

**KATHERINE BRAY**

Thanks, Mo.

Improving customer experience is of course a high priority for us, and we strive to treat our customers fairly in all our dealings with them.

As Shayne touched on, we're particularly conscious of the impact of a rising rate environment, and of cost of living pressures on our customers.

Over the past 18 months, we have **proactively contacted** more than 20 thousand home loan customers *each month*, to check in and ensure the ongoing suitability of their loan arrangements. This includes customers with fixed rate or interest only loans nearing maturity.

Improvements to our data capabilities have enabled our ability to *proactively* identify customers whose transaction patterns indicate *potential* future stress. While the very large majority of these will be completely benign, for the few, this has been a crucial early intervention to get customers back on track quickly.

Assistance ranges from proactive early hardship offerings, to simple repayment reminders to ensure sufficient funds are in the payment account – these reminders have been particularly successful with a 31 per cent improvement in on-time payment for those we reached out to.

We have also established an **Extra Care Hub** - a specialist team to strengthen ANZ's practical support for customers impacted by family violence. This includes making changes to banking arrangements and assistance to rebuild financial independence.

Ongoing staff training underpins this work, not just in the Extra Care Hub itself, but across *all* our interaction points with customers who need additional support.

Our priority is always to help our customers get back on track, and over **70 per cent** of customers who contact us in hardship are back in good shape with their home loan within 12 months.

Separately, we continue to improve the *accessibility* of both our **digital and physical environments**.

Our new commitments are set out in our **Accessibility and Inclusion Plan**, and include embedding audio, visual and mobility support in our digital banking products. We have made some great progress on this front in the build and rollout of ANZ Plus, which is accessible by design.

And our award-winning **new branch formats** have also been designed and built out with a focus on inclusion and accessibility.

While our aim is to deliver excellent products and services to our customers, we of course at times get things wrong, and when we do, we seek to resolve complaints with empathy and fairness.

Over the past two years, we have been changing the way we manage customer complaints by improving our capabilities. Examples include:

The appointment of former AFCA Lead Ombudsman Evelyn Halls as **Customer Fairness Adviser**.

Adding an **Inclusive Design Assessment** to our product lifecycle.

And establishing the **Customer Advocacy Forum** to oversee issues that may impact retail and small business customers.

The last area I will touch on is how we are responding to the *growing* volume of scams.

As scammers change the way they target victims, we are also changing how we protect our customers, with new systems and technologies, including biometric tools that allow us to identify unusual activity during transactions and in our digital channels.

In the past twelve months we have:

Increased by 94 per cent the number of rules and algorithms we have in place to detect scams in our digital channels, and similarly have increased by 300 per cent the number in our card payment channels.

And we have increased our reimbursement and goodwill payments for fraud, scams and unauthorised transactions.

We regularly update our security alerts to warn customers about emerging scam and fraud threats. Alongside this, we aim to increase customer education about scams through awareness campaigns and collaboration with bodies such as Scamwatch.

We're also working with others across the industry on a range of initiatives to help protect the community.

As an example, we're a member of the Australian Financial Crimes Exchange.

They have recently launched a Fraud Reporting Exchange platform that we're now using as a centralised system that offers near real-time reporting and actioning of fraud and scam recovery.

This has seen resolution timeframes for most scam cases reduce by over 50 per cent.

As Shayne and Mo have already mentioned, we anticipate further challenges for some of our customers given the current and forecast economic climate, so we are particularly alive to ensuring respectful, fair and appropriate outcomes for our customers.

I'll now hand back to Shayne for Q&A.