

HOUSE OF REPRESENTATIVES STANDING COMMITTEE ON ECONOMICS

REVIEW OF THE FOUR MAJOR BANKS (THIRD REPORT)

Australia and New Zealand Banking Group Limited

ANZ02QON: 49

Sedgwick review recommendation 9

Mr THISTLETHWAITE: What about recommendation 9—formally examining workplace culture and formal processes to redress any conscious or unconscious bias towards sales preference in customer service? Can you outline the process that your bank's undertaken to meet that recommendation?

Mr Elliott: I could do it at a high level but I'm happy to respond on notice about the actual program of work that we have around that, because we do have a program of work around that.

Answer: We have changed the structure of our branch and call centre incentive plans to a new scorecard that emphasises good customer outcomes

- The performance scorecard has a weighting of ~30% for sales and a ~70% weighting on customer, team work and well managed outcomes
- We place equal weight on 'how results were achieved' as well as 'what was achieved'
- The scorecard informs how we pay our staff
- This meets the Sedgwick Review recommendation ahead of the 2020 timeframe
- We are looking to extend this scorecard structure to other parts of ANZ, reflecting the spirit of the Sedgwick Review.

We continue to progress our review of workplace culture, which includes reviewing our sales and performance management practices and looking at culture as part of our internal audits.

Beyond the specific responses to the Sedgwick Review, we have a broad program of work directed at ensuring the bank's culture supports good customer outcomes.

This work is occurring both across the bank as-a-whole and within our retail-focused Australia Division. It includes articulating a clear organisational purpose, refreshing our values and adopting a net promoter system to improve customer experience.