



ASIC
Australian Securities &
Investments Commission

OFFICIAL - SENSITIVE
ASIC FOI 166-2024

Meeting: ASIC Commission & Macquarie Board

Tuesday 25 July 2023 | 3.00-3.45pm

Macquarie, Level 11 Boardroom, 50 Martin Place, Sydney

Agenda

1. Introductions ASIC
2. ASIC organisational design changes ASIC
3. ASIC priorities for 2023/24 ASIC
4. Macquarie updates Macquarie
 - Strategic update (including update on AI)
 - ESG – Section 22 [REDACTED], Chair, Governance and Compliance Committee
 - Sections 47C, 47E(d), 47G(1)(b) [REDACTED]
5. FAR – coordination between ASIC and APRA (time permitting)..... ASIC

≡ Purpose of meeting:

- Annual meeting between ASIC Commission and the Macquarie Board to discuss key strategic initiatives and direction for the coming years.
- Sections 47C, 47E(d), 47G(1)(b) [REDACTED]
[REDACTED]
[REDACTED]

≡ ASIC attendees

- Joseph Longo, ASIC Chair
- Danielle Press, Commissioner
- Section 22 [REDACTED] Executive Director, Regulation and Supervision
- Section 22 [REDACTED] Acting Executive Director, Markets

≡ Macquarie attendees (see biographies in Appendix 1)

- Section 22 [REDACTED] – Macquarie Group CEO
- Section 22 [REDACTED] – Macquarie Bank Limited CEO
- Section 22 [REDACTED] – Macquarie Group Chair
- Section 22 [REDACTED] – Chair of the Board Remuneration Committee
- Section 22 [REDACTED] – Chair of the Board Risk Committee
- Section 22 [REDACTED] – Chair of the Board Audit Committee
- Section 22 [REDACTED] – Chair of the Board Governance and Compliance Committee
- Section 22 [REDACTED] – Chief Risk Officer
- Section 22 [REDACTED] – Group General Counsel
- Section 22 [REDACTED] – A/g Global Head of Compliance

≡ Sections 47C, 47E(d) [REDACTED]

≡ Sections 47C, 47E(d) [REDACTED]

Briefing

1. Introductions (ASIC)

- ASIC welcomes the opportunity to meet with Macquarie Board to discuss key strategic initiatives and direction for the coming years
- See bios in [Appendix 2](#)

2. ASIC organisational design changes (ASIC)

On 25 August 2023 the Treasurer announced of the appointment of **three new Commissioners** to ASIC

- **Kate O'Rourke** (commencing 11 Sept) - Kate is currently a First Assistant Secretary at Treasury and returns to ASIC where she was previously an executive with responsibility for corporate transactions and governance.
- **Alan Kirkland** (commencing 20 Nov) - As CEO of leading consumer group CHOICE for the past 11 years, Alan is a leading consumer advocate with a long history of influencing positive reforms for some of the most vulnerable members of the community.
- **Simone Constant** (commencing 20 Nov)- Simone is currently the Chief Risk Officer for Institutional Banking and Markets and Treasury at the Commonwealth Bank of Australia and is a former Deputy Secretary of NSW Treasury.
- **(Danielle Press** will complete her term as ASIC Commissioner on Friday, 15 September 2023)

On August 18 ASIC announced several **executive changes** within its senior leadership team

Markets Group (ASIC communicated Markets related executive changes to Macquarie on 18 August 2023)

- Executive Director, Markets Group: Section 22
- SEL Market Infrastructure: Section 22
- SEL Market Supervision: Section 22 who has moved across from Credit, Banking and General Insurance

Regulation and Supervision

SEL Credit, Banking and General Insurance: Section 22

Enforcement and Compliance

- SEL Leader Investigation and Enforcement Action: Section 22
- SEL and Chief Investigator, Small Business Enforcement: Section 22
- SEL Enforcement Inquiries and Compliance: Section 22

(see: [ASIC announces executive appointments | ASIC](#))

On 12 July 2023 ASIC communicated to Macquarie (via email) a high-level overview of the **new ASIC structure** (including a brief description of each team) and changes to Markets senior leadership]

- A new ASIC structure came into effect on 3 July 2023. It is focused on flexibility, accountability, quicker decision-making, collaboration, and a whole-of-ASIC approach.
- The structure is designed to:
 - be flexible and adapt to market changes quickly
 - ensure continued regulated sector expertise
 - enable a 'one-ASIC' approach to integrated end-to-end regulation and a smooth workflow between teams
 - create clear lines of accountability that support faster decision-making
 - facilitate an efficient and effective response to misconduct
 - reduce duplication of work done by different teams.
- We are organised in four broad groups:
 - People, Transformation and Technology
 - Regulation and Supervision
 - Enforcement and Compliance
 - Markets.
- These groups are supported by Legal Services, Communications and Corporate Affairs, Intelligence and International, Finance, Chief Risk Office, Internal Audit and Office of the Commission.

3. ASIC's Priorities (ASIC)

Our strategic priorities are:

- Reducing the risk of harm to consumers caused by poor product design, distribution and marketing
- Proactive supervision and enforcement of governance, transparency, and disclosure standards in relation to sustainable finance
- Protecting consumers as they plan and make decisions for retirement
- Focus on impacts of technology, driving good cyber-resilience practices, and addressing digitally enabled misconduct

Potential messages to highlight

Technology/ Cyber/ AI

- ASIC is **expanding our use of digital technology** and data and analytics, including AI, to support more efficient processes in our regulatory work, improve access to information and adopt new analytical tools, in line with our data strategy
- All participants in the financial system have a responsibility to **balance innovation with the responsible and ethical use of emerging technologies**
- **Cyber security** is front of mind for ASIC, as it is for industry. Recent high profile cyber-attacks have exposed the personal data of millions of Australian customers.

With attacks becoming more frequent and complex organisations need the cyber resilience to protect against and recover from an attack.

- We expect our regulated population to actively manage cyber risk as part of their legal and compliance obligations and will take enforcement action to drive changes in behaviour. We have issued a **self-assessment survey** to better understand current cyber security and controls, governance arrangements and incident preparedness

ESG

- **ESG** issues are driving the biggest changes to financial reporting and disclosure standards in a generation. We are focused on **proactive supervision and enforcement of governance, transparency, and disclosure standards**. ASIC supports the work of the ISSB and its global baseline sustainability disclosure standards, and we work alongside our peer regulators, both internationally and domestically, as these standards develop
- **Gatekeepers play a key role** in this transition to support clients and should have high standards when assessing green products.

Scams

- **Combatting scams** is an ASIC and government priority. The **National Anti-Scam Centre launched on 1 July 2023**. On 3 July it announced it will coordinate an investment scam fusion cell to combat investment scams
- The fusion cell will be **led by the ACCC and ASIC**, and will include representatives from the banks, telcos and digital platforms. It will be set up initially for 6 months.
- It will aim to intervene early, stop scammers reaching potential victims, remove scam websites from the internet, share information to help the private sector take disruption action, provide information to the public so they can avoid scams, and identify intelligence to refer to law enforcement in Australia and overseas

Regulatory engagement

Sections 47C, 47E(d), 47G(1)(b)

- **ASX CHES replacement oversight** – ASIC will be hosting a ASX Chess industry roundtable. The roundtable will bring together regulators and industry to navigate the way forward. The goal is to find a solution to ongoing industry concerns over the adequacy of ASX's stakeholder engagement and governance. This includes the on-going concern with ASX's management of intragroup conflict of interests.

Sections 47C, 47E(d)

[REDACTED]

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

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Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024



ASIC
Australian Securities &
Investments Commission

Meeting: ASIC Commission & Macquarie Board

Wednesday 30 August 2023 | 2.00-2.45pm
ASIC L5, 100 Market Street, Sydney – Room 5.008

ASIC attendees

- Joseph Longo, ASIC Chair
- Section 22 Acting Executive Director, Markets

Macquarie attendees

- Section 22 – Macquarie Group CEO
- Section 22, Chief Risk Officer

Agenda – Board Meeting – 25 July 2023

1. Introductions ASIC
2. ASIC organisational design changesASIC
3. ASIC priorities for 2023/24ASIC
4. Macquarie updatesMacquarie
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 - ESG – Section 22, Chair, Governance and Compliance Committee
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Purpose of meeting:

- Annual meeting between ASIC Commission and the Macquarie Board to discuss key strategic initiatives and direction for the coming years.
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Sections 47C, 47E(d)

Sections 47C, 47E(d)

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SEL Credit, Banking and General Insurance: Section 22

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Technology/ Cyber/ AI

- ASIC is **expanding our use of digital technology** and data and analytics, including AI, to support more efficient processes in our regulatory work, improve access to information and adopt new analytical tools, in line with our data strategy
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Regulatory engagement

Sections 47C, 47E(d) and 47G(1)(b)

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Sections 47C, 47E(d)

[REDACTED]

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

[REDACTED]

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

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Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

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Meeting—ASIC and ANZ Board Meeting

Thursday, 31 August 2023 | ANZ Tower, L16, 242 Pitt Street, Sydney and via Teams

Agenda

1. **Introductions**
2. **Current business environment / economic outlook, and supporting customers through financial distress and hardship**
3. **ANZ's business strategy** Sections 47E(d), 47G(1)(a), 47G(1)(b)

[Redacted]

[Redacted]

ASIC attendees

- Joe Longo, ASIC Chair
- Section 22 Senior Manager
- Section 22 (will now be an apology)

ANZ Group Holdings and ANZ Bank director attendees

- Section 22 – Chair of the Board, Chair of the Ethics, Environment, Social and Governance Committee, Chair of the Nomination and Board Operations Committee
- Section 22 – Chief Executive Officer
- Section 22 – Chair of the Human Resources Committee
- Section 22 – Chair of the Digital Business and Technology Committee
- Section 22 – Chair of the Board Audit Committee
- Section 22 s22 – Chair of the Board Risk Committee
- Section 22
- Section 22
- Section 22

ANZ Bank only director attendees:

- Section 22 – Bank only non-executive director

See Appendix A for biographies

ANZ additional attendees

- Section 22, Chief Financial Officer
- Section 22 (first 30 mins only), General Counsel
- Section 22, Company Secretary

Recent meetings

- 16 August 2023 – ASIC Chair and ANZ Chair
- 4 April 2023 – ASIC Chair and ANZ CEO

Sections 47C, 47E(d)
[Redacted]
[Redacted]

Purpose of meeting:

- The annual meeting between the ASIC Commission and the ANZ Board provides a forum for direct discussion of ASIC's perspectives on ANZ's current direction and challenges, and how the Board is overseeing key risks and issues.
- It also provides an opportunity to share ASIC's priorities and key areas of focus.

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

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Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

CBA CEO Briefing – 19 October 2023

Key Areas of Discussion (See below for full briefing)

1. Restructure

- Introduce **Section 22**
- Explain the structural changes in EI&C and R&S - In particular an opportunity to re-iterate that pre-enforcement inquiries now coming through EI&C group are the same as those previously conducted by the sector teams.

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)



Agenda

1. Introductions & reflections from CBA's CEO (ASIC/CBA)
2. Current economic and business conditions (CBA)
3. Strategy & Innovation (CBA)
4. ASIC 2023-2027 Corporate Plan & Priorities – including scams, hardship and AI (ASIC)
5. Any other business (ASIC/CBA)

Full Briefing

1. Introductions & reflections from CBA's CEO (ASIC/CBA)

- Opportunity to highlight key changes in ASIC's structure:
 - Introduce **Section 22** as the ED for Regulation and Supervision
 - Explain the structural changes:
 - Enforcement: bringing together pre-enforcement and enforcement activities to create efficiencies. Pre-enforcement inquiries that were previously conducted by the sector teams (i.e. Credit and Banking) will now be conducted by the Enforcement, Investigations and Compliance group.
 - Regulation and supervision: bringing together licensing, oversight of regulatory reform, strategic surveillance and sector supervision (excluding markets)
 - Note three new commissioners coming on board: Kate O'Rourke (11 September), Alan Kirkland and Simone Constant (20 November).

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

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Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



Meeting – ASIC and NAB CEO, CRO and GE-L & CS

15 November 2023 | 3:00 – 4:00 pm via Zoom

Agenda

1. **Introductions**
 - a) **New ED for Regulation & Supervision**
 - b) **ASIC's new commissioners**
2. **Sections 47C, 47E(d), 47G(1)(b)**
3. **NAB update**
 - a) **Current economic and business conditions including hardship)**
 - b) **Artificial intelligence initiatives**
 - c) **Recent changes to executive leadership team**
4. **ASIC update**
Sections 47C, 47E(d), 47G(1)(b)
5. **Any other business**

ASIC attendees:

- **Joe Longo, Chair**
- **Section 22** Executive Director, Regulation and Supervision
- **Section 22** Senior Executive Leader, Strategic Surveillance and Data

NAB attendees:

- **Section 22**, Chief Executive Officer
- **Section 22**, Group Chief Risk Officer
- **Section 22**, Group Executive – Legal & Commercial Services

Previous meetings this year with attendees:

- 4/9/2023 – ASIC and NAB Board Chairs and CEO meeting
- 3/5/2023 – ASIC and NAB CEO, CRO and GE-L& CS

Upcoming meetings this year with attendees

- No further meeting has been scheduled

Key messages

1. Introductions

- **New ED for Regulation & Supervision:** **Section 22**
- **New ASIC Commissioners:** Katherine O'Rourke commenced on 11 September, Alan Kirkland & Simone Constant (20 November)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



Meeting - ASIC and Westpac CEO and CRO meeting

5 September 2023 | 2:00 – 3:00 pm via MS Teams

Agenda

1. Introductions
 - a) ASIC's new structure
2. Westpac update
 - a) Current economic and business conditions
 - b) Hardship
 - c) Emerging risks and issues, including Westpac's use of AI

Section 47G(1)(a), 47G(1)(b)

3. ASIC Update

Section 47C, 47E(d), 47G(1)(b)

4. Any other business

ASIC attendees:

- Joe Longo, Chair
- Section 22 Executive Director, Regulation and Supervision
- Section 22 Senior Executive Leader, Strategic Surveillance and Data

Westpac attendees

- Section 22 Chief Executive Officer
- Section 22 Chief Risk Officer
- Section 22 Group General Counsel

Previous meetings this year with attendees

- 2/05/2023 – ASIC and Westpac Board Chairs and CEO meeting

Upcoming meetings this year with attendees

- 7/12/2023 – ASIC and Westpac CEO and CRO meeting

Sections 47C, 47E(d)

Briefing

1. Introductions

- Introduce **Section 22** as the ED for Regulation & Supervision
- Explain the structural changes to ASIC's structure & reasons, particularly:
 - Changes in enforcement: bringing together pre-enforcement and enforcement activities to create efficiencies. Pre-enforcement inquiries that were previously conducted by sector teams (such as Credit & Banking) will now be conducted by the Enforcement, Investigations and Compliance group.
 - Regulation and supervision: bring together licensing, oversight of regulatory reform, strategic surveillance, and sector supervision (excusing Markets).
- New commissioners are coming on board: Katherine O'Rourke (11 September), Alan Kirkland & Simone Constant (20 November)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

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ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



Meeting: ASIC and Westpac CEO, CRO and GGC

7 December 2023 | 10:30 – 11:30 am via MS Teams

Agenda

1. Introductions
2. Westpac update
 - a) Current economic environment
 - b) Business Update
3. ASIC Update

Section 47C, 47E(d) [Redacted]

[Redacted]

ASIC attendees:

- Joe Longo, Chair
- Kate O'Rourke, Commissioner (staying for 25 minutes)
- Section 22 Executive Director, Regulation and Supervision
- Section 22 Senior Executive Leader, Strategic Surveillance and Data

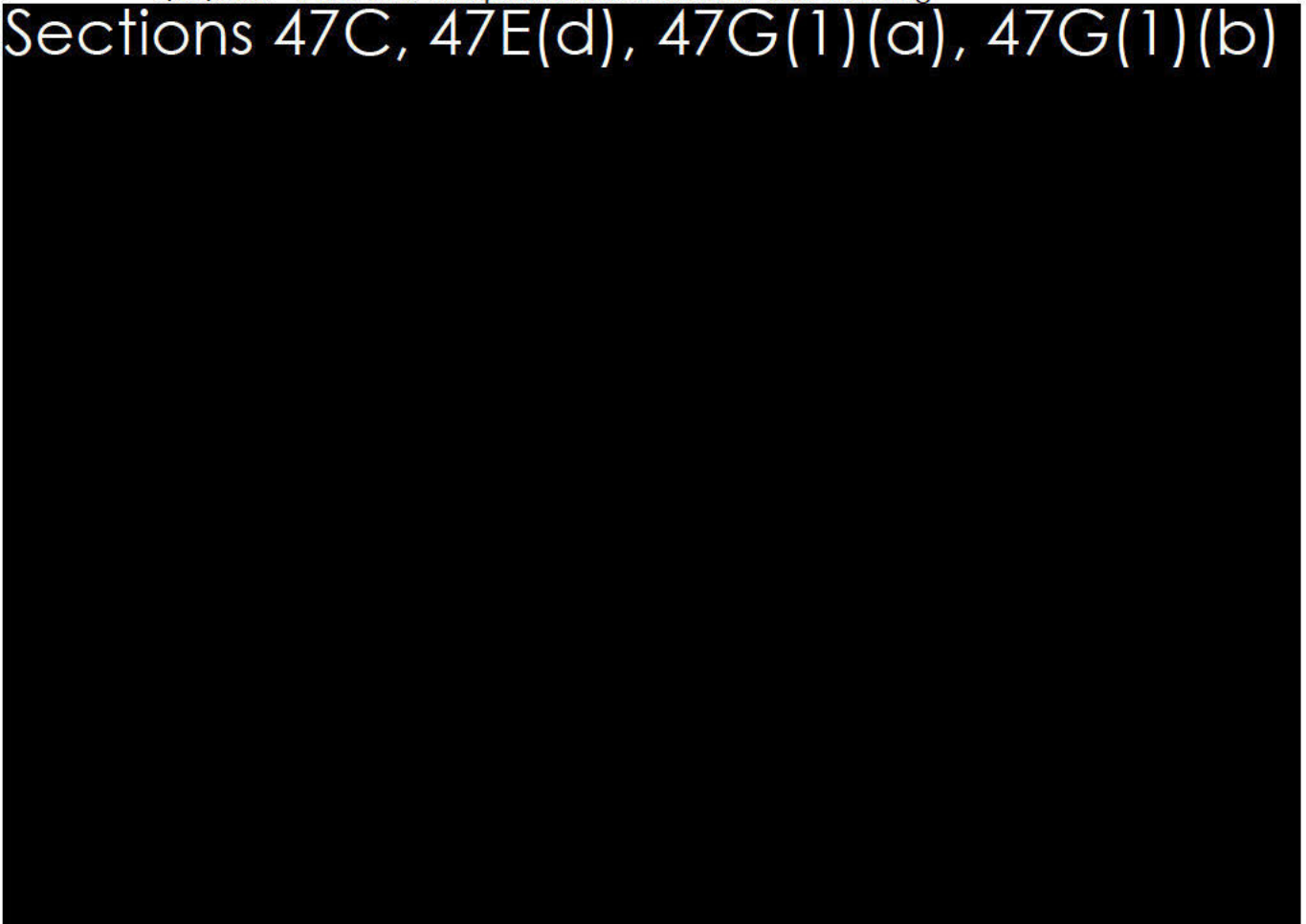
Westpac attendees

- Section 22 Chief Executive Officer
- Section 22 Chief Risk Officer
- Section 22 Group General Counsel
- Section 22 Group Head of Regulatory Affairs

Previous meetings this year

- 5/09/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 2/05/2023 – ASIC and Westpac Board Chairs and CEO meeting

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)



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ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



Meeting—ASIC Commission & CBA Chairs & CEO

Thursday, 29 February 2024

Agenda

1. **Introductions (ASIC/CBA)**
 2. **CBA Update (CBA):**
 - a) **Current Economic and business environment**
 - b) **Strategic priorities and focus areas for the Board**
 - c) **Cyber Security**
 - d) **Scams and Fraud**
 - e) **Sustainability**
 3. **ASIC Update (ASIC)**
 4. **AOB**
- ☰ ASIC attendees
- Sarah Court, Acting Chair
 - Kate O'Rourke, Commissioner
 - Alan Kirkland, Commissioner
 - Section 22 Executive Director, Regulation and Supervision
 - Section 22 Senior Executive Leader, Strategic Surveillance & Data
- ☰ CBA attendees
- Section 22 – Chair, CBA Board
 - Section 22 – Chair, Audit Committee
 - Section 22 – Chair, Risk & Compliance Committee
 - Section 22 – Chair, People & Remuneration Committee
 - Section 22 – CEO

Sections 47C, 47E(d)

Briefing

1. **Introductions (ASIC/CBA)**

- Opportunity for both Commissioners to be introduced to CBA attendees that they have not yet met.
- Biographies for the CBA Chair, CEO and the Chairs of the Board Committees are in [Appendix 1](#).

2. **CBA Update (CBA)**

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Section 22

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



ASIC
Australian Securities &
Investments Commission

Meeting: ASIC and Westpac CEO, CRO and GGC

17 April 2024 | 4 – 4.45 pm via MS Teams

Agenda

1. Introductions
2. Westpac update
 - a) Current economic environment
 - b) Business and strategy update
3. ASIC Update
 - a) Update on recent leadership changes at ASIC

Section 47C, 47E(d)

ASIC attendees:

- Joe Longo, Chair
- Kate O'Rourke, Commissioner
- Section 22 Executive Director, Regulation and Supervision
- Section 22 Senior Executive Leader, Strategic Surveillance and Data

Westpac attendees

- Section 22, Chief Executive Officer
- Section 22, Chief Risk Officer
- Section 22, Group General Counsel
- Section 22, Group Head of Regulatory Affairs

Previous meetings

- 7/12/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 5/09/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 2/05/2023 – ASIC and Westpac Board Chairs and CEO meeting

Sections 47C, 47E(d), 47G(1)(b)

Briefing

1. Introductions

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



ASIC
Australian Securities &
Investments Commission

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ASIC FOI 166-2024

Westpac Introductory Meeting

22 April 2024

ASIC attendees:

- Simone Constant, Commissioner

Westpac attendees

- Section 22, Chief Executive Officer
- Section 22, Chief Risk Officer
- Section 22, Chief Executive, WIB

Previous meetings

- On 17 April 2024, Joe Longo, Kate O'Rourke, Section 22 and Section 22 met with:
 - Section 22, Chief Executive Officer
 - Section 22, Chief Risk Officer
 - Section 22, Group General Counsel
 - Section 22, Group Head of Regulatory Affairs
- 7/12/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 5/09/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 2/05/2023 – ASIC and Westpac Board Chairs and CEO meeting

Background briefing

Section 22

Section 22

ASIC FOI 166-2024

Section 22

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)



Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



ASIC
Australian Securities &
Investments Commission

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ASIC FOI 166-2024

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Westpac Introductory Meeting

22 April 2024

ASIC attendees:

- Simone Constant, Commissioner

Westpac attendees

- Section 22, Chief Executive Officer
- Section 22, Chief Risk Officer
- Section 22, Chief Executive, WIB

Previous meetings

- On 17 April 2024, Joe Longo, Kate O'Rourke, Section 22 and Section 22 met with:
 - Section 22, Chief Executive Officer
 - Section 22, Chief Risk Officer
 - Section 22, Group General Counsel
 - Section 22, Group Head of Regulatory Affairs
- 7/12/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 5/09/2023 – ASIC and Westpac CEO, CRO and GGC meeting
- 2/05/2023 – ASIC and Westpac Board Chairs and CEO meeting

Background briefing

Section 22

Section 22

ASIC FOI 166-2024

Section 22

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)



Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024



ASIC
Australian Securities &
Investments Commission

ASIC FOI 166-2024
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Meeting: ASIC Commissioner Constant & CBA CEO

Thursday 23 May 2024 10.30am-11.30am, ASIC Offices

Agenda

Introductory Meeting

ASIC attendees

- Simone Constant, ASIC Commissioner

CBA attendees

- Section 22, CEO CBA

Briefing

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Meeting—ASIC Commission & CBA CEO, GCRO, CCO

Thursday, 23 May 2024

Agenda

1. Reflections from CBA's CEO & CRO

Sections 47C, 47E(d), 47G(1)(b)

3. ASIC Update

- ASIC leadership changes

Sections 47C, 47E(d), 47G(1)(b)

ASIC attendees

- Joe Longo, Chair
- Kate O'Rourke, Commissioner
- Section 22 Executive Director, Regulation and Supervision
- Section 22 (Acting) Senior Executive Leader, Strategic Surveillance & Data

CBA attendees

- Section 22 – CEO
- Section 22 – Group Chief Risk Officer
- Section 22 – Chief Compliance Officer

Briefing

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024

Sections 47C, 47E(d), 47G(1)(a), 47G(1)(b)

ASIC FOI 166-2024