

Australia and New Zealand Banking Group Limited

**Response to Questions on Notice following 5 October 2016 House of
Representatives Economics Committee Hearing**

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Question

Ms BANKS: I talk a lot about unconscious bias, and I want to talk about that in relation to your customers and your employees. We have described what are clearly issues, from your own admission, in relation to the culture in the bank. I know the ANZ Bank have done a lot of work at the senior level on unconscious bias training. Have you done that training at the lower level—the people who face the customers—in terms of unconscious bias?

Mr Elliott: I would have to go and check. I know that we have done an extraordinary amount of training around unconscious bias, but I would have to go and check how far down into the organisation that has gone.

Answer

All staff members at ANZ undertake training covering gender and other forms of discrimination. This training is mandatory. It must be completed upon commencement at ANZ and every two years thereafter.

In addition, around 2,200 ANZ leaders have taken unconscious bias training to date. The training is called "Think Different" and was developed in 2012. The objective of the training is to make staff aware that their unconscious biases can and do exert a strong influence on their everyday judgments, decisions and behaviours and can lead to biased responses.

ANZ notes that the majority of ANZ branch managers are female (69%) as are the majority of our Retail Branch and Contact Centre frontline sales staff in (72% female).