

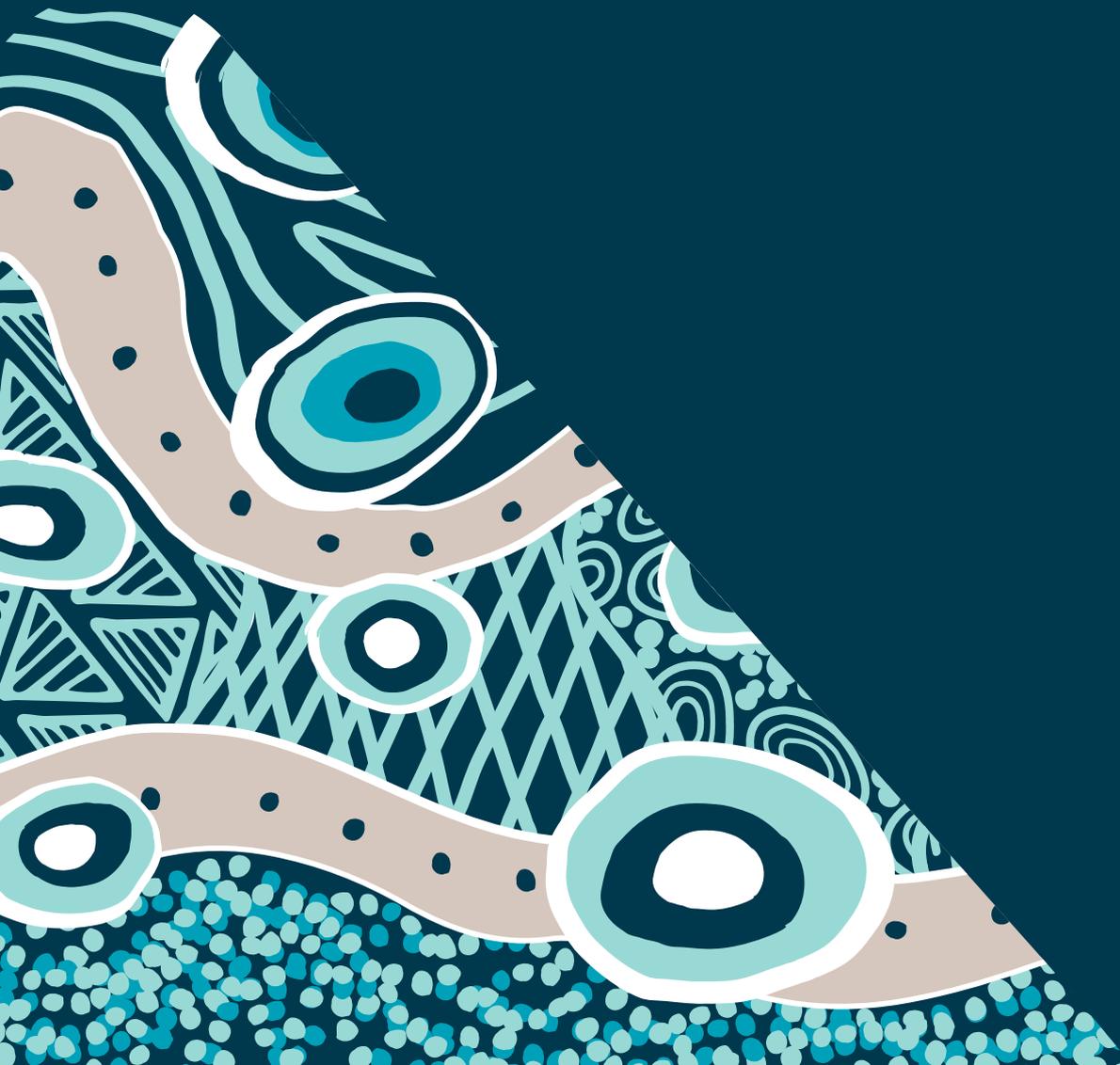


Great
Southern
Bank



Great Southern Bank Reflect Reconciliation Action Plan

January 2022 – December 2022

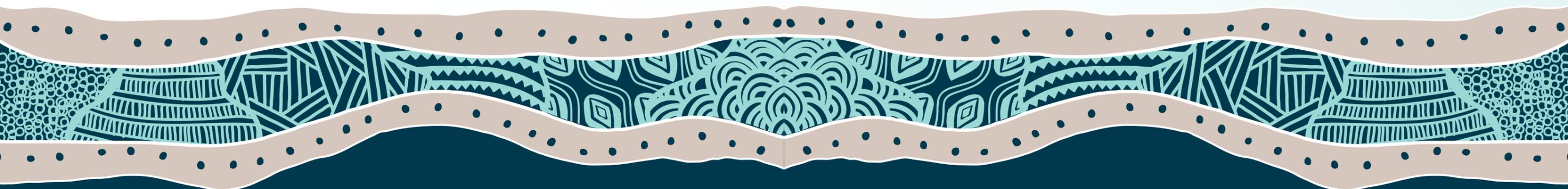




We acknowledge the Traditional Owners of the lands on which we operate and pay our respects to Elders past and present, and to emerging community leaders. We also acknowledge the important role Aboriginal and Torres Strait Islander peoples continue to play within the communities in which Great Southern Bank operates and where our team members reside.

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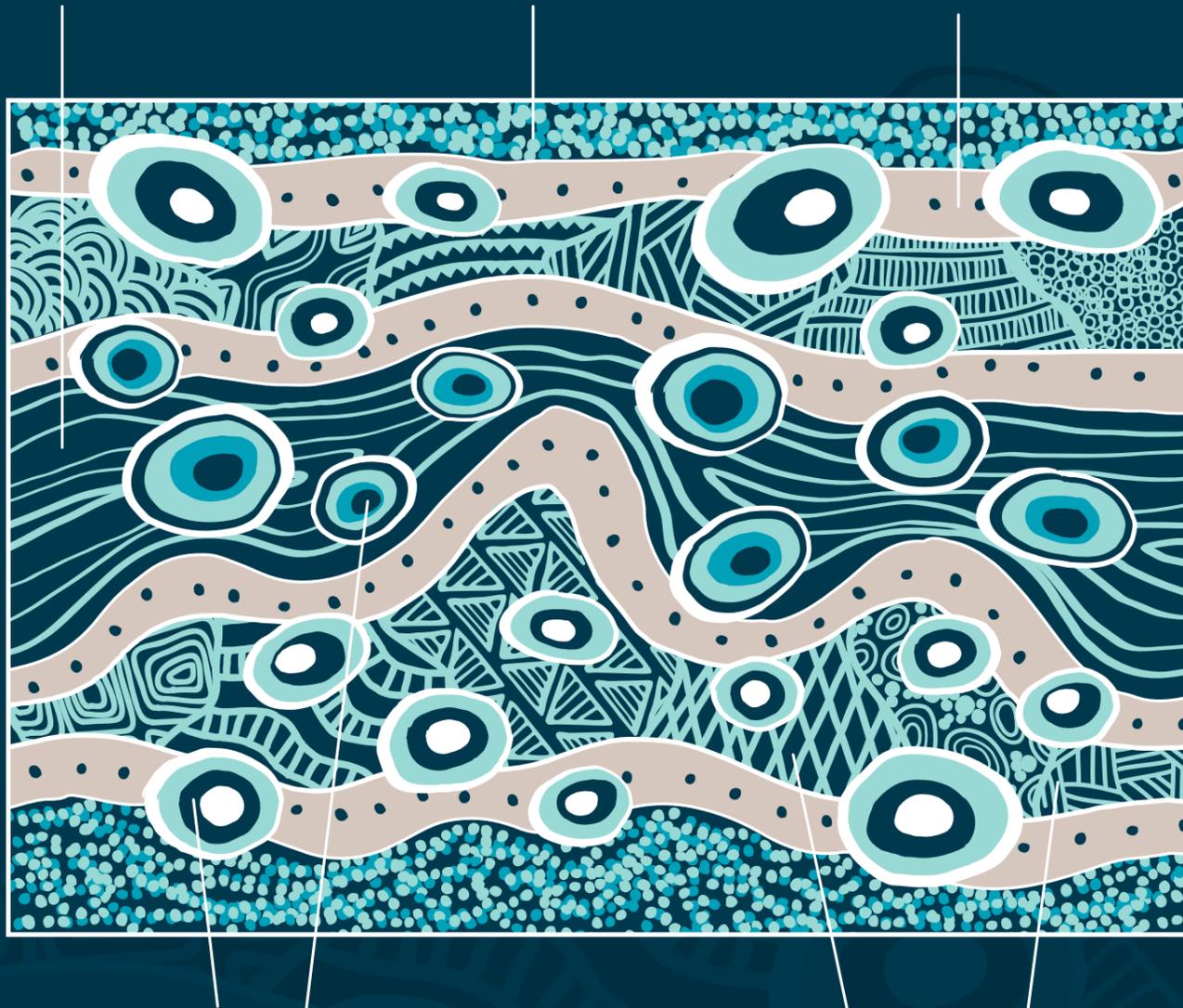


Great Southern Bank Reconciliation Action Plan Indigenous design

The healing waterways represent the reconciliation work of Great Southern Bank and our journey of healing together as Australians.

The pattern at the edges acknowledges and pays respect to Aboriginal and Torres Strait Islander ancestors and cultures.

The connecting design elements represent mutual knowledge sharing between Great Southern Bank, its leadership and staff and the Aboriginal and Torres Strait Islander community, and the understanding of our history and future together.

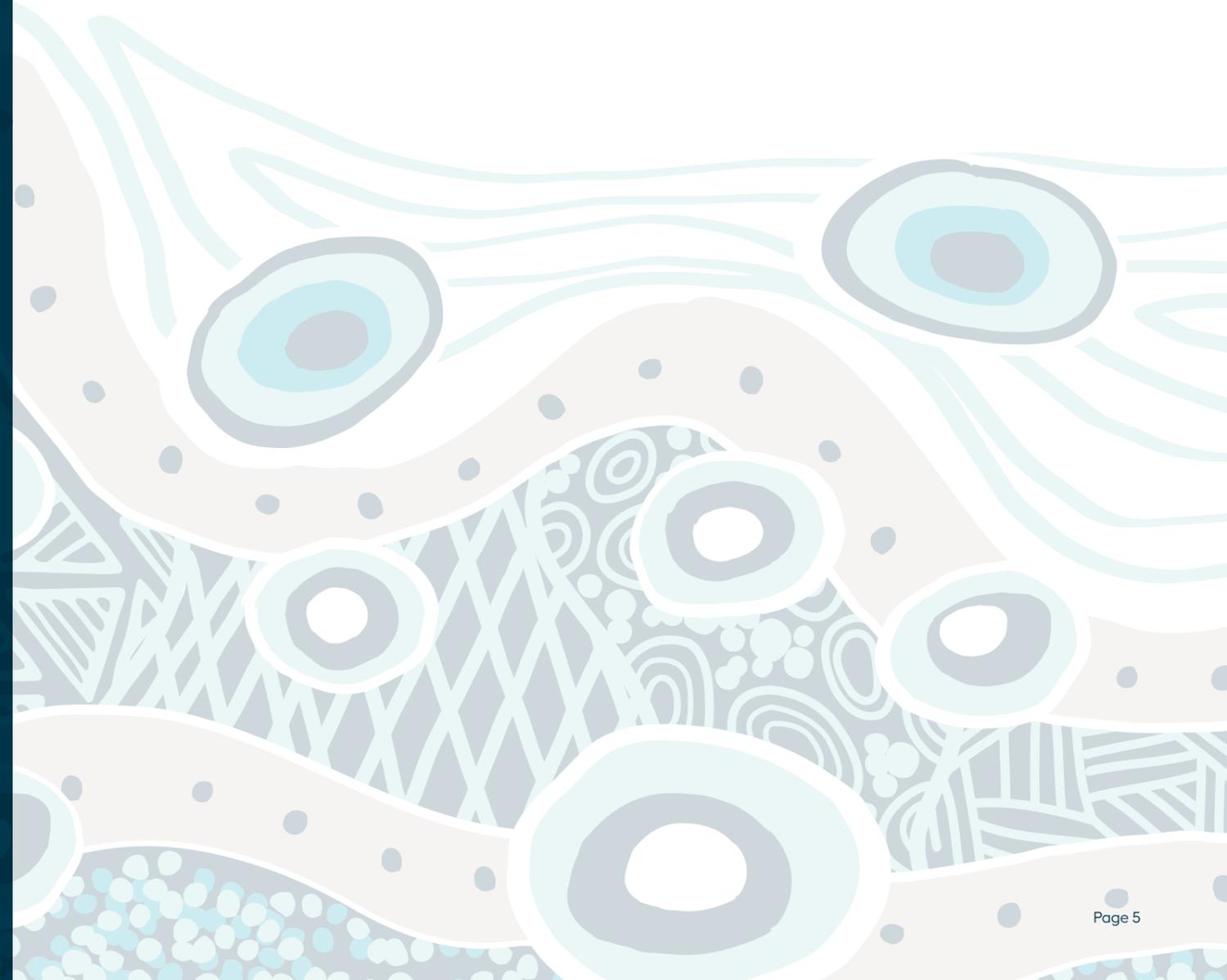


The circular elements represent families and communities Great Southern Bank is working with to improve their lives through opportunities building, financial literacy and inclusion, and home ownership.

The many patterns symbolise recognition of and respect for the diversity of Aboriginal and Torres Strait Islander peoples and cultures throughout Great Southern Bank's 36 locations across Australia.

The Indigenous design for our Reconciliation Action Plan was created by Cairns-based Indigenous design and creative agency, ingeous studios. Leigh Harris, Creative Director and founder of ingeous studios, is a proud Kangoulou and Gungarri man who is also proud of his Italian and Welsh heritage. Leigh draws upon his Aboriginal cultural heritage and knowledge to influence his design works.

For our RAP, Leigh has layered contemporary Indigenous elements in a design that represents Great Southern Bank's commitment to and vision of reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.



A message from our CEO

A critical new stage in Great Southern Bank's 75-year journey has begun.

It is with great pride that we present Great Southern Bank's inaugural Reconciliation Action Plan (RAP), the beginning of a long-term commitment to support the financial and social inclusion and prosperity for Aboriginal and Torres Strait Islander peoples.

Our Reflect RAP is a commitment to how we will work to build trust and strengthen relationships, and respect for our First Nations peoples' traditions, cultures, history and achievements. Through our RAP, we will work towards achieving better, more respectful outcomes for Aboriginal and Torres Strait Islander peoples in Australia. Over the next 12 months, and beyond in future RAPs, it will help us structure our efforts, ensuring our work is inclusive of the needs of all Australians.

As a values-based and purpose-led organisation, our work here builds on our enduring commitment to addressing social issues and supporting our customers and their communities. We have provided financial products and services to First Nations customers for some time and most recently we became carbon neutral as an organisation,

something only possible through an offsetting contribution managed by First Nations rangers in Arnhem Land.

We are just beginning our reconciliation journey with this RAP and we are excited about this next stage. Our RAPs will help us deliver on our purpose of helping all Australians own their own home, and demonstrate our support for improving access to affordable and stable housing for Aboriginal and Torres Strait Islander peoples.

Through our efforts, we know we can have a significant, real impact on reconciliation. We thank Reconciliation Australia for their guidance and our employees who have worked together to develop our Reflect RAP.

The team at Great Southern Bank look forward to building a stronger future together.

Paul Lewis
CEO
Great Southern Bank

A message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Great Southern Bank to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Great Southern Bank joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Great Southern Bank to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Great Southern Bank, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
CEO
Reconciliation Australia

Our business

Our purpose is to help all Australians own their own home.

For over 75 years, we've been helping our customers achieve their financial goals and own their own homes, and today we look after the financial and insurance needs of over 376,000 Australians. We have changed our name from Credit Union Australia (CUA) to Great Southern Bank but we remain customer-owned and committed to helping all Australians with their banking.

Back in 1946, we saw an opportunity to give Australians a fairer deal. We challenged the banking status quo at the time by providing responsible and affordable lending.

Through a series of mergers with like-minded credit unions and community groups, we created the growing and unique force that is Great Southern Bank today.

We are focused on creating an inclusive workplace for our people that reflects our customer base and the communities we operate in. This means attracting more millennials and people with culturally diverse backgrounds including Aboriginal and Torres Strait Islander people, while maintaining gender equality and understanding what drives our multigenerational workforce.

We believe in reinvesting in our business, deepening our relationships with our customers, championing great causes and building stronger communities. We've changed a lot over the years – and today we offer much more than just lending – but we're still driven by a passionate and genuine desire to enrich our community.

Our people

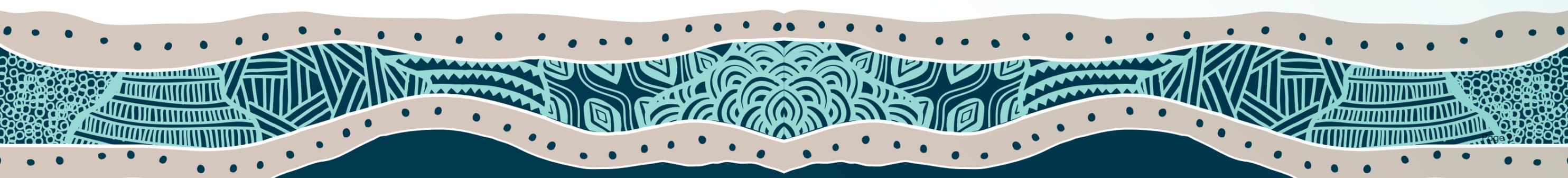
We know it's our people that give us our edge and make us unique. We are values-based and purpose-led, and strive for everyone to feel a part of a genuine, diverse and inclusive team.

In 2021, we employed over 1,100 employees who work in 36 locations across Australia. This includes hundreds of frontline staff in our branches working closely with their communities and our three central office hubs in Brisbane, Sydney and Melbourne.

Women fill more than half of our senior leadership roles and represent about 60% of our total employees. We are also an endorsed Employer for All Women through WORK180, and our great range of benefits, flexibility and parental leave are just some of the benchmarks we proudly passed to achieve this recognition.

We seek to enhance the cultural awareness and capability of our people, and to provide opportunities for Aboriginal and Torres Strait Islander peoples to work with or find homes with Great Southern Bank.

In late 2021, our people participated in Diversity Council Australia's voluntary and anonymous Inclusion@Work survey and four of our people identified as Aboriginal and/or Torres Strait Islander. To better capture our diversity, we have begun providing our team members with the option to share their cultural background and if they identify as an Aboriginal and/or Torres Strait Islander person. This is just a first step – but an important one – in becoming a truly diverse and inclusive organisation committed to advancing reconciliation.



Our Reconciliation Action Plan

Great Southern Bank is focused on helping all Australians own their own home. We believe one way we can help ensure equitable and respectful outcomes for Aboriginal and Torres Strait Islander peoples in Australia is through reconciliation and we commit to taking action to support this important step.

In 2021, our Board and Executive Committee signed up to a new Sustainability Strategy and a key part of this was developing our Reflect RAP. At Great Southern Bank, sustainability means doing business in a way that benefits customers and communities, today and into the future. A key part of that is ensuring we support all communities, including Aboriginal and Torres Strait Islander communities, the first communities in Australia.

A strong social purpose has always been at the heart of who we are. For many Australians, issues like housing affordability, family violence and financial inclusion present ongoing challenges to financial security. We're passionate about helping all Australians access affordable and stable housing.

We have developed a Financial Inclusion Action Plan (FIAP) to help address these issues and to support our customers and our communities at risk of financial vulnerability. We partner with many community and not-for-profit organisations and we also encourage our employees to take three volunteer days each year to contribute their time to community organisations.

The journey to develop and implement our Reflect RAP gives us the opportunity to create meaningful outcomes with Aboriginal and Torres Strait Islander peoples. We see it as an opportunity to turn our good intentions into real actions, and we are excited about the structure our RAP will provide us with over

the next 12 months and beyond. It will help us ensure our work to deliver on our purpose and sustainability goals is inclusive of Aboriginal and Torres Strait Islander peoples.

Our Reflect RAP will help our leaders and team members increase their understanding of and connection to Aboriginal and Torres Strait Islander peoples and their unique cultures and languages. Engaging our people in this journey and increasing awareness and understanding across our organisation will help shift perceptions and attitudes that may be barriers to us playing an effective role in reconciliation. Building our cultural capability through this RAP and future RAPs will give us the foundation we need to successfully:

- *attract and retain Aboriginal and Torres Strait Islander team members*
- *consider the perspectives of Aboriginal and Torres Strait Islander peoples in the design of our products and services, and*
- *to include Aboriginal and Torres Strait Islander businesses in our supply chain.*

Over time, this and future RAPs will also help us deliver on our social sustainability goal of improving access to affordable and stable housing.

Our approach to a sustainable future			
Strategic pillar	Why is it important?	Related material ESG Issues	Related Sustainable Development Goal
A home for all Australians	Our profits are generated for the benefit of our customers and communities who are at the heart of everything we do. We are driven by our social purpose – to help all Australians own their own home.	<ol style="list-style-type: none"> 1. Member experience and wellbeing. 2. Financial vulnerability and resilience. 3. Financial wellbeing for Indigenous Australians. 4. Fair and accessible products. 	 
An Australia for future generations	We recognise our role in creating an economy and financial system that is equipped to address global challenges for the next decades. Amongst them, climate change and the transition to a low carbon economy are some of the most significant challenges impacting the prosperity of our customers, society and the economy and a source of both risk and opportunity.	<ol style="list-style-type: none"> 5. Climate action and disaster support. 6. Responsible banking and sustainable profits. 	
A bank for today and tomorrow	Since inception in 1946, we have challenged the banking status quo by providing responsible, affordable, and accessible services. We continue to stand for integrity and purpose providing transparent information on how we conduct our business.	<ol style="list-style-type: none"> 7. Governance, risk, and ethical conduct. 8. Financial crime, cybersecurity and privacy. 9. Team member experience and wellbeing. 	

Our reconciliation journey

Our RAP Working Group

In 2021, we created a RAP Working Group with a diverse group of members from Great Southern Bank. This includes different levels of leadership from across the business who will be involved in committing to and leading the delivery of our RAP actions.

Our working group members have differing backgrounds and experiences and as we established our working group, we sought team members who identify as First Nations peoples to help lead us on this journey. We were pleased when a team member came forward to join the group.

This RAP Working Group has played a central role in developing Great Southern Bank's first RAP and they will become key champions of its delivery in 2022 and beyond. We plan to evolve the membership of the RAP Working Group in 2022, bringing more passionate individuals into leading the actions we have committed to.

We hope increasing awareness of our RAP work across our business will encourage more Aboriginal and Torres Strait Islander employees to contribute and be part of our RAP Working Group, as well as encourage more Aboriginal and Torres Strait Islander peoples to consider working with Great Southern Bank.

RAP Working Group

- **Sponsor** – Megan Keleher, *Chief Customer Officer*
- **Chair** – Allison White, *Head of Communications and Community*
- **Project Lead** – Katharine Hopper, *Community Manager*
- Daniel Cosgrove, *OD Specialist*
- Matthew Crossley, *Government Relations Manager*
- Annabel Flynn, *Head of Strategic Partnerships*
- Tanya Hookham, *Leadership & Organisational Development*
- Rebecca McWilliam, *Contact Centre Operations Lead*
- Kirra Parkinson, *Customer Service Specialist, Carindale*
- Bronwyn Pearce, *Internal Communications Manager*
- Neyhaa Srivastava, *Head of Branches*
- Rochelle Strelan, *Senior P&C Business Partner*
- Claire Warby, *Financial Assistance Manager*

Our connection to Aboriginal and Torres Strait Islander peoples began some time ago, however, our reconciliation journey at Great Southern Bank has really begun in earnest with this RAP. It is our public commitment to advancing reconciliation in Australia and another way we will support all Australians to achieve an affordable and stable home.

- 1999** First Nations Credit Union formed
- 2006** Over 1,000 First Nations customers from First Nations Credit Union become part of Credit Union Australia
- 2006** First Nations Foundation was created with support from Credit Union Australia to support Aboriginal and Torres Strait Islander peoples to build their financial capability
- 2016-2019** Credit Union Australia partners with First Nations Foundation on a variety of projects aimed at supporting the financial independence of Aboriginal and Torres Strait Islander peoples
- 2019** Great Southern Bank recognised as an Inclusive Employer for our ongoing commitment to creating an inclusive culture and a strong sense of belonging for team members
- 2020** Credit Union Australia launches our Financial Inclusion Action Plan
- June 2021** Credit Union Australia becomes Great Southern Bank
- June 2021** Board commitment to develop a RAP
- June 2021** In seeking carbon neutral certification, one of the two offset programs engaged was with First Nations rangers in Arnhem Land
- Sept 2021** Commenced employee identification option to identify as Aboriginal or Torres Strait Islander
- Sept–Nov 2021** Cultural awareness building activities with Working Group
- Oct–Nov 2021** Cultural awareness building activities with Executive
- December 2021** Great Southern Bank launches Reflect RAP

Our RAP actions



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2022	Head of Communications and Community
	Build our understanding of the focus of our Aboriginal and Torres Strait Islander stakeholders so we can align our activities to common goals or priorities.	October 2022	Head of Communications and Community
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	Head of Communications and Community
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	March 2022	Head of Communications and Community
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022	Head of Communications and Community
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022	Chief Customer Officer

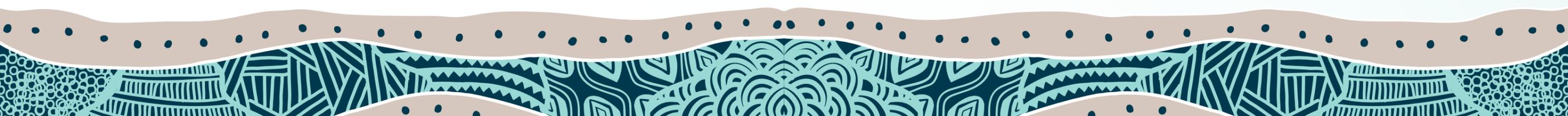
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February 2022	Chief Executive Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2022	Head of Communications and Community
	Explore organisations and stakeholders who can support our new purpose and help achieve better housing and home ownership outcomes for Aboriginal and Torres Strait Islander peoples.	October 2022	Head of Communications and Community
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2022	Community Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination and share insights with RAP Working Group and senior leaders.	June 2022	Head of Culture and Learning
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Document outcomes and share findings with RAP Working Group and senior leaders.	June 2022	Chief People Officer



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2022	Head of Communications and Community
	Conduct a review of cultural learning needs within our organisation.	June 2022	Head of Culture and Learning
	Develop a plan to address identified cultural learning needs.	June 2022	Head of Culture and Learning
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2022	Head of Communications and Community
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	Head of Communications and Community
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	Chief Customer Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Head of Communications and Community
	Introduce our staff to NAIDOC Week by holding internal events in our work locations around Australia and share our journey externally.	July 2022	Chief Customer Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022	Community Manager



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2022	Chief People Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	Chief People Officer
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. We will do this by developing a Procurement Framework Update Paper that explores the opportunities for these businesses to participate in our procurement processes.	June 2022	Head of Strategic Partnerships
	Investigate Supply Nation membership.	June 2022	Head of Strategic Partnerships
	Integrate outcomes from the Procurement Framework Update Paper into the Procurement Framework.	December 2022	Head of Strategic Partnerships
	Proactively seek out and include businesses owned by Aboriginal and Torres Strait Islander peoples in some procurement processes, such as the Brisbane Hub relocation activities in 2022 and beyond.	December 2022	Head of Strategic Partnerships





Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Review and update RWG members.	February 2022	Head of Communications and Community
	Review and update Terms of Reference for the RWG.	February 2022	Head of Communications and Community
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2022	Head of Communications and Community
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2022	Head of Communications and Community
	Engage senior leaders in the delivery of RAP commitments.	February 2022	Chief Customer Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2022	Community Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	Community Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2022	Community Manager

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