

Why customers matter in the boardroom

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I proudly describe myself as a career banker. I love banking because it is fundamentally about connecting people, businesses and solutions, and helping individuals and businesses achieve what they need to do.

That, in turn, helps make the economy and the world work.

Across my career, I have had the opportunity to work in institutional, business and retail banking, as well as across product, operations, strategy, finance and human resources. I have also led businesses through periods of significant change, from supporting customers through COVID to rebuilding trust following the Royal Commission.

Those experiences reinforced something simple but important: focusing on customers is what ultimately drives performance.

They also shape the perspective I bring to the ANZ Board. Having recently transitioned from an executive career into governance, I am very clear about the distinction between the two.

It is not the Board's job to run the company, that's management's responsibility. The Board's role is to protect the interests of the company, take a long-term view and provide effective oversight. This includes supporting management, asking the right questions and constructively challenging decisions where appropriate.

In my conversation with bluenotes, I reflect on the transition from executive leadership to governance, the role of a modern board, and some of the opportunities and challenges shaping the future of banking.

This is an important time for ANZ. Significant change is already underway, as the bank delivers its ANZ 2030 strategy and builds towards its longer-term ambitions. The Board's responsibility is to maintain a focus not only on the immediate priorities, but on the strength and sustainability of ANZ over the next 10, 20 and 30 years.

I am excited to bring my experience to that task and to play my part in supporting an even stronger ANZ for the future.

About the series

Board Spotlight introduces ANZ's Non-Executive Directors and explores the experience and perspectives they bring to governance, oversight and ANZ's long-term success.

Source: <https://www.anz.com.au/bluenotes/2026/august/why-customers-matter/>