business banking, institutional banking, funds management, superannuation, insurance, investment and share broking products and services.

OUR BUSINESS.

We operate the largest financial services distribution network in the country with the most points of customer access – over 1,100 branches nationally, over 3,700 Australia Post agencies and over 4,300 ATMs nationally. We also operate the only Indigenous Customer Assistance Line for a financial services organisation, ensuring over 100 remote communities have access to banking services.

The Group employs 41,400 people within our domestic operations. Based on our voluntary internal people survey, 0.5 per cent of our domestic workforce identifies as Aboriginal and/or Torres Strait Islander. Diversity and inclusion is an integral part of our culture, values and the way we do business. We are committed to increasing Aboriginal and Torres Strait Islander representation across our domestic workforce to three per cent by December 2026.

OUR VISION FOR RECONCILIATION.

The Group's vision is to excel at securing and enhancing the financial wellbeing of people, businesses and communities. Through our RAP, we are committed to ensuring that we meet our vision for Aboriginal and Torres Strait Islander peoples, businesses and communities. We will do this by working with teams across the Group and with our valued community partners to promote social, economic and financial wellbeing.

OUR APPROACH TO RECONCILIATION.

The Group has had a RAP in place since 2008. In that time we have grown and tailored our programs and commitments to support and achieve greater economic and financial inclusion for Aboriginal and Torres Strait Islander peoples. To continue this vital work we focus on the following key areas:

- ◆ **Cultural capability and engagement:** Ensuring our people have the skills to build strong relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities
- ◆ **People:** Supporting education and pathways into meaningful careers
- ◆ **Business:** Investing in the growth of a strong Indigenous business sector
- ◆ **Communities:** Strengthening relationships with Aboriginal and Torres Strait Islander communities to enhance financial independence



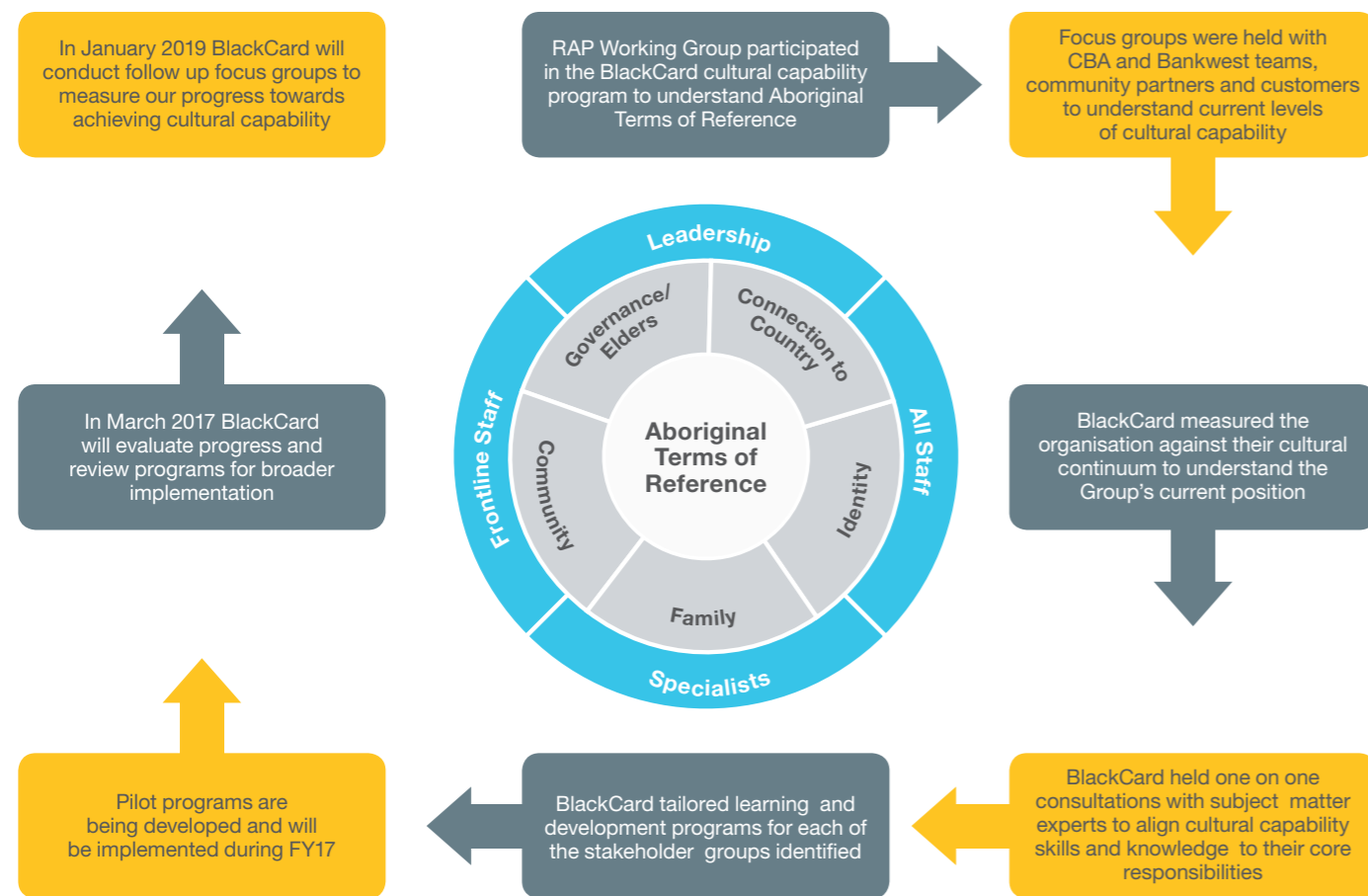
"It's heartening to see one of Australia's largest and most iconic organisations taking their social responsibility seriously and being fair dinkum about their contribution in reconciliation between Aboriginal and Torres Strait Islander Australians and the rest of the population."

Mick Gooda
Gangulu Man
Aboriginal and Torres Strait Islander Social Justice Commissioner,
Australian Human Rights Commissioner,
CBA Indigenous Advisory Council member








CULTURAL CAPABILITY AND ENGAGEMENT.



Ensuring our people have the skills to build strong relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities.

A solid foundation of cultural capability is essential to achieving our reconciliation vision. During 2015 we worked with BlackCard, a Supply Nation-certified business, to develop a Group-wide Cultural Capability Framework, which we will implement over the next three years:



To find out more about BlackCard and how they developed the Cultural Capability Framework, contact BlackCard or visit their website at www.theblackcard.com.au.

Action	Measurable Targets	Timeline	Responsibility
Cultural Capability Framework Increase the cultural capability of our people to build stronger relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities 	<ul style="list-style-type: none"> ◆ Include information about the cultural e-learning program in new starter induction packs and actively promote across the Group to achieve at least 15 per cent Group-wide completion rate ◆ Implement tailored Cultural Capability programs: <ul style="list-style-type: none"> - 60 managers with Aboriginal or Torres Strait Islander School Based Trainees, Full Time Trainees and Interns to complete tailored program annually - 100 per cent of Business Bankers with Indigenous clients will be accredited with cultural capability training - 16 procurement specialists and buyers will participate in a tailored procurement program annually - A tailored branch program will be piloted in 2 regions ◆ Review and evaluate all programs ahead of a broader implementation plan being developed 	Review September annually Programs implemented from July 2016 Review in March 2017	Indigenous Affairs
Garma Identify a thought-leadership topic aligned to the Garma key forum each year and engage key internal and external stakeholders to work collaboratively to implement learnings from Garma 	<ul style="list-style-type: none"> ◆ Host a thought-leadership round table prior to Garma each year ◆ Host a group of at least 10 key stakeholders at Garma ◆ Capture learnings from Garma group and circulate findings and recommendations to internal and external stakeholders 	August annually August annually December annually	Indigenous Affairs
Reconciliation Forum Provide opportunities for our people to learn from our valued community partners to improve our approaches, programs and initiatives 	<ul style="list-style-type: none"> ◆ Hold an annual forum with our valued community partners to share insights with our people ◆ Support our people to use the feedback to continually improve our relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities 	First forum in May 2017 and then annually during NRW	Indigenous Affairs
Reconciliation Network Through the Reconciliation Network, provide opportunities for our people to be involved in our RAP initiatives 	<ul style="list-style-type: none"> ◆ Reconciliation Network to meet at least 6 times a year ◆ Chair of Reconciliation Network to report on Network progress to the Indigenous Advisory Council twice a year 	July 2016 and then bi-monthly April and October annually	Indigenous Affairs
Recognition Support and increase awareness of the Recognise campaign among our Australian workforce 	<ul style="list-style-type: none"> ◆ Work with Recognise to develop a strategy to raise awareness of the referendum amongst our people 	June 2019	Indigenous Affairs
Acknowledging Country Welcome to Country and Acknowledgement of Country are included in key internal and external events 	<ul style="list-style-type: none"> ◆ Acknowledgement of Country at Annual General Meeting ◆ Acknowledgement of Country at CEO-led conferences and events 	September annually	CEO Communications
NAIDOC Week In partnership with the National NAIDOC Committee, celebrate NAIDOC Week across Australia 	<ul style="list-style-type: none"> ◆ Sponsor the NAIDOC Person Of The Year Award with a \$20,000 bursary ◆ Sponsor the VIP section at NAIDOC Ball ◆ Support 5 local NAIDOC events each year ◆ Support the Reconciliation Network to hold at least 10 internal events during NAIDOC Week annually 	July annually	Indigenous Affairs

Action	Measurable Targets	Timeline	Responsibility
Cultural experiences Provide experiences for our people to learn about Aboriginal and Torres Strait Islander cultures and our shared history 	<ul style="list-style-type: none"> Host at least four trips to Bawaka each year, attended by 40 leaders Support the Reconciliation Network to organise a local cultural experience in each capital city 	May - September annually September annually	Indigenous Affairs
National Reconciliation Week Engage teams across the Group in celebrating National Reconciliation Week 	<ul style="list-style-type: none"> Support the Reconciliation Network to hold at least 10 internal events during NRW annually 	27 May – 3 June annually	Indigenous Affairs

BANKWEST

Action	Measurable Targets	Timeline	Responsibility
Acknowledging Country Implement Acknowledgment of Country and Welcome to Country protocols across Bankwest 	<ul style="list-style-type: none"> Develop a communications plan to support the rollout of Acknowledgment of Country protocols across Bankwest Provide information and wording to Bankwest leadership group Develop a list of appropriate representatives that Bankwest can engage for Welcome to Country and make available on the intranet 	December 2016 February 2017 June 2017	Bankwest Diversity and Inclusion
Cultural engagement Support key cultural events in WA 	<ul style="list-style-type: none"> Promote and host significant key cultural events internally and engage colleagues to participate 	July 2016 onwards	Bankwest Diversity and Inclusion
Community engagement Establish close relationships with Elders and other community members to provide guidance and advice on our Indigenous engagement initiatives 	<ul style="list-style-type: none"> Ensure community consultation during the development and implementation of Bankwest's Indigenous Engagement Strategy 	Review progress in June 2017	Bankwest Community Engagement
Cultural Capability Framework Implement the Group-wide Cultural Capability Framework across Bankwest, ensuring learning is tailored to WA 	<ul style="list-style-type: none"> Pilot the cultural capability program with Bankwest branches in the Perth region Review and evaluate the program ahead of a broader implementation plan being developed for Bankwest 	November 2016 March 2017	Bankwest Capability
Meaningful partnerships Provide opportunities for our colleagues to engage with local organisations 	<ul style="list-style-type: none"> Establish community sector partnerships to provide rich engagement opportunities for our people and to support the capacity building of Aboriginal and Torres Strait Islander organisations 	June 2018	Bankwest Community Engagement
Cultural experiences Provide information and experiences for our people to learn about Aboriginal and Torres Strait Islander cultures and our shared history 	<ul style="list-style-type: none"> Facilitate WA-based residential and short-course experiential learning opportunities for our people Include information about the cultural e-learning program in new starter induction packs and actively promote to achieve at least 15 per cent completion rate 	June 2019 June 2016 onwards	Bankwest Human Resources



The Central Coast region is building a stronger working relationship with Darkinjung Aboriginal Land Council.

The Central Coast region is building a stronger working relationship with Darkinjung Local Aboriginal Land Council. This includes a commitment to Aboriginal employment, with seven School Based Trainees and four Full Time Trainees commencing in branches in the region in 2016, as well as a commitment to cultural learning for leaders and teams across the region.

As Regional General Manager looking after branches in the NSW/ACT region, James Corbett is passionate about building stronger relationships between branches and their local Aboriginal and Torres Strait Islander communities. Working closely with Sean Gordon, CEO of the Darkinjung Aboriginal Land Council, has supported James and his team to develop localised actions that will ensure the Group's RAP is having meaningful impact on the ground.

"I have thoroughly enjoyed the opportunity to contribute to the development of the RAP. I trust my involvement in this process will significantly shift the relationship between Indigenous communities and the Commonwealth Bank from a banking partner to a long term community partner".

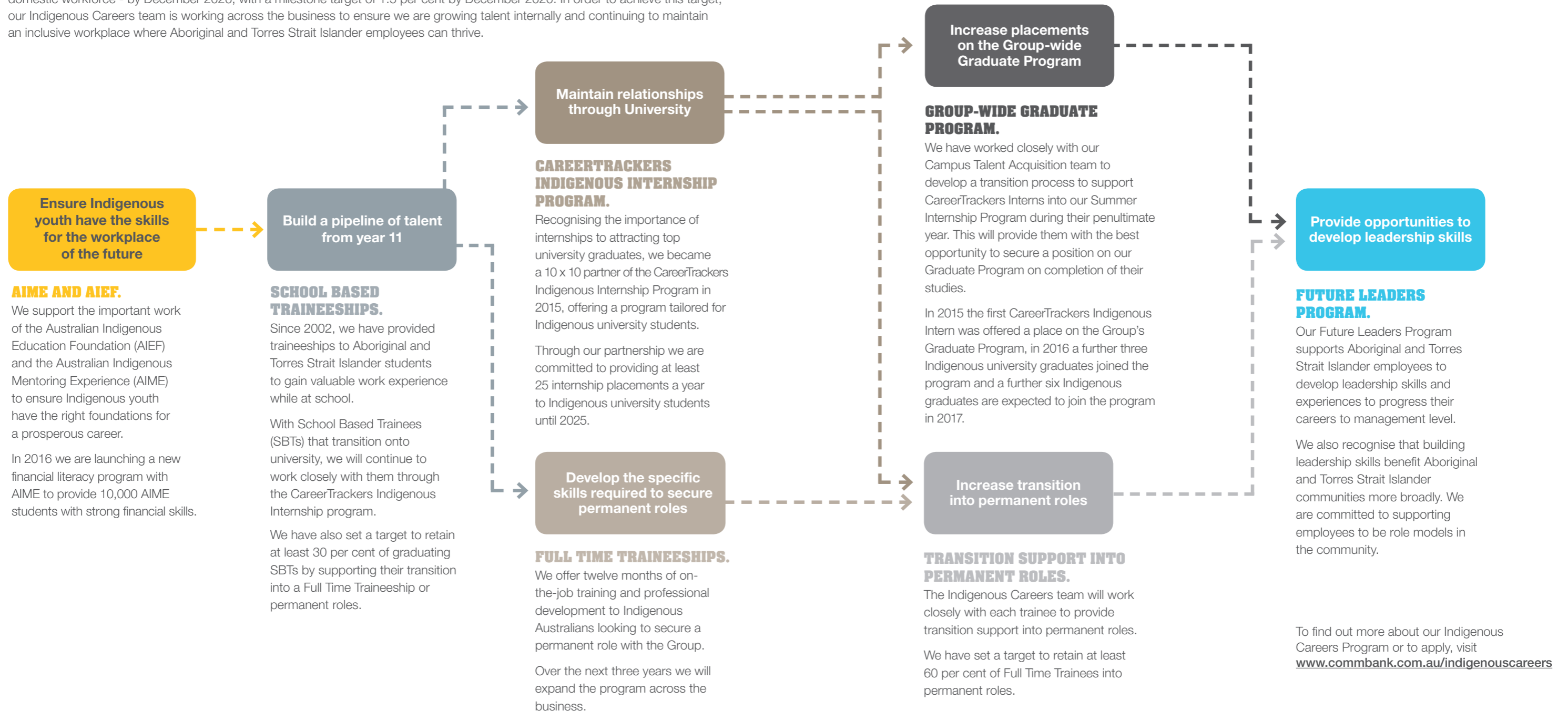
Sean Gordon

Barkindji / Wangamara Man
 CEO, Darkinjung Local Aboriginal Land Council
 CBA Indigenous Advisory Council member

PEOPLE.

Supporting education and pathways into meaningful careers.

We have set a target to reach employment parity - three per cent Aboriginal and Torres Strait Islander representation across our domestic workforce - by December 2026, with a milestone target of 1.5 per cent by December 2020. In order to achieve this target, our Indigenous Careers team is working across the business to ensure we are growing talent internally and continuing to maintain an inclusive workplace where Aboriginal and Torres Strait Islander employees can thrive.



CULTURAL CAPABILITY TRAINING AND MENTORING FOR PEOPLE MANAGERS.

Our strategy to achieve Indigenous employment parity by December 2026 is underpinned by increased support and training for people managers. In November each year, just prior to the January intake for our Indigenous Careers Program, training will be provided to all relevant people managers. One on one coaching and mentoring sessions will also be offered to support the implementation of reconciliation ethics into the business.

Action	Measurable Targets	Timeline	Responsibility
Secondary education scholarships Provide education scholarships through the Australian Indigenous Education Foundation (AIEF) to enable Indigenous students to attend some of Australia's leading schools	<ul style="list-style-type: none"> Continue to partner with AIEF to provide scholarships to Indigenous high school students Continue to provide mentoring to AIEF students via Commonwealth Bank employees Report outcomes of our partnership 	June 2018 September annually September annually	Indigenous Affairs
High school mentoring Through our partnership with the Australian Indigenous Mentoring Experience (AIME), support Indigenous students through high school and onto university, employment and further education	<ul style="list-style-type: none"> Support AIME to develop a financial literacy program and deliver to students through their Tutor Squads, reaching 10,000 students by the end of 2020 Report on outcomes of the program annually Engage our people to share their career experiences through participating in AIME's Windows to the Future Program 	Program implemented from January 2017 September annually September annually	Indigenous Affairs
Engagement in education Through our partnership with Cricket Australia, use cricket as a way to engage youth in education	<ul style="list-style-type: none"> As a partner of the annual Imparja Cup, hold a cricket masterclass and financial literacy workshops for Aboriginal and Torres Strait Islander students in Alice Springs 	February 2017	Sponsorships
Shadow a CEO Provide young Australians with a cross-cultural learning opportunity through experiencing a day in the life of a CEO	<ul style="list-style-type: none"> Provide an Aboriginal or Torres Strait Islander youth with an opportunity to shadow the Group's CEO for a day In partnership with an Indigenous corporation, provide an opportunity for one of the Group's graduates to shadow an Indigenous CEO for a day 	May 2017 May 2017	Indigenous Affairs
Indigenous Careers Program Provide Aboriginal and Torres Strait Islander peoples with a development pathway into a permanent role with the Group	<ul style="list-style-type: none"> Provide at least 100 Indigenous Career Program opportunities per year, with a minimum of 25 positions being for CareerTrackers Indigenous Interns Expand the School Based Traineeship program beyond the retail branch and support at least 30 per cent of graduating students to transition into permanent roles/Full Time Traineeships with CBA Connect all SBTs entering university to the CareerTrackers Indigenous Internship Program Achieve at least 60 per cent transition rate from Full Time Traineeships into permanent role Develop a model that supports Aboriginal and Torres Strait Islander employees in regional Australia to secure career progression opportunities across business units while staying in their communities 	December intake annually January 2017 onwards July 2017 onwards July 2017 onwards June 2019	Indigenous Careers
Indigenous Employee Network Provide greater opportunities for Aboriginal and Torres Strait Islander employees to meet and collaborate and to provide advice and input into Indigenous specific strategies across the Group	<ul style="list-style-type: none"> Launch an Indigenous Employee Network and offer regular engagement activities including an annual discussion with a Group Executive Provide opportunities for network members to meet other Aboriginal and Torres Strait Islander professionals through the Indigenous Corporate Network Connect at least 20 Network members with a career mentor, either internal or external to the Group 	January 2017 onwards September annually September annually	Indigenous Careers
Future Leaders Program Provide tailored leadership development opportunities to Aboriginal and Torres Strait Islander employees	<ul style="list-style-type: none"> Identify and provide at least 15 high potential Indigenous employees with a tailored leadership program 	September 2017, then biennially	Indigenous Careers
Indigenous community leadership bursary Support Aboriginal and Torres Strait Islander graduates to build their community leadership skills	<ul style="list-style-type: none"> Support Indigenous employees on the Graduate Program to travel home to share their education and career journey with students in their community 	December annually	Indigenous Careers



“It’s a privilege to work with so many high calibre representatives from the Aboriginal community and incredibly switched on bank representatives, who are enthusiastic, empathetic and looking for constructive solutions.”

Bronwyn Bancroft
 Bundjalung Woman
 Director, Designer Aboriginals Pty Ltd
 CBA Indigenous Advisory Council member

BUSINESS.

Investing in the growth of a strong Indigenous business sector.

We take a holistic approach to investing in the Indigenous business sector. Through the implementation of our Cultural Capability Framework, we are building our internal capability to continually improve the way we engage with Indigenous businesses while also investing in business capability building for Indigenous entrepreneurs, CEOs and boards.

CULTURAL CAPABILITY TRAINING AND ACCREDITATION FOR BUSINESS BANKERS WITH ABORIGINAL AND TORRES STRAIT ISLANDER CLIENTS.

With the launch of our Indigenous Business Banking team, we are providing training and accreditation to all our business bankers who have Indigenous clients. Over the next three years we will be expanding this training to internal teams that in some way engage with, or make decisions that impact on, Indigenous businesses.

INVEST IN LEADERSHIP AND GOVERNANCE TRAINING FOR INDIGENOUS BOARDS.

Strong leadership and governance is essential to economic development in Aboriginal and Torres Strait Islander communities across Australia.

Over the next three years we will develop and implement an approach that empowers Indigenous boards to continue to build leadership and governance skills and knowledge.

INCREASE ACCESS TO FINANCE FOR SMALL TO MEDIUM ENTERPRISES.

Community Business Finance has provided tailored business banking packages to over 30 Indigenous entrepreneurs around Australia. The program provides access to affordable banking solutions including transaction accounts, business debit cards, merchant facilities, such as EFTPOS, and business development support.

We have also worked with Indigenous Business Australia to develop products for their clients.

PROVIDE INDIGENOUS BUSINESSES WITH INTEGRATED BANKING.

Through our network of trained business bankers, we will provide Indigenous organisations and corporations with integrated banking packages that recognise their unique circumstances.

CONTINUE OUR SUPPLY NATION MEMBERSHIP.

We are a proud founding member of Supply Nation, Australia's leading business-to-business membership body dedicated to growing Indigenous diversity within corporate and government supply chains.

Our membership supports us to increase introductions with Indigenous businesses and buyers across the Group. Since 2009, we have used certified Indigenous-owned suppliers for a wide range of products and services such as telecommunication services, photography, printing, catering, office supplies and cultural training.

SUPPORT SUPPLY NATION TO PROVIDE BUSINESS COACHING.

Our new partnership with Supply Nation will support them to connect Indigenous businesses with skilled volunteers from Supply Nation members to access timely advice, specialist knowledge and support.

The program will facilitate increased opportunities for Indigenous and non-Indigenous businesses to network within their sector and in sectors where future business opportunities lie.








INCREASE PURCHASING FROM SUPPLY NATION BUSINESSES.

We are committed to building sustainable supply chain practices and we recognise the importance of supplier diversity; not only to the sustainability of our business but also the opportunities it offers Indigenous businesses to grow.

During the 2015 financial year more than 25 Indigenous suppliers were introduced to relevant decision-makers in the Group. Over the next three years we will focus on converting introductions into contracts for Indigenous businesses.

CULTURAL CAPABILITY TRAINING AND SUPPORT FOR PROCUREMENT SPECIALISTS AND BUYERS.

We are continually building our internal capability to procure from Indigenous businesses, particularly Small to Medium Enterprises. We have identified that timing of contracts is a major barrier to increasing procurement from Indigenous businesses so we will identify key buyers across the Group and provide tailored training and support as they make introductions and build business relationships with Supply Nation suppliers.

Action	Measurable Targets	Timeline	Responsibility
Indigenous leadership and governance Invest in the financial, leadership and governance capability of the boards of Indigenous organisations and corporations 	<ul style="list-style-type: none"> Consult with Indigenous boards in urban, regional and remote locations to determine capability building needs Select a program partner to support the development and delivery of the program, drawing on learnings and insights from the consultation Deliver a pilot program to at least 5 boards, capturing learnings and feedback for continual improvement 	December 2016 By July 2017 Implementation from July 2017	Indigenous Affairs
Supply Nation Business Coaching Provide practical and timely business coaching to Aboriginal and Torres Strait Islander entrepreneurs 	<ul style="list-style-type: none"> Partner with Supply Nation to develop a business coaching offering that supports Supply Nation-certified suppliers to build capacity and procurement knowledge Commence a pilot to engage at least 20 Aboriginal and Torres Strait Islander entrepreneurs in business coaching Measure outcomes for participating Supply Nation suppliers and members 	September 2016 January 2018 June 2019	Indigenous Affairs
Supply Nation Connect Support Supply Nation to increase engagement between members and suppliers 	<ul style="list-style-type: none"> Sponsor Supply Nation's 2016 Sydney Connect Gala Awards Dinner Show our support through our staff attendance at all relevant Supply Nation events and training opportunities 	May 2016 September annually	Group Procurement
Supply diversity Encourage Supply Nation suppliers to tender in Group Procurement led tender events within their relevant spend categories 	<ul style="list-style-type: none"> Make 20 Supply Nation supplier introductions to relevant Group buyers or decision makers each year Make 15 Supply Nation supplier introductions to existing Group suppliers for second tier opportunities each year Hold an annual 'Meet the Buyer' event to educate suppliers on how the Group run tenders and to encourage relationships 	September annually September annually September annually	Group Procurement
Staff purchasing power Create opportunities for Indigenous businesses to promote their products and services to our employees 	<ul style="list-style-type: none"> Create innovative opportunities to increase exposure of Supply Nation suppliers to our staff through market stalls or other means 	September 2016 annually	Group Procurement
Integrated business banking Through the establishment of an Indigenous Business Banking team provide Indigenous organisations and corporations with integrated banking solutions 	<ul style="list-style-type: none"> Provide at least 15 bankers with Indigenous business clients, and other key team members, with training each year Develop practical integrated banking packages that recognise the unique needs of Indigenous businesses and corporations 	December 2017 July 2017 onwards	Indigenous Business Banking
Capital for entrepreneurs Provide capital for small business owners 	<ul style="list-style-type: none"> Continue to provide access to capital for Indigenous entrepreneurs through Community Business Finance packages, including: <ul style="list-style-type: none"> Work with IBA to develop banking solutions for Indigenous businesses Review and redesign the Community Business Finance Program for continual improvement 	June 2016 onwards	Indigenous Business Banking



When BlackCard was introduced to the Group in late 2014, it was quickly realised that both shared similar goals and values.

Commonwealth Bank Group was looking to address the cultural capability gap that large organisations often experience and build not only their cultural awareness, but their capability to be able to put that increased awareness into practice every day. BlackCard's vision is for every person working with Aboriginal and Torres Strait Islander peoples to have a black card to accredit them in their role. Partnering with the Group provided BlackCard with an opportunity to better understand what tailored support is required by a large corporate to embed cultural capability into their business and achieve BlackCard accreditation.

The partnership between CBA and BlackCard has grown during the past twelve months. While challenges often arise when a large corporation partners with a small Indigenous organisation, a foundation of respecting that both organisations bring a wealth of experience and knowledge has supported the partnership to flourish. The result has been a merging of unique skills and knowledge that has benefited both organisations.

Working within an Aboriginal Terms of Reference has been a unique experience for the RAP Working Group. They have recently started introductions within Aboriginal Terms of Reference and there is wide agreement from senior leaders down that they are seeing a real difference in how people interact when engaging on these terms. For BlackCard, the organisation has developed a strong understanding of how a large corporate works and at times having to meet certain requirements beyond those previously experienced. Through all these challenges and opportunities, having respectful and honest conversations has supported the relationship to grow.

COMMUNITY.

Strengthening relationships with Aboriginal and Torres Strait Islander communities to enhance financial independence.

Our investment in communities is both morally and strategically important: economically strong Indigenous communities are important to maintaining an economically strong Australia. Our investment in Aboriginal and Torres Strait Islander communities focuses on enhancing financial wellbeing, fostering economic development opportunities and delivering strategies designed for community, by community.

CULTURAL CAPABILITY TRAINING AND SUPPORT FOR FRONTLINE STAFF.

We will deliver regionally specific programs for frontline teams to support them to increase their knowledge of the local Aboriginal and Torres Strait Islander cultures, develop a greater understanding of the impacts of our shared history and increase engagement with their local Aboriginal and Torres Strait Islander community.

ENSURE REMOTE RETAIL CUSTOMERS HAVE BANKING ACCESS THROUGH THE INDIGENOUS CUSTOMER ASSISTANCE LINE (ICAL).

Since 2009, ICAL has grown to a team of 14 and currently receives more than 3000 calls a week from retail customers in over 100 remote communities, underlining the importance of this service.

The ICAL team's priority is to develop workable and sustainable alternatives to ensure remote Indigenous customers are not negatively impacted by their geographical isolation. The team provides free balance enquiries, replacement cards, access to funds and general financial information.

SUPPORT TEAMS TO BUILD STRONG RELATIONSHIPS WITH THEIR LOCAL COMMUNITY.

The Central Coast region has been building a strong working relationship with Darkinjung Aboriginal Land Council, with a commitment to increasing Indigenous employment and cultural capability across the region.

Through sharing learnings from this place-based approach, we will work with teams across CBA to continue to build strong, mutually beneficial relationships with local Indigenous organisations.

PROVIDE SCHOLARSHIPS TO INCREASE THE NUMBER OF INDIGENOUS FINANCIAL COUNSELLORS NATIONALLY.

In 2011 we identified that the low number of Indigenous peoples that were accredited in financial counselling was impacting access to support for Indigenous communities.

Working with the Indigenous Consumer Assistance Network we have built a national pipeline of accredited Indigenous financial counsellors. Since the launch of the program the number of Diploma accredited counsellors has more than quadrupled - 19 graduates in all with another 17 currently completing the Diploma.

We will continue our work with ICAN to ensure more Indigenous Australians are accredited in financial counselling in order to support their community to financial independence.

IMPROVE THE PATHWAY TO FINANCIAL WELLBEING FOR ABORIGINAL AND TORRES STRAIT ISLANDER INDIVIDUALS AND COMMUNITIES.

Supporting financial wellbeing in a culturally appropriate way is important in working towards financial independence.

Through our partnership with the Aboriginal Legal Rights Movement we support financial counselling outreach to remote communities in the Anangu Pitjantjatjara Yankunytatjara (APY) Lands.

Through our partnership with Indigenous Consumer Assistance Network (ICAN), we are developing a new program that will enable us to work with Indigenous organisations and corporations to deliver financial wellbeing training to their communities.

OFFER INDIGENOUS ORGANISATIONS SKILLED VOLUNTEERS AND SECONDEES.

Through the Commonwealth Bank skilled volunteering program, our people have the opportunity to provide their professional skills to Indigenous organisations to support them to implement projects, strategies and ideas.

Through our partnership with the Jawun Indigenous Secondment Program, our people have worked on over 80 projects with Indigenous organisations in a number of Empowered Communities locations, providing a broad range of skills including design, strategic planning, risk management and business planning.

CULTURAL CAPABILITY TRAINING AND SUPPORT FOR SKILLED VOLUNTEERS AND SECONDEES.

All secondees, volunteers and teams that work directly with Indigenous organisations complete our cultural e-learning program before commencing their placement. We also encourage all returning secondees and volunteers to join our Reconciliation Network to work with us to build the cultural capability of their direct teams and the broader organisation.

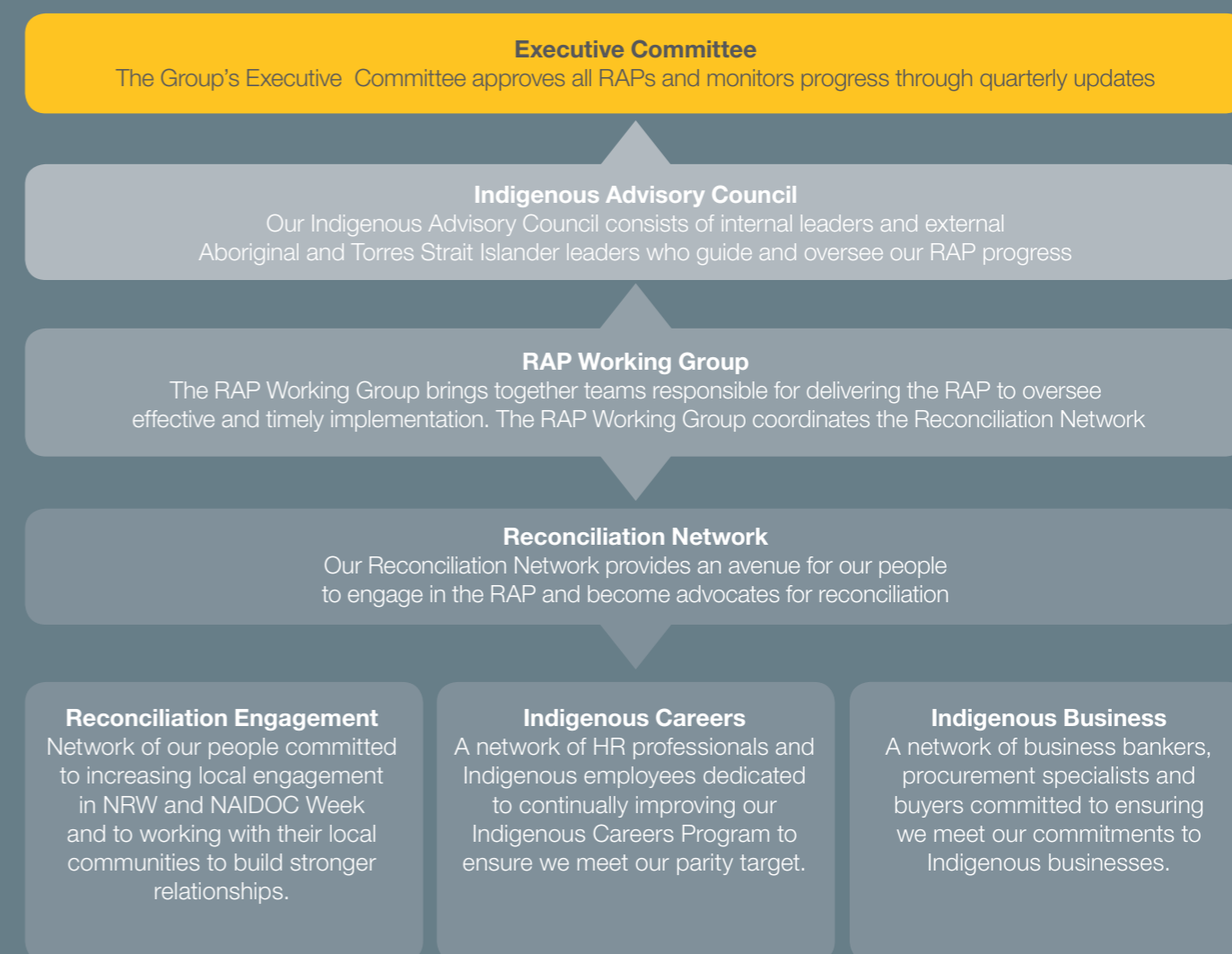
Action	Measurable Targets	Timeline	Responsibility
Advocacy and leadership Collaborate with Indigenous communities to advocate in partnership for greater economic development opportunities on Indigenous land	<ul style="list-style-type: none"> Develop a position paper on how property rights and land assets can be better utilised by Indigenous communities and present findings to the Indigenous Advisory Council Make findings available for Indigenous corporations to access 	June 2017 December 2018	Indigenous Affairs
Remote banking access Develop innovative products and services that address the geographical and economic isolation of many of our Aboriginal and Torres Strait Islander customers	<ul style="list-style-type: none"> Engage Ernst and Young to conduct an impact measurement assessment on ICAL Develop a recommendations paper to ensure we are continually securing the financial wellbeing of our most isolated customers 	September 2016 January 2018	ICAL Indigenous Affairs
Human Rights Building on the Group's Human Rights Position Statement, develop guidelines to systematically consider the Rights of Indigenous Peoples domestically and internationally	<ul style="list-style-type: none"> Develop guidelines for the implementation of the Human Rights Position Statement, leveraging the Declaration on the Rights of Indigenous Peoples <ul style="list-style-type: none"> During the development process, hold a series of focus groups to support the guidelines to be applied across the Group 	Launch guidelines in September 2017	Indigenous Affairs
School Banking Increase access to our School Banking program for regional and remote schools	<ul style="list-style-type: none"> Engage with at least 5 remote schools to support the introduction of School Banking 	June 2018	School Banking
Superannuation Increase our understanding of the superannuation issues facing Aboriginal and Torres Strait Islander peoples	<ul style="list-style-type: none"> Continue to participate on the Industry's Indigenous Superannuation Working Group to better understand how we can support changes to superannuation for Aboriginal and Torres Strait Islander peoples 	June 2016 onwards	Wealth Management Advocacy
Skilled volunteering and secondments Support Aboriginal and Torres Strait Islander organisations with skilled volunteering and secondments	<ul style="list-style-type: none"> Provide at least 5 skilled volunteers to Aboriginal and Torres Strait Islander organisations each year Provide at least 20 secondees each year to support Jawun-led projects in Empowered Communities regions Participate in 5 Jawun Executive visits per year to ensure our leaders have opportunities to learn from Indigenous leaders 	September 2016 annually	Workplace Giving
Financial counselling scholarships In partnership with ICAN, support Aboriginal and Torres Strait Islander peoples to receive financial counselling qualifications through the Indigenous Financial Counselling Mentorship Program	<ul style="list-style-type: none"> Provide scholarships for at least 10 Aboriginal and Torres Strait Islander Australians to participate in each program Build on the Indigenous Financial Counselling Mentorship program to further support participants with a supervision framework 	June 2016 onwards January 2017	Indigenous Affairs
Financial wellbeing training Through our partnership with ICAN develop a financial wellbeing training package	<ul style="list-style-type: none"> Develop a package to be delivered through a train the trainer model Work with at least 4 Indigenous organisations to implement the package each year 	December 2016 July 2017 onwards	Indigenous Affairs
Financial counselling outreach Support access to financial counselling for remote communities in the APY Lands	<ul style="list-style-type: none"> Support Aboriginal Legal Rights Movement to travel to APY Lands at least 3 times a year to provide financial counselling outreach 	June 2018	Indigenous Affairs

GOVERNANCE AND REPORTING.

The Group recognises that for our RAP programs to be successful, they need to be culturally appropriate and relevant, with clear objectives as well as measures and accountability.

GOVERNANCE.

Engagement is crucial to the success of the RAP, forming a foundation on which successful development and implementation relies. It's through engagement internally, with the wider community and with Aboriginal and Torres Strait Islander partners that we can develop RAP actions that are relevant, achievable and contribute towards equality and real reconciliation

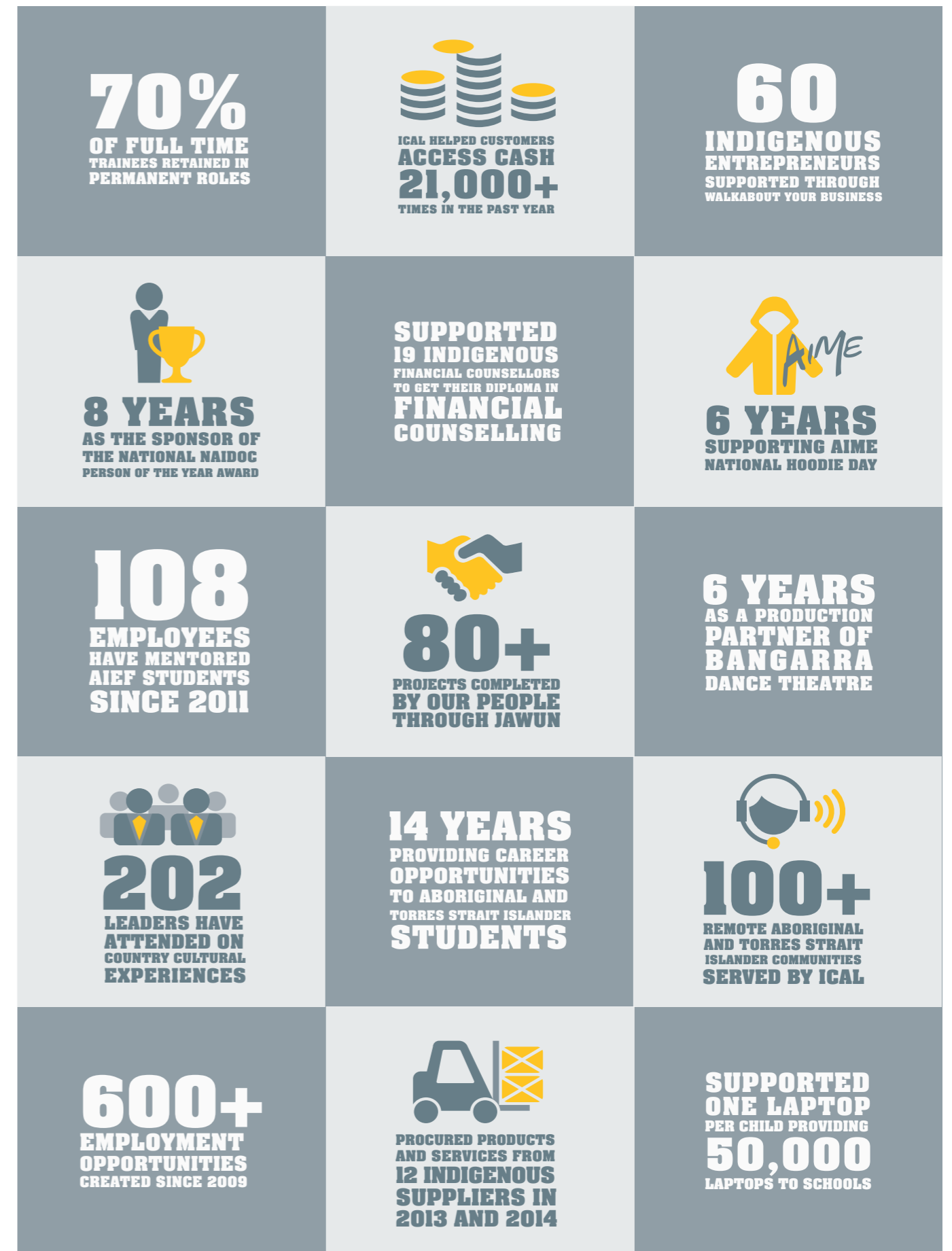


IMPACT MEASUREMENT.

In 2014 we embarked on a project to measure the impact of our RAP programs. We worked with Ernst & Young (EY) who engaged extensively with stakeholders to help us adopt an outcomes-based measurement approach to understand and capture – both qualitatively and quantitatively – the broader social and economic outcomes being created for individuals and communities through these initiatives. The process has supported our partners to effectively measure the impact their programs are having thereby enabling transparent, efficient, and enhanced reporting, as well as guide future activities and improvement processes to maximise the impact of their programs. Our Impact Measurement Reports are available online at www.commbank.com.au/indigenous

Action	Measurable Targets	Timeline	Responsibility
Governance Maintain strong governance of our RAP programs and commitments	◆ Report progress to our Executive Council, including progress towards meeting our Indigenous employment parity target	Quarterly updates	Corporate Responsibility
	◆ Hold 2 Indigenous Advisory Council meetings per year	April and October annually	Indigenous Affairs
	◆ RAP Working Group will continue to meet monthly	Monthly	Indigenous Affairs
Cultural capability review Our progress will be formally reviewed by BlackCard every three years to ensure we achieve and maintain a high level of cultural capability across the organisation	◆ Hold a series of focus groups to determine progress towards cultural capability	January 2019	Indigenous Affairs
	◆ Develop an FY20-FY22 implementation plan	June 2019	Indigenous Affairs
Reporting Report on the progress of our RAP internally and externally	◆ Report on progress to Reconciliation Australia via the RAP Impact Measurement questionnaire	September annually	Indigenous Affairs
	◆ Participate in the Reconciliation Australia Barometer Report	Biennial in 2016 and 2018	Indigenous Affairs
	◆ Report on our supplier diversity spend to Supply Nation quarterly	September annually	Group Procurement
	◆ Conduct assurance on Elevate RAP outcomes	June 2019	
Share learnings Share our learnings with the RAP community	◆ Continue to engage with key stakeholder organisations like Reconciliation Australia, Business Council of Australia and UN Global Compact	Ongoing	Indigenous Affairs
Refresh RAP Work with the Indigenous Advisory Council, our community partners and Reconciliation Australia to review and refresh our RAP	◆ Review RAP to determine progress and, based on learning's, challenges and achievements, develop the FY20-FY22 RAP	January 2019	Indigenous Affairs
	◆ Present RAP to Reconciliation Australia for review and endorsement	June 2019	Indigenous Affairs

RECONCILIATION ACTION PLAN HIGHLIGHTS.



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Noel Prakash

About the artwork.

The artwork for our first Elevate RAP was designed by Bronwyn Bancroft.

The central image is the sun, which represents the 'Giver of Life'. The Flowers surrounding the sun indicate respect for the land and its incredible Beauty and Bounty. The linear patterning represents the River, the essential Source of Life. The shells are indicative of a midden, the meeting place for food and conversations. Traditionally the midden was the place to meet, eat and come together. This design represents Commonwealth Bank meeting with its community partners and working together towards Reconciliation.

Over the past thirty years Bronwyn has had a diverse artistic practice including public art commissions, imagery design for private commission, and both authoring and illustrating children's books. However first and foremost, Bronwyn creates her own signature style of contemporary artwork which continues to be exhibited nationally and internationally.

Bronwyn has been a Director of her company, Designer Aboriginals Pty Ltd, since 1985. Designer Aboriginals is a Supply Nation-certified business.