Stakeholder engagement approach

As part of our purpose to build a brighter future for all, we aim to provide balanced outcomes for our stakeholders. Engaging with our stakeholders meaningfully helps us understand their needs and expectations, allowing us to respond in a way that considers their different views.

Proactive engagement with our diverse stakeholders and seeking their different perspectives provides valuable insights for CBA's decision making. Our Code of Conduct incorporates our Values and guides how we interact with our stakeholders. By consistently improving our understanding of our customers' and other stakeholders' expectations, we are better equipped to address their needs and concerns and deliver on our purpose and strategy.

This document outlines CBA's stakeholder engagement objectives, approach and principles, as well as our key stakeholder groups and how we engage with them.

Objective of stakeholder engagement

We are committed to engaging with key stakeholders who have the ability to materially impact or be impacted by our activities. Effective engagement with key stakeholders enables us to:

- build relationships with our stakeholders and enhance our community participation;
- listen, understand and respond to stakeholder perspectives - including those from groups who are under-represented and cohorts of the community experiencing vulnerability - and share the views across the Bank; and
- use insights from our stakeholders to understand material topics, risks and opportunities that inform our operational and strategic improvements, including products and services.

Our approach to stakeholder engagement

We understand it can be difficult to engage with a large organisation. Our approach will continue to evolve for stakeholders to access and engage with us. We seek to be consistent and transparent in our engagement and engage for a clear purpose.

Engagement occurs through a number of identified channels and by teams who manage relationships with stakeholders. Guidelines and policies for engagement with specific groups of stakeholders supplement our engagement principles, ensuring that the right Group representatives have appropriate mandates for engagement. Engagement and communication with external stakeholders must be aligned with our purpose, strategy and Code of Conduct.

The way we engage reflects an appropriate approach for different groups. The table that follows summarises our key stakeholder groups, why and how we engage.

Our stakeholders can initiate engagements with us through different channels allowing us to consider the issues they raise and respond, where relevant.

Key principles informing our approach

Our stakeholder engagement approach is informed by best practice and allows us to adapt to meet the needs of our stakeholders and our business. Our principles provide guidelines for our engagements with key stakeholders.

In our engagement, we aim to be:

Respectful and collaborative

Purposeful and transparent

Diverse and inclusive

Adaptable and accessible

Measuring and reporting our engagement

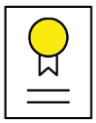
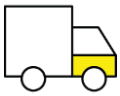
Stakeholder priorities and issues are regularly reported to relevant CBA forums or committees for consideration.

For customers, we use surveys looking at customer experience, advocacy, brand perceptions as well as reviews of complaints and feedback. For other stakeholder groups we conduct frequent engagement to understand their views.

We recognise that material topics will continue to evolve in line with expectations and global trends, and we incorporate stakeholder view of material topics in regular materiality assessments. These are disclosed in our annual reports.

Our key stakeholder groups and how we engage

Stakeholder group	Why these stakeholders matter	What informs our engagement	How we engage and collaborate
Customers 	We regularly connect with our customers to understand their needs and obtain feedback on our products and services. This helps us uncover opportunities to improve the customer experience and inform changes to build a better bank.	• Customer feedback is collected through CommBank channels or approved third-party suppliers, who are onboarded per the Group Supplier Lifecycle Policy with all required risk assessments completed. Customers receive surveys in accordance with the Group Privacy Statement and only where they have provided consent to receive Commercial Electronic Messages, in compliance with the Spam Act.	• Customer experience surveys • Complaints and compliments • Face to face engagement in branches and with relationship managers • Customer contact centres • Social media • Focus groups, interviews and online discussion forums on our strategy and priorities • CEO, Board and Executive team ad-hoc engagements
Community, industry groups and society 	We seek to engage with members and representatives of the diverse communities we represent. Listening, understanding and responding to community stakeholders' perspectives can help us understand risks and opportunities, consider impact and make more informed decisions, including for our product and service design and delivery.	• We undertake regular and ongoing engagement with community organisations and advocacy body representatives to seek community and lived-experience insights and support knowledge sharing. • We supplement this with ad-hoc engagement with industry and community bodies.	• Ad-hoc meetings with industry and community groups and members • Periodic meetings with our Indigenous Advisory Council and Modern Slavery Advisory Council • Community visits • CBA Community Council • Participation in and sponsorship of certain community events • Partnerships with certain peak community and academic organisations, and industry groups

Stakeholder group	Why these stakeholders matter	What informs our engagement	How we engage and collaborate
Our people 	Engaged employees improve work culture and increase productivity, building better work and customer relationships. We regularly engage with our people to understand how they are feeling about work and assess their overall wellbeing.	• Our engagement is informed by relevant HR policies, including the Group Privacy Policy, Group Inclusion and Diversity Policy, and Code of Conduct.	• Group-wide surveys • Employee forums • Town halls • Indigenous Advisory Council and Indigenous Leadership Team • Employee-led networks for diverse communities
Government and Regulators 	We engage with Australian governments (at local, state and federal levels) and regulators, to build trust and exchange views and insights on a range of economic, financial industry and social issues that impact our customers, communities and operations.	• We engage with government agencies, politicians and regulators regularly as part of our normal business practice, including where required to meet legal obligations and our internal group policies.	• Regulatory financial reporting • Regular meetings with government • Regular meetings with key regulators • Submissions to government • Feedback on government and regulator proposals • Participation in government and regulator commissions and inquiries • Targeted engagement with specific departments and agencies
Investors 	We share key information to all investors, via the ASX Announcement Platform on the Bank's strategy and performance, to make informed investment decisions. We also engage to understand our investors' requirements and meet their expectations. This helps strengthen our access to capital.	• We conduct engagement with investors, analysts and related entities in compliance with the ASX Listing Rules and *Corporations Act 2001* (Cth).	• Financial disclosures and other reporting (including Annual Report, Investor Presentation) • Annual General Meetings • ASX Announcements and media releases • Investor and analyst meetings with Investor Relations, Executives or Board members • Financial and strategic briefings • Writing or responding to shareholders by letter or phone
Suppliers 	We work with suppliers to obtain products and services that help us to meet our business needs. Our engagement seeks to identify and manage the impacts on businesses and communities from an environmental, social and human rights perspective, to minimise negative impacts and optimise positive outcomes.	• Our engagement and interaction with suppliers is conducted in a manner which upholds the commitments made in our Supplier Code of Conduct. • All relationships with suppliers are managed by a Supplier Agreement which sets expectations and requirements for CBA and the supplier.	• Supplier Agreements • Supplier Code of Conduct • Supplier governance meetings • Supplier assessments • Supplier audits • Supplier questionnaires • Ad-hoc engagement