



# Responsible Business Report 2018-19

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Create a better today for our customers



Suncorp Group Limited  
ABN 66 145 290 124

# Contents

## OUR BUSINESS

About Suncorp	03
Highlights	04
Our reach	05
Message from our Chairman	06

## OUR STAKEHOLDERS

Stakeholder engagement	08
Materiality assessment	09

## OUR RESPONSIBILITY

Corporate Responsibility Principles	14
Trust and transparency	16
Responsible financial services	22
Sustainable growth	28
Resilient people and communities	34
Governance and corporate responsibility	40
A balanced culture	41
Remuneration	42

## OUR PERFORMANCE

Performance summary	44
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**COVER IMAGE:** The Nixon family from Drillham, Qld have been a Suncorp agribusiness customer since 2012.

## About this Report

The 2018–19 Suncorp Responsible Business Report (Report) details our approach, progress and future commitments to building a resilient and sustainable organisation that values customer, shareholder and stakeholder outcomes.

We published this Report on 7 August 2019 as part of our Annual Report suite of documents. It covers the period 1 July 2018 to 30 June 2019, and where appropriate, references events that have occurred since the end of the financial reporting period, but before the publication of this Report.

This year we engaged with a range of stakeholder groups to complete a comprehensive assessment of material economic, social and environmental topics. These topics have shaped the content for this Report and Suncorp's commitments to future corporate responsibility activity.

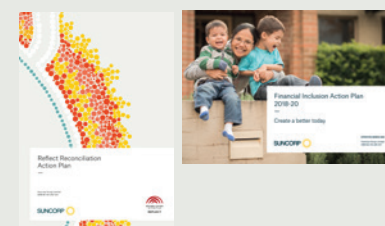
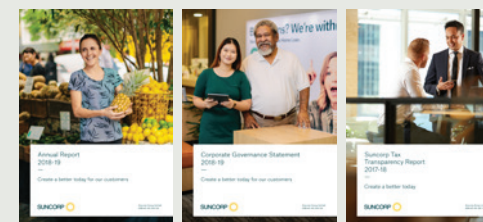
We continue to mature our approach to non-financial disclosures and for the first time have published targets for key performance metrics.

Significant organisational changes since last year's report include the sale of our Australian Life Business<sup>1</sup> and Resilium, our Australian general insurance distribution business.

## Global Reporting Initiative

The material in this Report has been developed in accordance with the Global Reporting Initiative (GRI) Standards: Core option. For a full list of disclosures referenced in this Report, please refer to the GRI Content Index available at [suncorpgroup.com.au/cr/reports](http://suncorpgroup.com.au/cr/reports)

1. Incorporates the Australian Life Insurance and Participating Wealth Business (Suncorp Life & Superannuation Limited)



## Our other reports

Find the 2018–19 Annual Report suite of documents online at [suncorpgroup.com.au/investors/reports](http://suncorpgroup.com.au/investors/reports)

Find Suncorp's Tax Transparency Report, Reconciliation Action Plan, Financial Inclusion Action Plan, Climate Change Action Plan, and Environmental Performance Plan online at [suncorpgroup.com.au/cr/reports](http://suncorpgroup.com.au/cr/reports)

# About Suncorp

**Suncorp Group Limited is a leading financial services provider in Australia and New Zealand, enabling more than nine million customers to better protect and enhance their financial wellbeing.**

With a heritage dating back to 1902, we have grown to become a top-20 ASX-listed company with more than 13,000 people and \$96 billion in total assets. We offer banking, wealth management and insurance products and services through our well-recognised brands including Suncorp, AAMI, GIO, Apia, Shannons and Vero, as well as those from our partners.

## OUR PURPOSE, VISION AND STRATEGY

Suncorp's purpose is to create a better today for our customers. By living our purpose, our decisions and actions help empower customers to secure their financial future with confidence.

Our vision is to be the destination for the moments that matter. We will continue to demonstrate our unique culture by doing the right thing and being there for our customers and communities when they need us most.

Our strategy aims to build sustainable competitive advantage across four strategic capabilities: brilliant customer experience; digital; product innovation; and engaged and enabled people. We are focused on strengthening our core businesses by concentrating on our customers, products and brands, while building on our strong digital foundations.

## HIGHLIGHTS

During 2018-19 we delivered total dividends to ordinary shareholders<sup>1</sup> of 78 cents per share, achieved a consumer net promoter score of +5.0, maintained gender parity in our leadership roles, and further reduced our greenhouse gas emissions by six per cent.

1. Includes special dividend of 8 cents per share from the proceeds of the sale of the Australian Life Business 2. Excludes loss on sale of Australian Life Business of \$0.9bn  
3. Includes final 2017-18 and 2018-19 interim and special dividends paid to shareholders  
4. Net of interest expense



## How Suncorp contributes to the economy



**\$14.1bn**<sup>2,4</sup>  
Revenue 2018-19



# Highlights

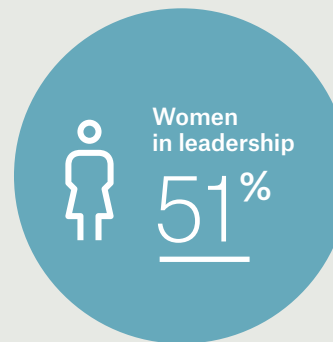
## Our financial performance

Cash earnings  
**\$1,115m**

Net profit after tax<sup>1</sup>  
**\$175m**

Total dividends to ordinary shareholders<sup>2</sup>  
**78** cents per share

## Our customers, people and society

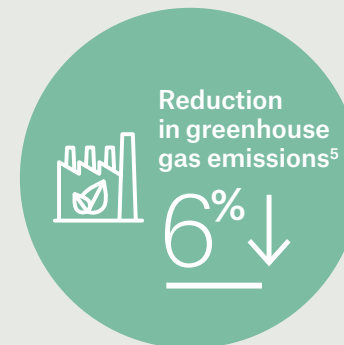


Consumer net promoter score<sup>3</sup>  
**+5.0**

Investment in local communities  
**\$9.2m**

## Our environment

Reduction in air travel<sup>4</sup>  
**16%↓**

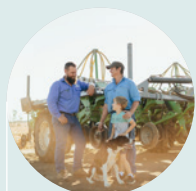


Reduction in fuel used in company vehicles  
**12%↓**

1. Impacted by the sale of the Australian Life Business, which resulted in a \$910 million loss 2. Includes special dividend of 8 cents per share from the proceeds of the sale of the Australian Life Business 3. Source: DBM Consumer Atlas, 12-month rolling as at 30 June 2019. Excludes New Zealand 4. Excludes Suncorp Insurance Ventures 5. Based on Scope 1 and Scope 2 emissions

# Our reach

Providing solutions and services in the moments that matter to our customers across Australia and New Zealand



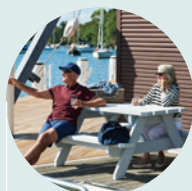
**ENABLING BUSINESSES TO INVEST, GROW AND ACHIEVE THEIR POTENTIAL:** Business insurance, banking and finance options



**HELPING CUSTOMERS RECOVER FROM INJURY:** Workers compensation and compulsory third party insurance products



**TAILORING SOLUTIONS FOR CUSTOMERS' EVERYDAY BANKING NEEDS:** Retail banking and home lending offerings



**SUPPORTING CUSTOMERS TO SECURE THEIR FINANCIAL FUTURE:** Wealth management solutions



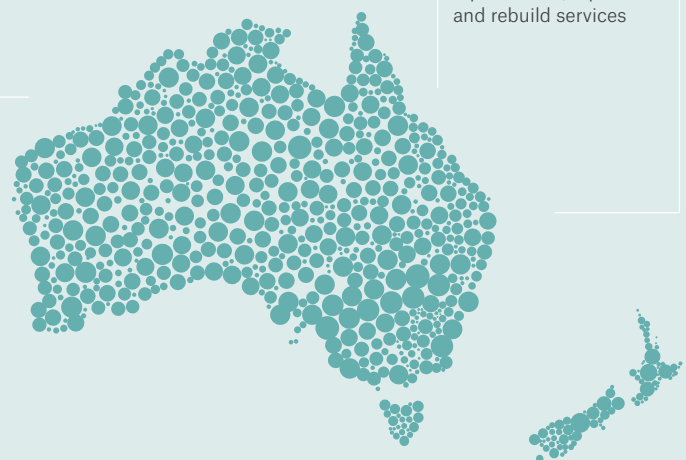
**PROTECTING OUR CUSTOMERS' MOST VALUABLE ASSETS:** Home, motor, life, health and pet insurance. Claims management, replacement, repair and rebuild services



**DELIVERING EXCEPTIONAL CUSTOMER EXPERIENCES AND MEETING MORE CUSTOMER NEEDS:** Store network, contact centres and digital channels. Strategic alliances, joint ventures and partnerships



**BUILDING CUSTOMER AND COMMUNITY RESILIENCE:** Community investment, advocacy and partnerships



## Highlights

**\$96 billion**  
IN ASSETS

**13,440**  
PEOPLE

**146**  
STORES,  
AGENCIES  
AND BUSINESS  
CENTRES

**3.35 million**  
DIGITAL USERS

**50**  
S.M.A.R.T  
REPAIR  
CENTRES



## Message from our Chairman

**The past 12 months has brought intense scrutiny for financial services organisations in both Australia and New Zealand. Suncorp and our leadership team have found it valuable to closely examine our organisation's conduct, culture and responsibilities to our stakeholders.**

**We have benefited from a more in-depth dialogue with our customers, regulators and shareholders, reflecting on the role we play as a large business in building a society that is safe, prosperous and resilient.**

Over the past few years, Suncorp has taken significant steps to improve our understanding and management of the environmental, social and governance risks and opportunities that are most material to our company. This year they include deepening trust and strengthening conduct, increasing transparency and disclosure, ensuring our products represent fair value and understanding the impact of climate change.

We continued to embed our Corporate Responsibility Principles into decision making when balancing the key aspects of our culture — customer outcomes, financial performance and risk management.

We also approved a new Responsible Banking and Insurance Policy that integrates environmental, social and governance considerations across our operations, including those highlighted by the Financial Services Royal Commission<sup>1</sup>, our own Risk Governance Self-assessment to APRA<sup>2</sup>, and the New Zealand FMA/RBNZ<sup>3</sup> review. Our commitment to positive customer and community outcomes is now embedded in this Policy.

During the year Suncorp focused its efforts on improving customer experiences, product value and communication with customers. Our work in addressing financial inclusion and improving resilience has seen an increase in the number of customers accessing affordable banking and insurance products, and employment and education benefits delivered through our community partnerships.

Our Customer Advocate Office has been making a positive difference, responding quickly when things go wrong and providing more support for customers experiencing vulnerability. Our Customer Advocate also provides insights to the Board Customer Committee on significant issues impacting customers.

We took major steps forward to better understand the strategic and financial risks and opportunities presented by the changing climate, increasing severity of natural hazards, and the global transition to a net-zero emissions by 2050. We are also developing a deeper understanding of how our organisation and communities can respond to these rapidly changing risks.

During 2018–19 we maintained our strong performance in non-financial fundamentals such as gender balance in leadership, a very low rate of injury for our people, investment in community partnerships and in our people's development, paying our fair share of tax, and managing waste.

Looking forward, our strategy is focused on three priorities: strengthening trust, driving growth and living our purpose to create a better today for our customers. Being a responsible and sustainable business helps us to do all three.

**CHRISTINE MCLOUGHLIN**  
CHAIRMAN  
7 AUGUST 2019

1. Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry 2. APRA – Australian Prudential Regulation Authority 3. New Zealand FMA/RBNZ – Financial Markets Authority/Reserve Bank of New Zealand

A family of four is playing in a backyard. A woman with long blonde hair, wearing a colorful patterned dress, stands in the center, smiling. To her left, a young boy in a blue t-shirt and khaki shorts is holding a rope ring. In front of her, a toddler in a white t-shirt and blue patterned shorts is playing with a wooden play structure on the grass. To the right, a man in a dark blue t-shirt and olive green pants is kneeling on the grass, smiling, and holding a rope ring. The backyard features a dark wooden play structure with a second level, a green lawn, and various plants and a red tricycle in the background.

# Our Stakeholders

# Stakeholder engagement

Suncorp engages a broad range of stakeholders and works collaboratively to manage business risks and opportunities.

## OUR STAKEHOLDERS

Suncorp's stakeholder groups include customers, our people and partners, shareholders and analysts, government and regulatory bodies, industry associations, suppliers, media, academics, consumer advocacy groups, climate specialists, community partners and non-government organisations (NGOs).

We identify key stakeholders based on the level of interest and impact they have on our business, as well as the opportunity to collaborate for more positive outcomes.

## PRINCIPLES FOR ENGAGEMENT

At the core of all engagement activities are the following principles:

- stakeholder engagement seeks to create value for our customers
- every interaction provides an opportunity to build positive relationships and involve stakeholders in our strategy
- we are proactive, respectful and display high ethical standards and transparency
- stakeholder engagement is managed in a disciplined and considered manner, with clear relationship owners.

Our Stakeholder Engagement Plan is reviewed regularly and our approach evolves with business risks and opportunities. This year our stakeholders contributed to an assessment of material economic, social and environmental topics, and informed our responses in this Report.

Our engagement has focused on these key stakeholder concerns:

- responding to the findings of the Royal Commission, strengthening trust and meeting community expectations (pages 16–20)
- ensuring statutory insurance schemes provide fair outcomes for customers and remain sustainable (page 19)
- delivering responsible and affordable products and services, particularly for customers who may be experiencing vulnerability (pages 23–24)
- responding to the recommendations of the Taskforce on Climate-related Financial Disclosures (page 31)
- increasing the transparency of our business activity and performance (pages 44–49).

## METHOD OF ENGAGEMENT

Suncorp engages stakeholders through a mix of formal and informal channels as outlined in the table below:

STAKEHOLDER GROUP	KEY ENGAGEMENT METHODS
<b>Customers</b>	Daily interactions via contact centres, branches and digital platforms, customer surveys, dispute resolution processes and dealings with the Suncorp Customer Advocate
<b>Employees</b>	Internal communication channels, annual executive town halls and regular employee engagement surveys
<b>Shareholders and analysts</b>	Meetings, executive and director roadshows, full and half-year results presentations, analyst briefings and conferences, annual credit rating reviews and the Annual General Meeting
<b>Federal, state and local government</b>	Meetings and conferences, submissions to inquiries, background briefings and correspondence
<b>Regulators</b>	Regular liaison meetings, industry conferences, regular meetings with executives and directors, annual prudential consultations and ongoing site visits
<b>Industry associations</b>	Committee and working group participation, informal interactions, Australian Banking Association Council membership, Insurance Council of Australia, Insurance Council of New Zealand and Financial Services Council Board membership
<b>Suppliers and partners</b>	Formal and informal meetings, contract renewals and risk assessments
<b>Media</b>	Media releases, background briefings, direct engagement and one-on-one interviews, social media channels and informal interactions
<b>Consumer advocacy groups</b>	Customer issues management and interactions via the Suncorp Customer Advocate, meetings and conferences, industry forums and the annual Consumer Advocate Day
<b>Community partners and NGOs</b>	Meetings and conferences, industry collaborations and community partnerships
<b>Universities, academics and climate specialists</b>	Joint research projects, meetings, conferences and presentations



# Materiality assessment

## WHAT MATTERS MOST

Suncorp proactively manages material economic, social and environmental risks and opportunities identified by key stakeholders and our business.

We complete regular materiality assessments to help us identify and prioritise the topics of most significance. This helps us make more informed and balanced decisions that reflect the needs and expectations of our business, stakeholders, and society, both now and in the future.

This year a comprehensive materiality assessment was conducted by an independent sustainability consultant, using the following research methods:

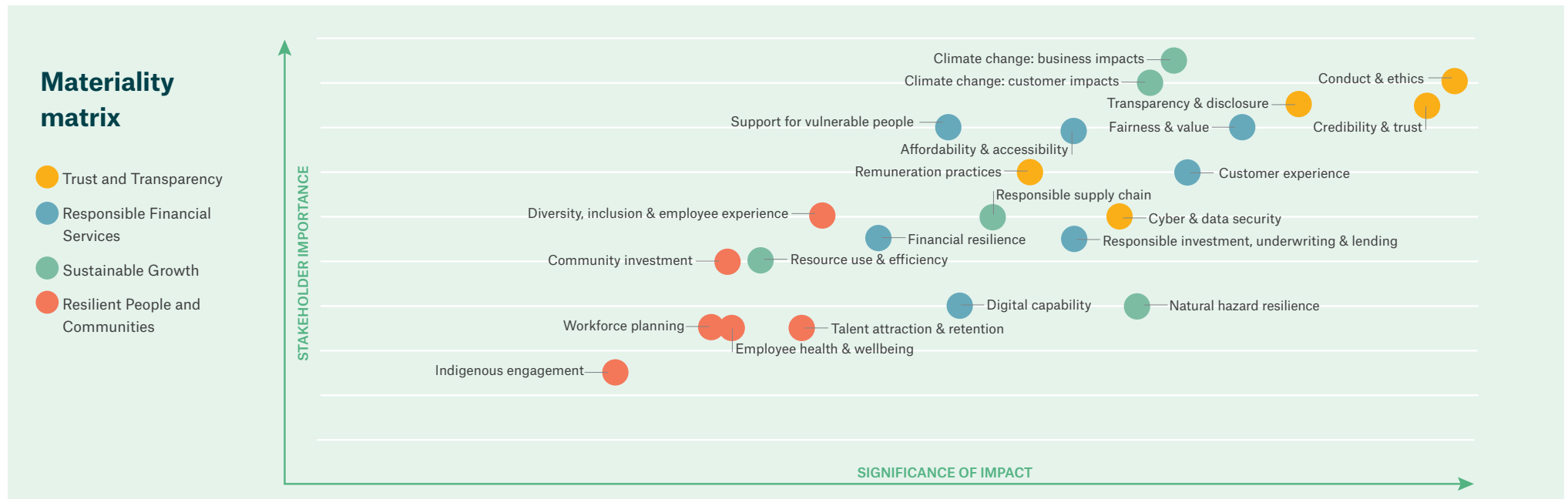
- a review of media and peer activities across Australia and New Zealand, including industry trends

- an impact assessment workshop with Suncorp representatives to identify and assess the impacts of emerging economic, social and environmental issues
- in-depth interviews with more than 83 industry stakeholders including investors, analysts, government and community representatives, consumer advocates, brokers, NGOs, partners, suppliers and peers
- in-depth interviews with 14 internal stakeholders, including members of Suncorp’s Senior Leadership Team
- analysis of survey responses from 1,006 employees on Suncorp’s performance across a range of economic, social and environmental topics
- an internal workshop with business representatives to validate the topics found to be of most significance.

The most material topics are shown on the materiality matrix, based on their importance to stakeholders and the potential impact on our business and society.

Significant shifts from our 2017-18 assessment include the heightened importance to stakeholders of conduct, ethics and trust in financial services, and the fairness and value of products and services. Transparency and disclosure also remains significant. The impacts of climate change are becoming more apparent for our business and communities.

Suncorp proactively manages these material topics through a commitment to corporate responsibility and our four key Principles of: Trust and Transparency, Responsible Financial Services, Sustainable Growth, and Resilient People and Communities. These Corporate Responsibility Principles guide our decision making as we balance customer outcomes, financial performance and risk management.



## Material economic, social and environmental topics

Through our materiality assessment we identified topics based on their importance to stakeholders and the impact of our business activities.

As part of the process, stakeholders described where these topics occur in our value chain and network of business relationships. The following table further defines the ten most material topics and indicates where the impact occurs. It summarises our response to each topic and where in this Report you can read more.



OUR STAKEHOLDERS

TOPIC DESCRIPTION	WHERE THE IMPACT OCCURS					OUR RESPONSE TO THE TOPIC
	Customers	Investees <sup>1</sup>	Suppliers	Our people	Community	
<p><b>1</b> <b>CONDUCT AND ETHICS</b> Ensuring ethical and appropriate behaviour and practices of directors, management and employees</p>	●	●	●	●	●	<p>Creating a better today for our customers is our purpose. The fundamental standards of individual behaviour and ethical conduct that we expect from our people, officers, suppliers and partners are set out in our <b>Code of Conduct</b> and <b>Supplier Code of Practice</b>. Our <b>Corporate Responsibility Principles</b> guide institutional behaviour and decision making to balance outcomes for all our stakeholders (see <b>Trust and Transparency</b>, page 16).</p>
<p><b>2</b> <b>CREDIBILITY AND TRUST</b> Restoring trust in Suncorp and the financial services industry following the Royal Commission in Australia</p>	●	●	●	●	●	<p>Strengthening trust, enabling our people's passion and driving growth are the three main priorities of <b>Suncorp's strategy</b>. In response to the Royal Commission, our Risk Governance Self-assessment to APRA, and the FMA/RBNZ Review, we are implementing our <b>Conduct Risk Strategy</b> and have established a <b>Non-Financial Risk Committee</b> with a special focus on governance and social risk. We have implemented the new <b>Banking Executive Accountability Regime</b>, the <b>Australian Banking Code of Practice</b> and, in the coming year, the <b>General Insurance Code of Practice</b> (see <b>Trust and Transparency</b>, page 16).</p>

1. Companies that Suncorp has invested in through its investment portfolios

## Material economic, social and environmental topics

TOPIC DESCRIPTION	WHERE THE IMPACT OCCURS					OUR RESPONSE TO THE TOPIC
	Customers	Investees <sup>1</sup>	Suppliers	Our people	Community	
<p><b>3</b> <b>TRANSPARENCY AND DISCLOSURE</b> Committing to the disclosure of economic, social and environmental risks, opportunities and performance. Ensuring product and service information is easy to locate and understand</p>	●	●	●	●	●	<p>Listening to our stakeholders and customers is something we do every day. Each year we conduct a formal <b>Materiality Assessment</b> of our most important economic, social and environmental topics. We measure and disclose our performance on a broad range of non-financial metrics through the <b>Suncorp Annual Report</b> and <b>Responsible Business Report</b>. We also publish an annual <b>Tax Transparency Report</b> and <b>Climate-related Financial Disclosures</b>, and have committed to a future <b>Proxy Voting Summary</b> and <b>Modern Slavery Statement</b> (see <b>Trust and Transparency</b>, page 16).</p>
<p><b>4</b> <b>FAIRNESS AND VALUE</b> Ensuring products and services provide fair value and balance the needs of different stakeholder groups</p>	●			●	●	<p>We are committed to better customer and community outcomes now and into the future. In our <b>Responsible Banking and Insurance Policy</b>, we have established organisation-wide standards for delivering products and services that are fit for purpose, accessible and affordable, and for aligning remuneration with customers' best interests. The fairness and integrity of Suncorp's customer processes, decisions and practices is objectively assessed by our <b>Office of the Customer Advocate</b> (see <b>Responsible Financial Services</b>, page 22).</p>
<p><b>5</b> <b>CLIMATE CHANGE: BUSINESS IMPACTS</b> Addressing the impacts of climate change on Suncorp's operations and business activities</p>	●	●				<p>Our response to climate-related risks and opportunities, as well as our actions to build resilience within our business and community, are set out in our <b>Climate Change Action Plan</b> and <b>Environmental Performance Plan</b>. We track and disclose our environmental performance and have a new <b>target to reduce emissions</b>. We assess the climate risk of investment opportunities through the application of our <b>Responsible Investment Policy</b> and a <b>shadow carbon price</b>, which has resulted in a significant <b>increase in impact investing</b>. Our <b>Responsible Banking and Insurance Policy</b> ensures a consistent approach to managing social and environmental risk in our products and portfolios (see <b>Sustainable Growth</b>, page 28).</p>
<p><b>6</b> <b>CLIMATE CHANGE: CUSTOMER IMPACTS</b> Preparing for the impact of climate change on customers, including through banking, lending, underwriting and public policy advocacy</p>	●			●	●	<p>We support customers to reduce their risk to natural hazards through our <b>Natural Hazard Resilience Strategy</b>. Policy holders receive premium reductions for their resilience actions through our <b>Cyclone Resilience Benefit</b>. We actively contributed to the ACCC inquiry into insurance affordability in northern Australia and continue to advocate for increased public and private investment in natural hazard resilience building (see <b>Sustainable Growth</b>, page 28).</p>

OUR STAKEHOLDERS

● Trust and Transparency   ● Responsible Financial Services   ● Sustainable Growth   ● Resilient People and Communities

1. Companies that Suncorp has invested in through its investment portfolios

## Material economic, social and environmental topics

TOPIC DESCRIPTION	WHERE THE IMPACT OCCURS					OUR RESPONSE TO THE TOPIC
	Customers	Investees <sup>1</sup>	Suppliers	Our people	Community	
<p><b>7</b> <b>CUSTOMER EXPERIENCE</b> Designing customer-centric products and services and delivering a positive customer experience</p>	●			●		<p>We seek to elevate the needs of customers in our decisions and continually improve customer service through initiatives like our <b>Customer Culture</b> and <b>Voice of the Customer</b> programs. Complex and sensitive issues are reviewed by our <b>Office of the Customer Advocate</b>, which also ensures we meet our targets for improvement in complaints resolution and customer advocacy (see <b>Responsible Financial Services</b>, page 22).</p>
<p><b>8</b> <b>AFFORDABILITY AND ACCESSIBILITY</b> Providing access to suitable and affordable financial services that are fit for purpose and meet customer needs</p>	●				●	<p>We are committed to driving inclusive growth and financial resilience through our <b>Financial Inclusion Action Plan</b> and <b>Customers Experiencing Vulnerability Strategy</b>. We continue to offer a range of <b>affordable products for low income earners</b> including Essentials Insurance and the Essentials Everyday Bank Account (see <b>Responsible Financial Services</b>, page 22).</p>
<p><b>9</b> <b>CYBER AND DATA SECURITY</b> Ensuring business and customer data is secure and managed appropriately</p>	●	●	●	●		<p>Suncorp's <b>Data Governance Framework</b> defines the key principles, capabilities and processes for governing critical data, including tools and technologies that enable adherence to data management standards. Our dedicated <b>Financial Crime and Anti-Money Laundering/Counter-Terrorism Financing</b> team leverages world class detection and prevention technologies (see <b>Trust and Transparency</b>, page 16).</p>
<p><b>10</b> <b>RESPONSIBLE INVESTMENT, UNDERWRITING AND LENDING</b> Taking a responsible and consistent approach to investment, underwriting and lending, ensuring appropriate due diligence of social and environmental risks, opportunities and performance</p>	●	●			●	<p>Our suite of <b>Policies</b> support regulatory compliance and responsible business, including Policies on Disclosure, Privacy, Whistleblower Protection, Equal Opportunity, Safety, <b>Responsible Banking and Insurance</b>, <b>Responsible Investment</b>, and <b>Procurement</b>. We are also a signatory to the <b>United Nations Global Compact</b>, <b>Principles for Sustainable Insurance</b>, <b>Principles for Responsible Investment</b>, and the <b>Chartered Institute of Procurement and Supply's Corporate Code of Ethics</b> (see <b>Sustainable Growth</b> and <b>Responsible Financial Services</b>, page 28 and 22).</p>

OUR STAKEHOLDERS

● Trust and Transparency   ● Responsible Financial Services   ● Sustainable Growth   ● Resilient People and Communities

1. Companies that Suncorp has invested in through its investment portfolios



# Our Responsibility

# Corporate responsibility principles

**Suncorp aims to optimise economic, social and environmental outcomes for stakeholders as we strive to strengthen trust and maintain our social licence to operate.**

Suncorp’s approach to responsible business contributes to our purpose to create a better today for our customers. Increasingly, our Board-approved Corporate Responsibility Principles guide our approach to governance and risk management, policy development, business decision making and disclosure of non-financial performance.

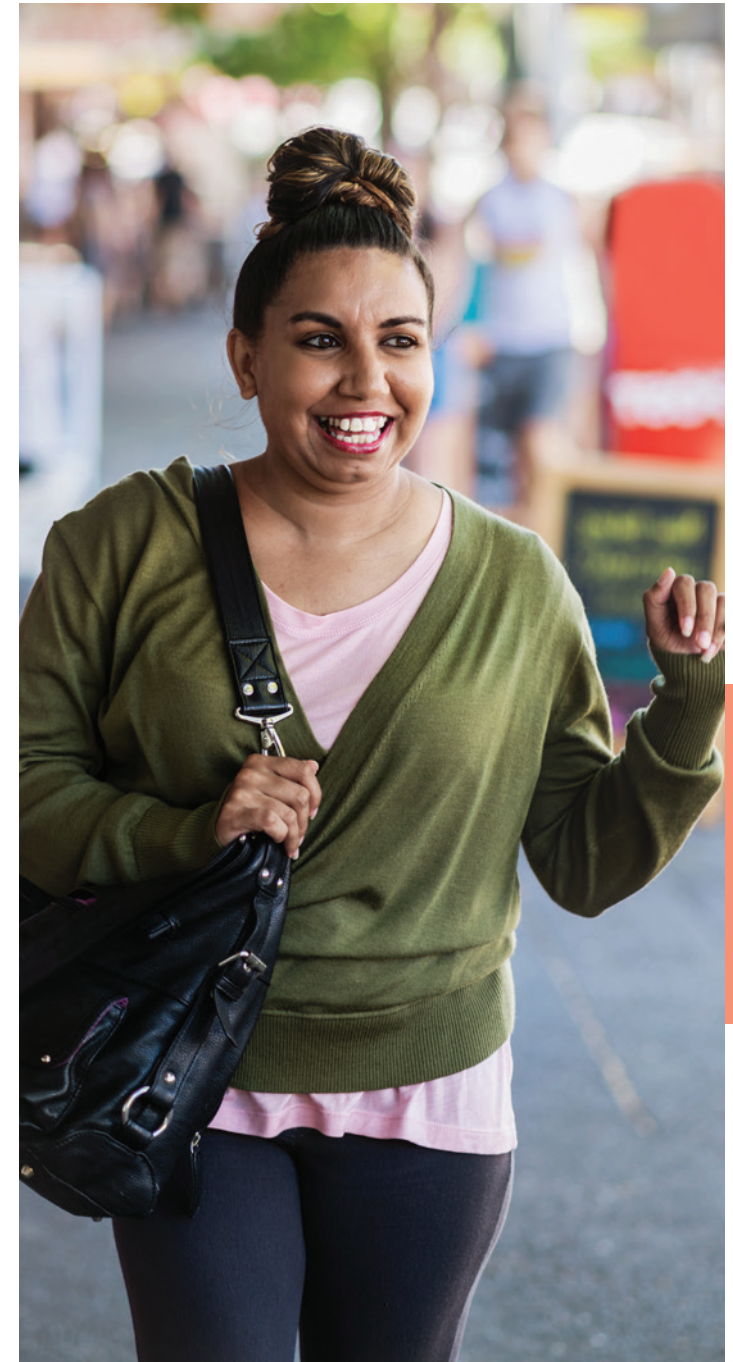
## UNITED NATIONS GLOBAL COMPACT

This year Suncorp became a signatory to the United Nations Global Compact, a framework for sustainable business practice in the areas of human rights, labour, environment and anti-corruption. Joining the Global Compact helps us align our business practices with broader societal goals and build our capability to respond to material topics. As part of our commitment, we are driving awareness and action in support of the Sustainable Development Goals.

## Sustainable Development Goals

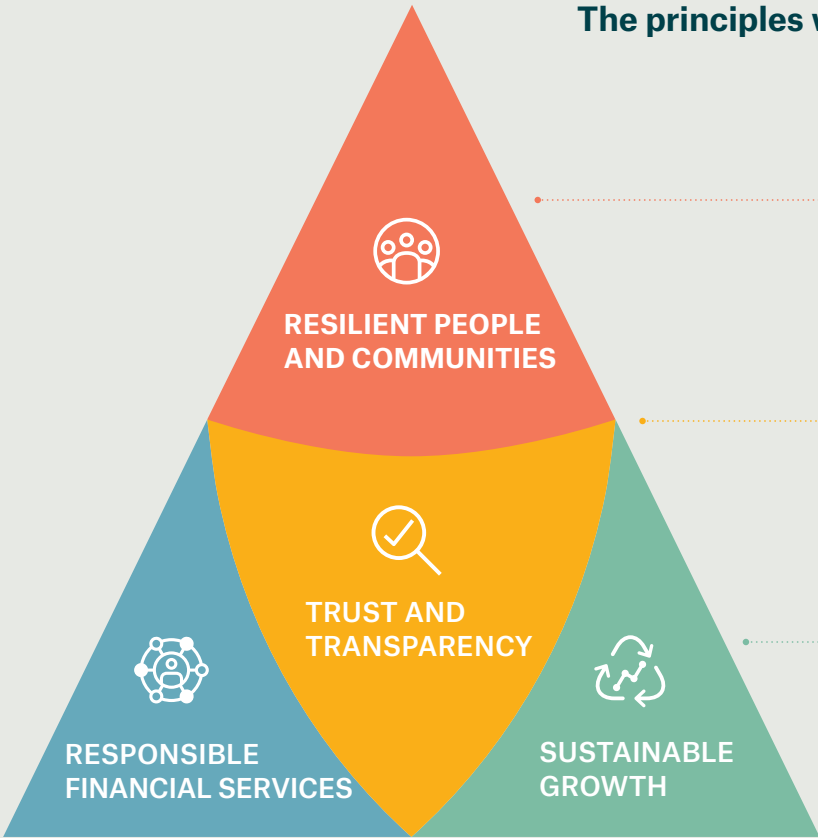
The Sustainable Development Goals are a set of 17 goals that define global sustainable development priorities and aspirations for 2030. The Goals call for action to address significant economic, social and environmental challenges such as poverty, inequality, health and wellbeing and climate action.

Our responsible business activity contributes to many of the Goals and we recognise that we have the greatest impact on those highlighted below. More detail on our policies, initiatives and performance in support of the Goals is available at: [suncorpgroup.com.au/corporate-responsibility/our-approach/sustainable-development-goals](https://suncorpgroup.com.au/corporate-responsibility/our-approach/sustainable-development-goals)



OUR RESPONSIBILITY

### The principles we aspire to



#### RESILIENT PEOPLE AND COMMUNITIES

We respect human rights and invest in the wellbeing and resilience of our people and communities. We are there for our people and our communities in times of need.



#### TRUST AND TRANSPARENCY

We are committed to building trust and doing the right thing. We are open and transparent in our dealings with our stakeholders.



#### SUSTAINABLE GROWTH

We seek to innovate and optimise economic, social and environmental outcomes throughout our business and value chain.



#### RESPONSIBLE FINANCIAL SERVICES

We put our customers at the heart of everything we do and help them make good choices. We provide customers with access to affordable financial services that meet their needs.



# Trust and transparency

We are committed to building trust and doing the right thing. We are open and transparent in our dealings with our stakeholders.



## OUR APPROACH

We take the trust our stakeholders place in us seriously and proactively engage with them to understand the things that matter most. We are increasing the transparency of our business operations and performance, and the decisions we make.

### STRENGTHENING TRUST

Responding to changing community concerns and expectations lies at the heart of earning the trust required to maintain Suncorp's social licence to operate. We participated in the Royal Commission and accept that at times we have fallen short of these expectations.

The Final Report from the Royal Commission outlined 76 recommendations related to banking, financial advice, superannuation, insurance, culture, governance and remuneration, regulators and other important measures. We continue to work through the policy recommendations with the aim of ensuring optimal outcomes for our customers.

### ENHANCING NON-FINANCIAL PERFORMANCE DISCLOSURES

Increasing the transparency of Suncorp's business activity and non-financial performance is key to meeting customer and community expectations.

In recent years we have improved disclosure of our corporate responsibility objectives, performance highlights and future activity. This year we expanded our performance metrics and, for the first time, publish key non-financial performance targets in this Report. These targets span customer, people, community, environment and value chain metrics, and are an important part of our ongoing communication with stakeholders.

## OUR FOUNDATIONS

### Code of Conduct and Our Compass

Set out the fundamental standards of behaviour we expect from our people, and guide how we work together, make decisions and meet our customers' needs.

Find at: [suncorpgroup.com.au/about/corporate-governance](https://suncorpgroup.com.au/about/corporate-governance)

### Policies to support regulatory compliance

Ensure our people and systems comply with the requirements of a highly-regulated industry.

Find at: [suncorpgroup.com.au/about/corporate-governance](https://suncorpgroup.com.au/about/corporate-governance)

### Political Engagement Position Statement

Commits us to high ethical standards in our approach to political engagement. During 2018-19 Suncorp made no political donations.

Find at: [suncorpgroup.com.au/about/corporate-governance](https://suncorpgroup.com.au/about/corporate-governance)

### Suncorp Group Privacy Policy

Details how we collect, use, disclose and secure personal information. Our people complete mandatory privacy training annually.

Find at: [suncorpgroup.com.au/cr/trust-and-transparency/data](https://suncorpgroup.com.au/cr/trust-and-transparency/data)

NEW TARGET

98%

OF EMPLOYEES COMPLETE CODE OF CONDUCT TRAINING ANNUALLY



OUR RESPONSIBILITY





Change in the financial services industry is creating opportunities for Suncorp to improve customer value and better meet community expectations.

99%

EMPLOYEES COMPLETED CODE OF CONDUCT TRAINING

29.4%

EFFECTIVE TAX RATE FROM CONTINUING OPERATIONS

## OUR PROGRESS

Suncorp's focus over the year reflects a commitment to strong institutional conduct and robust governance practices to ensure the delivery of good customer outcomes.

### REDUCING CONDUCT RISK

Central to achieving Suncorp's customer-led purpose is ensuring we strengthen trust with customers and communities. This requires continued focus on governance, risk, processes, systems and people practices supporting organisational and individual conduct.

Our approach to Conduct Risk focuses on the following key areas:

- **Value:** our products and services are designed, delivered and reviewed to ensure we are consistently delivering customer value
- **People practices:** through our Code of Conduct, performance and reward programs, we provide guidance on expected behaviours and incentivise and reward doing the right thing
- **Customer commitment and responsiveness:** we respond appropriately and transparently to customer concerns through complaints handling and customer advocacy initiatives
- **Risk and governance:** we have clear roles, responsibilities, and systems that support conduct leading to fair customer outcomes, as well as systems and practices to identify areas for improvement.

### RESPONDING TO REGULATORY CHANGE

During 2018–19 the financial services industry has seen a high volume of regulatory-driven change, which presents opportunities to improve customer value and experience. We continue to enhance our risk management approach and are actively responding to changing regulatory requirements and community expectations.

Further detail on regulatory matters and our current program of work is provided in the Financial Results 2018–19 Presentation and Data Pack, available at [suncorpgroup.com.au/investors/events](http://suncorpgroup.com.au/investors/events)

### Risk Governance Self-assessment

On 30 November 2018 Suncorp submitted a Risk Governance written assessment for our Australian business to APRA. This exercise tested the effectiveness of Suncorp's governance, culture and accountability, including how the expectations of the Board are being embedded across the Company.

We are using the outcomes of this assessment to help inform and improve our approach to governance and risk management across Suncorp, including a focus on:

- simplifying our business to remove areas of complexity and ensuring clarity of accountabilities
- enhancing the management of non-financial risks
- strengthening our culture to drive excellence day to day, as well as in times of crisis.

Further detail is provided in the Financial Results 2018–19 Presentation and Data Pack, available at [suncorpgroup.com.au/investors/events](http://suncorpgroup.com.au/investors/events)

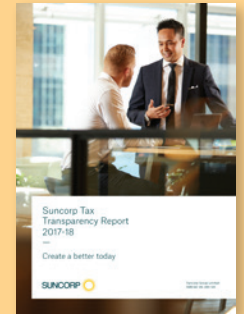
### Banking Executive Accountability Regime

Suncorp Bank has implemented the Banking Executive Accountability Regime (BEAR), a regulatory initiative that helps drive greater clarity of accountability and good governance practices across the Australian banking sector. It aims to ensure banks and their senior executives operate with due skill and diligence, conduct themselves with honesty and integrity and deal openly with regulators.

Accountability statements outlining the individual accountabilities for relevant Suncorp executives and Board members have been lodged with APRA. All Accountable Persons have a BEAR-compliant remuneration structure, with the Suncorp Senior Leadership Team having had such a structure since 1 July 2018. Further detail is provided in the Remuneration Report in the 2018–19 Annual Report, available at [suncorpgroup.com.au/investors/reports](http://suncorpgroup.com.au/investors/reports)

### Risk maturity

Suncorp's Risk Optimisation Program is enhancing our risk and compliance management practices. We have launched a new incident and breach management approach which makes it easier to report incidents and are introducing a more detailed view of risks, controls and obligations across our key processes.



### TAX TRANSPARENCY REPORT

Suncorp's Tax Transparency Report 2017-18 details our tax contributions and overall approach to tax strategy.

Find at: [suncorpgroup.com.au/cr/reports](http://suncorpgroup.com.au/cr/reports)



### Breaches and remediation

Suncorp continues to prioritise enhancing processes and practices that ensure compliance with our regulatory obligations. This includes continual improvement of risk management practices to prevent and mitigate the risk of breaches, and enhanced processes to identify breaches and remediate customers in a timely manner.

With oversight from the Australian Securities & Investments Commission (ASIC), we are finalising the remediation of customer outcomes on the quality of advice provided by our former financial planning business, Guardian Advice.

Our remediation program for past sales of MTA Insurance add-on products was completed in calendar year 2018, as planned. We have since undertaken further reviews and improvements of our product design and distribution processes, and have confidence these will enhance customer value and experience.

### Proceedings

Suncorp is defending a representative proceeding that has been filed in the NSW Supreme Court against our wholly-owned subsidiary, Suncorp Portfolio Services Limited (SPSL). SPSL is a superannuation trustee company with an independent board and the Suncorp Board has a monitoring role in relation to SPSL.

### Whistleblower service

Suncorp is committed to a culture of honest and ethical behaviour, and doing the right thing by our people and our customers is a priority. Our Whistleblower Service is available to all our people and suppliers to raise concerns of suspected or actual misconduct, which may have a negative effect on our workplace, customers and Suncorp's reputation.

This year we updated our Whistleblower Procedures to reflect changes to the Whistleblower provisions in the Corporations Act. We continue to highlight the requirement to maintain strict confidentiality of a whistleblower's identity, and have expanded the prohibited conduct which would result in adverse outcomes for a whistleblower.

### MANAGING AND PROTECTING DATA

Managing and protecting data is critical to maintaining the trust and confidence of our stakeholders and building the resilience of our business.

#### Data governance

In response to growing customer expectations and a changing regulatory environment, we are sharpening our focus and strengthening our approach to data governance.

Suncorp's Data Governance Framework defines the key principles, capabilities and processes for governing critical data, including:

- Standards and Guidelines for enforcing data management under the Data Governance Framework
- organisation accountabilities for clear ownership of data management practices
- processes outlining how data is created, modified and maintained
- tools and technology that enable adherence to recommended standards
- governance controls that identify priorities, measure progress and determine the effectiveness of governance activity.

We are investing to uplift our data governance capabilities through a dedicated program of work.

#### Digitisation and cyber crime

Our customers increasingly interact with us through digital channels, including mobile and internet banking. Suncorp has an ongoing program to invest in new technologies to protect our customers from potential threats in this evolving digital environment.

Our dedicated Financial Crime and Anti-Money Laundering/Counter-Terrorism Financing capability leverages world class detection and prevention technologies. We continue to evolve our capabilities to safeguard our customers from cyber crime.

Over the past year we have introduced interactive alerting that enables us to contact customers in real time if we identify a suspicious transaction. We also leverage advanced data analytics techniques and fraud detection technology to ensure we can intervene early and disrupt criminal activity, before it impacts our customers.

Cyber crimes can have wide-ranging impacts and we support law enforcement and intelligence agencies to help address these crimes. We also have programs in place to educate our customers on cyber security risks and work with community groups to support customers impacted by financial crimes and scams.

More information on Suncorp's approach to data governance and cyber security is in the 2018-19 Corporate Governance Statement, available at [suncorpgroup.com.au/about/corporate-governance](https://suncorpgroup.com.au/about/corporate-governance)





## ENGAGING WITH GOVERNMENT AND INDUSTRY

Suncorp proactively participates in government inquiries and public policy advocacy relevant to our business, to help ensure better outcomes for our customers and stakeholders.

We also work with industry associations to address systemic issues, help drive change, and improve standards which will ultimately increase trust in the financial services industry. These include the Australian Banking Association (ABA), the Insurance Council of Australia (ICA), the Insurance Council of New Zealand, the Financial Services Council in Australia and New Zealand, the Business Council of Australia and BusinessNZ.

In many areas, such as natural disaster resilience, Suncorp continues to be a leader in advocating for sustainable development and greater investment in effective disaster preparation and resilience building.

During the year, we directly made 18 submissions to government inquiries in Australia and New Zealand. Our publicly available government submissions can be found at [suncorpgroup.com.au/news/public-submissions](https://suncorpgroup.com.au/news/public-submissions)



### Royal Commission into Banking, Superannuation and Financial Services Industry:

Since the release of the Royal Commission's Final Report, Suncorp has provided input into the Australian Government (Treasury) consultation on two of the recommendations – removing the current exemption for claims handling from the definition of a financial service under the Corporations Act, and making some Code of Practice provisions enforceable.

**Insurance affordability in northern Australia:** Suncorp believes the only way to sustainably reduce insurance premiums in northern Australia is to reduce the impacts of natural disasters. During the year we participated in the Australian Competition and Consumer Commission's Northern Australia Insurance Inquiry process, and welcomed the key finding that natural hazard risk is the main driver of insurance costs in the region.

**Increasing competition in the banking sector:** Suncorp, along with other regional banks, continues to advocate for greater competition in the Australian banking sector. We believe that addressing structural inequalities for smaller banks in the banking system will improve competition and provide better access to banking products for all consumers.

**Improving disclosure in general insurance:** Suncorp continues to explore ways of making insurance product disclosure more transparent and easier for our customers to understand. We expanded year-on-year premium disclosure across all our Australian general insurance brands, in advance of state-based and revised General Insurance Code of Practice requirements.

Our submission to Treasury's consultation on disclosure in general insurance called for greater flexibility in regulation to allow for alternative methods of disclosure, such as through animations or other visual formats. We also believe that disclosure to customers about their key risks will help them address possible underinsurance and reduce their own risk.

**Compulsory third party (CTP) scheme reform:** The Australian Capital Territory (ACT) Government introduced a no-fault defined benefit model that will provide CTP insurance cover for all those injured in a motor vehicle accident in the ACT. Suncorp

will continue to campaign for similar changes to the Queensland CTP scheme, and expanding no-fault defined benefit cover in New South Wales for injured motorists.

**Travel insurance changes:** During 2018–19, we reviewed our travel insurance products and made coverage available to customers with pre-existing mental health conditions, enabling more Australians to access travel insurance protection.

We were also involved in a Victorian Equal Opportunity and Human Rights Commission investigation into potential discrimination by insurers regarding mental health coverage in travel insurance.

**New industry codes:** Suncorp has been actively involved in updating the Banking and General Insurance Codes of Practice in Australia. These codes aim to provide better customer protections, increase transparency, and strengthen support for small businesses and customers experiencing vulnerability.

We have been a signatory to the ABA Banking Code of Practice since 30 June 2004 and implemented the updated Code on 1 July 2019. We support the plain-English Code which is designed to make it easier for customers to understand banking products and services and their rights and protections.


The transition to the refreshed General Insurance Code of Practice will commence in January 2020 and come into effect in January 2021. Suncorp has worked closely with the ICA to help lead development of the updated Code and believes it will give insurers the opportunity to improve their care for customers experiencing vulnerability.

### Financial Markets Authority and Reserve Bank of New Zealand review of conduct and culture in New Zealand life insurers:

Since the release of the Life Insurer Conduct and Culture report, Suncorp New Zealand has engaged with central government and the Ministry of Business, Innovation and Employment on the findings of the report and subsequent Options Paper for regulating the conduct of financial institutions in New Zealand. We have established a program of work, led by our Chief Risk Officer in New Zealand, to address feedback and report on progress.



## OUR PERFORMANCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	KEY PERFORMANCE METRICS	FUTURE ACTIVITY	TARGET FOR 2020
Engage meaningfully with our stakeholders	<ul style="list-style-type: none"> <li>★ Conducted a comprehensive materiality assessment of economic, social and environmental topics</li> </ul>		<ul style="list-style-type: none"> <li>→ Establish a social licence to operate and trust metric, and respond to insights on an ongoing basis</li> </ul>	
Respond strategically to material economic, social and environmental topics	<ul style="list-style-type: none"> <li>★ Further integrated our Corporate Responsibility Principles into strategy and risk management processes</li> <li>★ Implemented the refreshed Banking Code of Practice and supported development of the updated General Insurance Code of Practice in Australia</li> <li>★ Supported the ABA Banking Reform Program</li> <li>★ Signed the United Nations Global Compact, Principles for Sustainable Insurance and Principles for Responsible Investment</li> </ul>	<p>99%</p> <p>of employees completed Code of Conduct training</p>	<ul style="list-style-type: none"> <li>→ Continue to support the ABA Banking Reform Program</li> <li>→ Fully implement the updated General Insurance Code of Practice</li> <li>→ Further align business activity to the United Nations Global Compact and Sustainable Development Goals</li> </ul>	<p></p> <p>98%</p> <p>of employees complete Code of Conduct training annually</p>
Communicate transparently on our performance	<ul style="list-style-type: none"> <li>★ Published targets for key non-financial performance metrics</li> <li>★ Published the Suncorp 2017-18 Tax Transparency Report</li> <li>★ Participated in the Dow Jones Sustainability Index assessment process</li> </ul>	<p>29.4%</p> <p>effective tax rate from continuing operations</p>	<ul style="list-style-type: none"> <li>→ Manage and disclose non-financial performance against targets</li> <li>→ Continue to evolve non-financial performance metrics and targets</li> <li>→ Explore scope for external assurance of non-financial performance disclosures</li> </ul>	



## Case Study

## Industry codes of practice

**“We are committed to the continued reform of our business and our industry to ensure we’re building a transparent and authentic connection with our customers.”**

**DAVID CARTER**  
Suncorp CEO  
Banking & Wealth



Listen to David Carter and Gary Dransfield discuss what the updated Codes of Practice mean for Suncorp and all Australians

## DELIVERING BETTER OUTCOMES FOR ALL CONSUMERS

Suncorp has been actively involved in updating the Banking and General Insurance Codes of Practice, which aim to deliver better outcomes for consumers, increase transparency and improve support for customers experiencing vulnerability.

The updated ABA Banking Code of Practice, which came into effect on 1 July 2019, provides stronger rights, protections and support for all customers.

Suncorp CEO Banking & Wealth, David Carter, said the Code would benefit all Australians and was quite simply the way we should do business.

“A large part of improving the experience for customers is making products and processes clearer and easier to understand, so we’ve put a lot of effort into simplifying our documents,” Mr Carter said.

“Small business customers will be issued simplified loan contracts with fewer conditions for loans under \$3 million, and more notice if their loan conditions change,” he said.

“While the banking sector has often led the way with respect to the treatment of people during financial hardship, this Code takes that to a whole new level to provide greater support to the many Australians who will experience vulnerability at some point in their lives.”

The transition to the updated General Insurance Code of Practice will commence from January 2020. Suncorp has worked closely with the ICA to help shape the Code and believes it will give insurers the opportunity to improve their standards and support for customers.

Suncorp CEO Insurance, Gary Dransfield, said Suncorp was well advanced in implementing the refreshed Code.

“We’ve progressed many of the changes around financial hardship and family and domestic violence and have also improved our transparency of premium changes on renewal notices,” Mr Dransfield said.

“These new Codes are part of a range of activities underway across the financial services industry that focus on providing good customer outcomes and rebuilding trust through transparency and good practices.”

## Case Study

## Consumer Advocate Day



**“The feedback we receive from advocacy groups is invaluable and helps shape our thinking, priorities and approach.”**

**MATTHEW LESLIE**  
Suncorp Group Customer Advocate

## UNDERSTANDING AND RESPONDING TO COMMUNITY EXPECTATIONS

In February 2019 Suncorp hosted its annual Consumer Advocate Day, a forum that brings together key consumer advocacy groups and senior leaders from across Suncorp. The aim of the day was to engage in open and honest two-way dialogue about the issues impacting our customers, clients and the communities in which we operate.

This year our Insurance and Banking & Wealth Chief Executive Officers shared their insights and learnings from the Royal Commission. A panel of executives addressed key issues such as affordability, credit cards, perennial debt, joint accounts and claims handling and settlements. Importantly, the support financial services organisations can provide for those suffering family and domestic violence, was also discussed.

Matthew Leslie, Suncorp Group Customer Advocate, said listening to our customers and those who advocate for them is critical to making a real difference and meeting community expectations.

“The feedback we receive from the advocacy groups is invaluable and helps shape our thinking, priorities and approach to how we serve our customers, including the most vulnerable in society,” Matthew said.

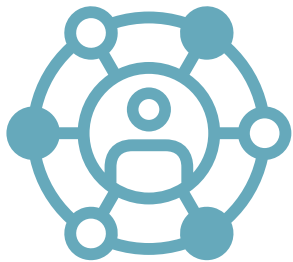
Ciara Sterling, CEO Thriving Communities Partnership, said it was encouraging that Suncorp held forums such as the Consumer Advocate Day and that it was reflective of their culture.

“The forum provides an opportunity for Suncorp leaders to hear from the community sector, which is known to be really honest with their feedback, and learn from the experiences people in the community are having,” Ciara said.

“What I’ve seen from Suncorp is a driving of change – not just within their own organisation, but across the industry.”

# Responsible financial services

We put our customers at the heart of everything we do and help them make good choices. We provide customers with access to affordable financial services that meet their needs.



## OUR APPROACH

Suncorp takes seriously its responsibility as an essential services provider. We are committed to building the financial resilience of our customers, being responsive and providing suitable, fair and affordable products and services that meet their needs.

### BUILDING A CUSTOMER-CENTRIC CULTURE

Suncorp continues to build a culture that elevates the needs of customers in conversations and decisions throughout our organisation. Our network of Customer Guardians share continual improvement ideas to drive process and practice enhancements, and customer-facing teams help co-design emerging product and service solutions.

We have expanded our Customer Immersion program to give all employees the opportunity to spend time with our customers and customer-facing teams, to provide insights on what we are doing well and what we can do better. Through our Voice of the Customer program, we gain a deeper understanding of how we are performing through the eyes of our customers and identify ways to improve the customer experience.

### DRIVING INCLUSIVE GROWTH AND FINANCIAL RESILIENCE

Suncorp is committed to growing our business inclusively and serving the whole community regardless of location, background, language, age, or income. This is fundamental to addressing financial inclusion and equality. Through the Suncorp Financial Inclusion Action Plan, we continue to improve access to suitable and affordable products and services and build our capability to better support customers experiencing vulnerability.

## OUR FOUNDATIONS

### Suncorp's Office of the Customer Advocate

Champions the voice of the customer across the organisation and reviews complex and sensitive complaints to ensure a quick resolution for our customers. Find at: [suncorpgroup.com.au/contact-us/customer-relations](https://suncorpgroup.com.au/contact-us/customer-relations)

### Financial Inclusion Action Plan

Outlines our actions to build the financial resilience and wellbeing of our customers and the broader community. Find at: [suncorpgroup.com.au/cr/financial-resilience](https://suncorpgroup.com.au/cr/financial-resilience)

### Access to affordable services

A suite of products designed to meet the needs of low-income earners. Our promotion, distribution and communication channels ensure customers can easily access the right products. Find at: [suncorpgroup.com.au/cr/access-to-affordable-services](https://suncorpgroup.com.au/cr/access-to-affordable-services)

### Natural Disaster Response Plan

Details our approach to supporting customers during major natural disasters and weather events. Find at: [suncorpgroup.com.au/cr/natural-disaster-response](https://suncorpgroup.com.au/cr/natural-disaster-response)



**NEW TARGET**  
INCREASE THE PROPORTION OF  
**LEVEL 2 COMPLAINTS**  
RESOLVED WITHIN  
**21 DAYS<sup>1</sup>**



### DELIVERING BETTER CUSTOMER OUTCOMES

Suncorp's Office of the Customer Advocate spans both our banking and insurance businesses and has a clear mandate to drive better outcomes for customers. The Customer Advocate provides objective assessments of the fairness and integrity of Suncorp's customer processes, decisions and practices. This includes reviewing individual customer complaints where matters are complex or sensitive in nature. The Customer Advocate remains focused on advocating for customers when things go wrong and enabling our people to be the voice of our customers.

### EMBRACING AND INVESTING IN DIGITAL CAPABILITY

Suncorp continues to invest in digital technology to meet the rapid pace of change and provide the solutions, support and services customers need. The Suncorp App:

- gives customers fast and secure access to their money wherever they are
- provides a central place for customers to manage their home, mobility and money
- offers customers a complete view of their insurance policies and accounts
- enables customers to access our third-party solutions
- includes an AI-enabled<sup>1</sup> virtual assistant to answer queries and help with navigation.



In addition to insurance policy self-service and transactional banking digital support, customers can lodge and track their claim online or via the Suncorp App, open and manage their bank accounts and loans, and receive their policy documentation.

We are also embracing new technologies such as robotics and telematics to continue to meet customers' changing needs. Robotics have been used to streamline customer policy renewals and check for discount eligibility and we are exploring the use of telematics to monitor driving data from Suncorp's fleet vehicles.

## OUR PROGRESS

**Suncorp continues to drive financial inclusion and resilience and better support for customers experiencing vulnerability.**

### DELIVERING RESPONSIBLE BANKING AND INSURANCE

In 2019 we strengthened our commitment to delivering responsible financial services with the development of a Responsible Banking and Insurance Policy for our Australian operations.

The Policy establishes organisational-wide standards for customer, environmental and social outcomes now and into the future. We commit to delivering products and services that are fit for purpose, accessible and affordable, and to remunerating and incentivising with customers' best interests in mind.

To support implementation of the Policy, a series of Standards are being developed in response to potential customer, environmental and social risks and opportunities. These Standards are based on best practice insights and the requirements of industry codes of practice, covering issues including:

- **Domestic and family violence:** responding to and referring victims of domestic and family violence, including financial abuse and elder abuse
- **Financial vulnerability and hardship:** supporting low-income households and those unable to meet their financial obligations
- **Wellbeing:** supporting customers suffering grief and loss, mental or physical illness, and alcohol, drug and gambling addiction
- **Scams and fraud:** understanding the triggers to help proactively identify cases and protect customers, as well as support those who are impacted
- **Accessibility and inclusion:** supporting customers who are elderly, living with a disability, geographically or digitally isolated, or from culturally and linguistically diverse backgrounds.

**The Suncorp Responsible Banking and Insurance Policy improves our business practices and decision making across banking, wealth and insurance.**



1. AI - Artificial Intelligence 2. Source: DBM Consumer Atlas, 12-month rolling as at 30 June 2019. Excludes New Zealand 3. Handled by customer-facing teams. Excludes New Zealand



## SUPPORTING CUSTOMERS EXPERIENCING VULNERABILITY

As part of Suncorp's Financial Inclusion Action Plan, we have progressed implementation of our Customers Experiencing Vulnerability Strategy. Building on process improvements already made for insurance claims lodgement and bank hardship cases, we have established dedicated teams within our banking and insurance businesses that offer specialist end-to-end support for customers experiencing vulnerability. In addition, we have reduced the time it takes to complete a mortgage hardship request from 10 days to 24 hours.

### Building our capability

In 2019 Suncorp deployed three levels of vulnerability, resilience and wellbeing training for our customer-facing and back office teams in Australia. More than 7,000 of our people have completed the awareness and capability building training, equipping them to recognise, respond to and appropriately refer customers experiencing vulnerability.

All members of our specialist teams, who regularly work with customers experiencing vulnerability, have received intensive coaching, providing them with techniques to build their own personal resilience and wellbeing.

### Engagement and advocacy

In 2019 Suncorp participated in industry roundtables with community organisations to learn more about issues including domestic and family violence, financial and elder abuse, gambling and unsecured debt, financial hardship and homelessness, Indigenous disadvantage, vulnerability and inclusion.

Suncorp is a member of the Thriving Communities Partnership, a national cross-sector collaboration aimed at ensuring fair access and streamlining hardship processes for modern essential services including utilities, financial services, telecommunications and transport.

We also partnered with the Queensland Office of the Public Guardian to highlight the important role banks play in early identification and referral of financial and elder abuse cases. We worked with the Queensland University of Technology to conduct in-depth research on scams and how we can better protect customers from falling victim to them.

Suncorp New Zealand took part in a Financial Inclusion Industry Forum and hosted workshops with community services organisations to understand how insurance could be made more accessible to all New Zealanders, especially those experiencing vulnerability.

## IMPROVING COMPLAINTS PERFORMANCE

In 2019 we enhanced our Complaints Reporting and Analytics to better identify emerging issues, understand the causes of complaints, and improve processes to prevent poor customer experiences from continuing.

Suncorp's internal complaint resolution times in Australia continue to improve, with 95 per cent of complaints received by our front line teams closed within five days, and 77 per cent of complaints referred to our specialist Customer Relations teams resolved within 21 days. Suncorp also increased delegations for Customer Relations teams to improve efficiency and customer experience.

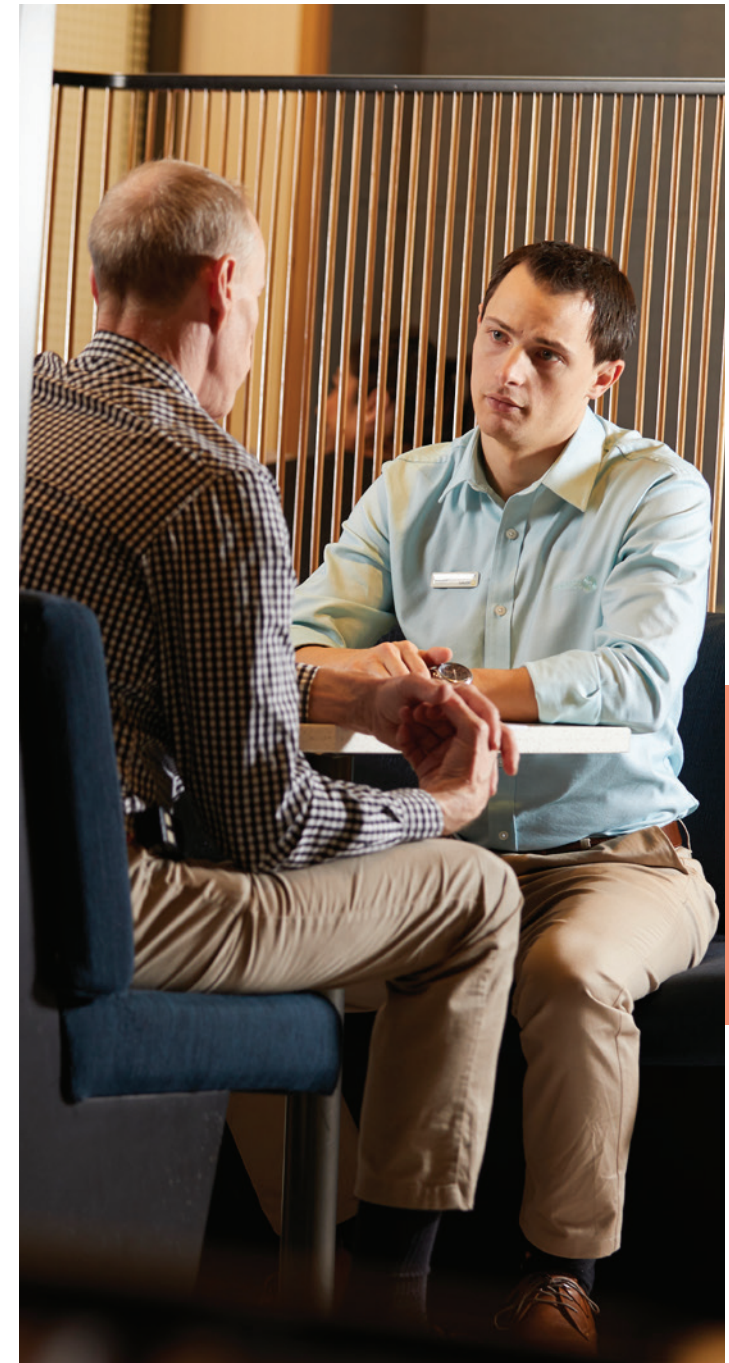
Our commitment to resolving complaints and working with the Australian Financial Complaints Authority, since it formed in 2018, is strong.



### FINANCIAL INCLUSION ACTION PLAN

Suncorp's Financial Inclusion Action Plan builds on our efforts to help Australians at risk of financial exclusion.

Find at: [suncorpgroup.com.au/cr/financial-resilience](https://suncorpgroup.com.au/cr/financial-resilience)







# OUR PERFORMANCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	KEY PERFORMANCE METRICS	FUTURE ACTIVITY	TARGET FOR 2020
<b>CUSTOMER SATISFACTION AND ADVOCACY</b>				
<p><b>Improve the satisfaction and advocacy of our customers</b></p>	<ul style="list-style-type: none"> <li>Developed Responsible Banking and Insurance Policy to strengthen our approach to responsible financial services practices</li> </ul>	<p><b>+5.0</b> Consumer Net Promoter Score<sup>1</sup></p> <p><b>95%</b> Level 1 complaints resolved in 5 days<sup>2</sup></p> <p><b>77%</b> Level 2 complaints resolved in 21 days<sup>3</sup></p>	<ul style="list-style-type: none"> <li>Implement Responsible Banking and Insurance Policy and Standards</li> <li>Conduct portfolio ESG<sup>4</sup> risk assessments</li> <li>Integrate systems and processes to further improve and streamline the complaints process</li> </ul>	 <p>Increase the proportion of Level 2 complaints resolved in 21 days<sup>3</sup></p> <p>Improve Consumer Net Promoter Score<sup>6</sup></p>
<b>FINANCIAL INCLUSION AND RESILIENCE</b>				
<p><b>Improve the financial inclusion and financial resilience of our customers</b></p>	<ul style="list-style-type: none"> <li>Developed Customers Experiencing Vulnerability Strategy and Roadmap</li> <li>Implemented vulnerability, resilience and wellbeing training for customer-facing employees and intensive training for specialist teams</li> <li>Established new Specialist Support Teams within Insurance Australia and Bank to assist customers experiencing vulnerability</li> <li>Strengthened internal referral pathways for vulnerable customers</li> <li>Launched new partnership with Multicultural Development Australia to support financial resilience and economic participation for culturally diverse communities</li> </ul>	<p><b>4,257</b> customers assisted during financial hardship<sup>5</sup></p> <p><b>3,464</b> customers with Essentials by AAI insurance</p> <p><b>10,769</b> customers with Everyday Essentials Bank account</p> <p><b>26,233</b> members with an Everyday Super balance</p>	<ul style="list-style-type: none"> <li>Implement Customers Experiencing Vulnerability Strategy and Roadmap</li> <li>Implement Standards to support customers experiencing vulnerability, including domestic and family violence, financial vulnerability and hardship, wellbeing and accessibility issues</li> <li>Review community sector partnerships to improve external referral pathways for customers experiencing vulnerability</li> <li>Continue to embed customers experiencing vulnerability training for employees</li> </ul>	

1. Source: DBM Consumer Atlas, 12-month rolling as at 30 June 2019. Excludes New Zealand 2. Handled by customer-facing teams. Excludes New Zealand 3. Managed by Internal Customer Relations Team. Excludes New Zealand 4. ESG – environmental, social and governance 5. Excludes New Zealand and Australian Life Business 6. From 2018-19 baseline



Case Study

## Townsville floods

**“Our immediate priority is on the quality and speed of recovery for not only our customers, but the community as a whole.”**

**GARY DRANSFIELD**  
Suncorp CEO Insurance

### DELIVERING INDUSTRY-LEADING DISASTER RESPONSE

Responding quickly and effectively to natural disasters is what Suncorp does best. Our support for the thousands of customers impacted by the devastating floods in Townsville, and surrounding parts of north Queensland in early 2019, was no exception.

When the unprecedented event hit the region, Suncorp was one of the first insurers on the ground to meet with customers, assess claims and begin the repair process as soon as possible. We arranged over 2,000 make-safe repairs and provided temporary accommodation for more than 1,000 customers and their families in just the first two weeks. Following the event, we received more than 8,000 home, contents, motor, strata and commercial insurance claims.

Suncorp Bank extended its emergency financial assistance package to impacted customers, with 79 provided hardship assistance in the aftermath of the floods. Our agribusiness specialists remained close to their customers in the farming community to support them during this challenging time.

In March, Suncorp opened a dedicated Customer Support Centre in the heart of Townsville to strengthen assistance for customers of all Suncorp brands, by providing access to face-to-face support until the recovery process was complete.

Suncorp CEO Insurance, Gary Dransfield, said this Centre was the first of its kind for Suncorp and further demonstrated our commitment to supporting Townsville for the long-term, ensuring customers can continue to access personalised support throughout their recovery.

A donation of \$200,000 was also made to the Australian Red Cross to assist in the long-term recovery of the community.



See how we're supporting the Townsville community

**Six months on, we've made good progress:**

<b>99%</b> home & contents claims assessments completed	<b>90%</b> motor claims finalised	<b>67%</b> commercial property claims finalised
<b>\$202m</b> home claims payments made	<b>500+</b> local trades, companies & suppliers sourced	<b>74%</b> home & contents claims finalised





Case Study

## Suncorp and the Qld Office of the Public Guardian

### TACKLING THE PROBLEM OF FINANCIAL AND ELDER ABUSE

Suncorp has joined forces with the Queensland Office of the Public Guardian (OPG) in a bid to tackle the growing problem of financial and elder abuse. Suncorp has hosted a range of industry forums to highlight the important role banks play in identifying and reporting suspicions of abuse, resulting in a significant uplift in the cases being referred to the OPG.

The OPG exists to protect the rights, interests and wellbeing of adults with impaired decision-making capacity, and can investigate allegations of abuse, neglect or exploitation made by anybody within the community.

Queensland's Public Guardian, Natalie Siegel-Brown, said in her experience banks were often the first to identify whether abuse or exploitation was going on, usually picked up by staff who witness something that doesn't look or feel right.

"Banks are critical because often other people in a victim's life have been excluded so the perpetrator can access their account. Sometimes when we pull back the veil on financial abuse, we also find physical abuse and neglect," Ms Siegel-Brown said.

"Financial abuse is very closely linked to elder abuse, with roughly 80 per cent of the cases we open relating to people over the age of 65. Sadly, it's often the adult son or daughter of the victim inflicting the abuse."

Suncorp Group Customer Advocate, Matthew Leslie, said Suncorp was working proactively with its employees, the OPG and the industry to address the issue.

"We are ensuring our customer-facing teams undertake training to understand financial abuse and spot the signs of customers who may be vulnerable," said Matthew.

"We've also developed internal reporting measures that alert us to suspicious behaviour or transactions, and proactively refer these to the OPG to investigate."

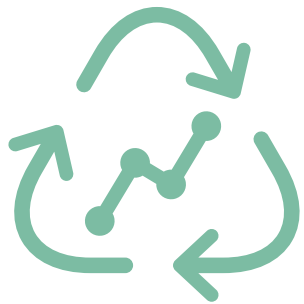
**"Banks are often the first to identify whether abuse or exploitation is going on."**

**NATALIE SIEGEL-BROWN**  
Queensland's Public Guardian



# Sustainable growth

We seek to innovate and optimise economic, social and environmental outcomes throughout our business and value chain.



## OUR APPROACH

To create sustainable value, Suncorp adapts to evolving market conditions. We take a long-term view and actively respond to changes in the economy, society and the environment. We manage our impacts to ensure the sustainable growth of both our business and the communities in which we operate.

## RESPONDING TO CLIMATE CHANGE AND MANAGING OUR ENVIRONMENTAL FOOTPRINT

Suncorp conducts business in a way that protects and sustains the environment. We continue to reduce our environmental impact and be transparent about our environmental performance.

Climate change presents strategic and financial risks and opportunities for our organisation and our community. Suncorp is reducing greenhouse gas (GHG) emissions, and is preparing for the physical impacts of climate change and the transition to a net-zero emissions economy by 2050.

We are responding to climate-related risks and opportunities, including natural hazard resilience building, through the implementation of our Climate Change Action Plan and Environmental Performance Plan.

## ENSURING A RESPONSIBLE VALUE CHAIN

Suncorp's Responsible Investment Policy incorporates environmental, social and governance considerations into investment manager selection and the evaluation of investment risks and opportunities. The Policy outlines our criteria for investments, our approach to impact investing and the governance of proxy voting activity. Our investment managers apply a shadow carbon price to their analysis of investment opportunities, to manage the risk of stranded assets as we transition to a net-zero emissions economy.

Suncorp also ensures strong governance of procurement activities and is managing the environmental and social risks and opportunities in our supply chain. Our Corporate Responsibility Principles are embedded in our Procurement Policy and Supplier Code of Practice for Australian operations.

## OUR FOUNDATIONS

### Responsible Investment Policy

Describes our approach to the long-term sustainability of investment returns and management of environmental, social and governance risks and opportunities in our investment portfolios.

Find at: [suncorpgroup.com.au/cr/sustainable-growth/responsible-banking-insurance-investing](https://suncorpgroup.com.au/cr/sustainable-growth/responsible-banking-insurance-investing)

### Climate Change Action Plan and Environmental Performance Plan

Detail our actions for managing climate-related risks and opportunities and proactively reducing our environmental footprint.

Find at: [suncorpgroup.com.au/cr/sustainable-growth](https://suncorpgroup.com.au/cr/sustainable-growth)

### Supplier Code of Practice

Outlines the standards expected of our suppliers in Australia, ensuring our supply chain is cost effective, innovative, responsible, fair and manages risks appropriately.

Find at: [suncorpgroup.com.au/about/procurement](https://suncorpgroup.com.au/about/procurement)

NEW TARGET

51%

ABSOLUTE REDUCTION IN SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS BY 2030<sup>1</sup>



1. From 2017-18 baseline for Suncorp corporate operations in Australia and New Zealand. Prepared using science-based target methodologies



**Suncorp is one of the first companies in Australia and New Zealand to set emissions reduction targets using science-based target methodologies.**

## OUR PROGRESS

**Suncorp continues to proactively respond to climate-related risks and opportunities and embed environmental, social and governance considerations across our value chain.**

### REDUCING ENVIRONMENTAL IMPACTS

Implementation of Suncorp's Environmental Performance Plan has resulted in a six per cent reduction in our Scope 1 and Scope 2 GHG emissions over the past year. We have also developed a group-wide view of environmental metrics and strategies to reduce waste.

Suncorp published Scope 1 and Scope 2 science-based targets to reduce GHG emissions:

- Corporate operations (Australia and NZ operations): 51% absolute reduction by 2030<sup>1</sup>
- Industrial operations (Suncorp Insurance Ventures): 59% intensity reduction by 2030<sup>1</sup>

Suncorp has also committed to net-zero emissions by 2050 and increasing the use of renewable energy.

Our Environmental Performance Plan will be refreshed with a broader program of activity for 2019–20, to further decrease emissions, reduce waste and engage our people. We continue to modernise our way of working and will integrate sustainability principles to deliver workspaces that are healthy, flexible and minimise the impact on our environment.

### INCREASING COMMUNITY RESILIENCE AND ACCELERATING CLIMATE-RELATED OPPORTUNITIES

Suncorp continues to offer the Cyclone Resilience Benefit to North Queensland homeowners, with more than 43,244 customers currently receiving insurance premium reductions for making their homes more resilient. In 2019 we developed a Natural Hazard Resilience Strategy, which will extend our efforts to support and reward customers for reducing their risk to natural perils such as bushfires and floods, in high-risk communities across Australia and New Zealand.

1. From 2017–18 baseline. Prepared using science-based target methodologies. Industrial operations target based on a reduction per m<sup>2</sup> of net lettable area  
2. Scope 1 and Scope 2 emissions 3. Australian operations

### Future Planet

In 2018 Suncorp joined the Qantas Future Planet partnership, a market leading program for offsetting carbon emissions. Through this program we are exploring ways to help customers and partners to reduce their environmental impact, offset what they can't reduce, and demonstrate vision through collaborative innovation and action.

### DELIVERING RESPONSIBLE BANKING AND INSURANCE

To support implementation of the Responsible Banking and Insurance Policy in Australia, we are developing a range of Standards to respond to environmental and social risks in our business. These Standards will help to ensure consistent decision making across our investment, banking and insurance portfolios on issues including thermal coal, tobacco and controversial weapons.

### Fossil fuels guideline

Fossil fuel activities make up less than 0.5 per cent of our insurance business, 0.5 per cent of our insurance and shareholder investment assets, and a negligible proportion of our commercial lending portfolio. From 1 July 2019 Suncorp will not directly invest in, finance or underwrite new thermal coal mining projects or new thermal coal electricity generation. We will phase out of these exposures by 2025.

Recognising the transition to a net-zero emissions economy offers opportunities for growth, we will seek to increase exposure to businesses that have a positive environmental impact, including renewable energy generation and technology. We review our policies and approach annually.

### MANAGING SUPPLY CHAIN RISKS

At Suncorp we continue to enhance our procurement practices and build capability to respond to risks and opportunities in our supply chain.

### Supplier on-boarding

We have updated our on-boarding process for suppliers in Australia to incorporate express acceptance of our Supplier Code of Practice. New suppliers are required to confirm they understand and comply with the Code, including expectations in relation to human rights and workplace conditions, safety and wellbeing, environmental impacts, product safety and data protection and privacy.



### CLIMATE CHANGE ACTION PLAN

Suncorp's **Climate Change Action Plan** matures our assessment, management and disclosure of climate change risks and opportunities using the Taskforce on Climate-related Financial Disclosures framework. **Find at: [suncorpgroup.com.au/cr/climate-change](https://suncorpgroup.com.au/cr/climate-change)**

6% ↓

**REDUCTION IN GREENHOUSE GAS EMISSIONS<sup>2</sup>**

52%

**WASTE DIVERTED FROM LANDFILL<sup>3</sup>**



**Ethical procurement**

During 2019 more than 50 members of our Procurement team completed the Chartered Institute of Procurement and Supply's (CIPS) Ethics course. Suncorp has become the first financial organisation in Australia to achieve the CIPS Corporate Ethics Award and we have been recognised on the CIPS Global Corporate Ethical Register for our commitment to safeguarding against unethical conduct in procurement.

**Modern slavery**

Suncorp is proactively responding to the Modern Slavery Act 2018 (Cth) by identifying and managing the risk of human rights abuses, such as modern slavery and child labour, in our operations and supply chain. Read more about our response in the **Resilient People and Communities** section of this Report.

**INVESTING RESPONSIBLY**

In 2019 Suncorp became a signatory to the United Nations Principles for Responsible Investment, an international network of institutional investors that works to understand the implications of environmental, social and governance factors.

Following amendments to external investment manager mandates last year, Suncorp divested from tobacco and controversial weapons (land mines, cluster munitions, biological and chemical weapons). We also worked with our investment managers to exclude a small number of companies with identified human rights abuses in their operations or supply chains. In 2019 our list of exclusions was extended to cover recreational cannabis.

During the year Suncorp actively participated in a global working group with the Science Based Targets Initiative to develop standards for the reporting of Scope 3 carbon emissions in the financial sector.

We were also involved in a global pilot to measure the alignment of our equity and credit portfolios with a less-than-2-degree Celsius transition scenario. We aim to use this analysis to further minimise our exposure to stranded asset risk and those industries highly impacted by the transition to a net-zero emissions economy. Overall, Suncorp's equity portfolios are less carbon intensive than the benchmark, as outlined in the graphs below.

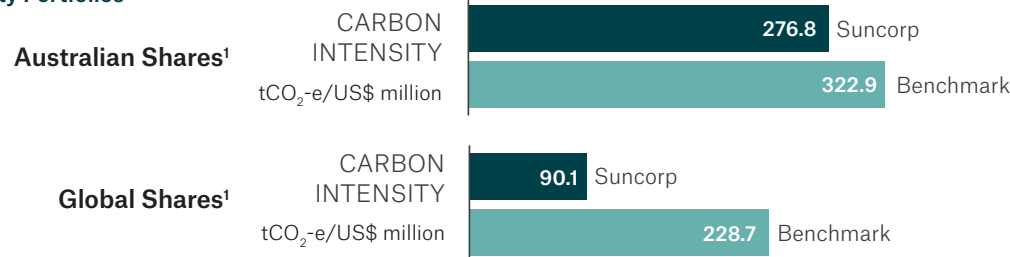
**Impact investing**

The transition to a net-zero emissions economy offers increased opportunity for low-carbon investment. During 2018-19 Suncorp's low-carbon investments increased to \$310 million. This includes an additional \$128 million allocation to green bonds and a \$15 million commitment to renewable energy infrastructure investment.

**Proxy voting governance and activity**

In 2018 Suncorp completed a review of its proxy voting arrangements to ensure all proxies were voted in a manner consistent with Suncorp's Responsible Investment Policy and Corporate Responsibility Principles. A more formal governance structure for proxy voting decisions was implemented and a set of Proxy Voting Principles was developed to guide voting decisions. In 2018-19 Suncorp voted at 366 meetings on 3,001 resolutions in 27 countries.

**Suncorp Equity Portfolios**



1. As at 30 June 2019





# Climate-related financial disclosures

In 2018 Suncorp became one of the first 250 companies globally to be a signatory to the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). Our first disclosures were in the 2017-18 Suncorp Annual Review and the 2018 Carbon Disclosure Project.

This year we have developed a separate TCFD Disclosure, which details our continued progress on integrating climate change into governance, risk management and strategy processes. This includes an outline of our high-level assessment of climate-related risks and opportunities, and our plans for climate scenario analysis to be conducted in 2019-20. A copy of our full TCFD Disclosure is available at [suncorpgroup.com.au/cr/climate-change](http://suncorpgroup.com.au/cr/climate-change).

This table provides a high-level overview of our progress against TCFD disclosures.

## Governance

Disclose the organisation's governance around climate-related risks and opportunities.

- a) Board oversight
- b) Management's role

Governance of climate change at Suncorp continues to be exercised by the Suncorp Group Limited Board and Suncorp New Zealand Boards and their Board Risk Committees, with activity driven by Suncorp's Senior Leadership Team, Corporate Responsibility Council and Climate Change Leadership Group.

## Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.

- a) Climate-related risks and opportunities
- b) Impact of climate-related risks and opportunities
- c) Resilience of Suncorp's strategy (climate scenario analysis)

Potential impacts were assessed in our Climate Change High-level Risk and Opportunity Assessment. Scenario analysis will be undertaken in 2019-20 to further assess material impacts, as well as inform strategy and financial planning.

## Risk management

Disclose how the organisation identifies, assesses, and manages climate-related risks.

- a) Processes for identifying and assessing climate-related risks
- b) Processes for managing climate-related risks
- c) Integration of processes into overall risk management

Suncorp considers climate-related risks in a number of existing risk and management practices such as insurance modelling and pricing, reinsurance, lending assessments, and investment evaluation. Further processes to identify, assess and manage climate-related risks have been identified through our Climate Change High-level Risk and Opportunity Assessment.

Scenario analysis will be undertaken in 2019-20 to increase the sophistication of processes to identify, assess, and manage climate-related risks under specific scenarios.

## Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material.

- a) Metrics to assess material climate-related risks and opportunities
- b) Scope 1, 2 and 3 GHG emissions
- c) Targets

Suncorp has set science-based targets for a reduction of Scope 1 and Scope 2 GHG emissions. Future work will be undertaken to explore other emissions sources, metrics and targets.



## OUR PERFORMANCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	KEY PERFORMANCE METRICS	FUTURE ACTIVITY	
<b>ENVIRONMENTAL SUSTAINABILITY</b>				
<b>Reduce Suncorp's environmental footprint</b>	<ul style="list-style-type: none"> <li>★ Continued to implement our Environmental Performance Plan</li> <li>★ Established Sustainable Suncorp employee group</li> <li>★ Launched the Here for Good staff engagement program in New Zealand</li> </ul>	<b>7% reduction in electricity consumption</b>	<ul style="list-style-type: none"> <li>➔ Develop a Renewable Energy Strategy</li> <li>➔ Refresh our Environmental Performance Plan</li> </ul>	
<b>CLIMATE CHANGE</b>				
<b>Reduce Suncorp greenhouse gas (GHG) emissions</b>	<ul style="list-style-type: none"> <li>★ Published targets to reduce Scope 1 and Scope 2 GHG emissions</li> </ul>	<b>6% reduction in Scope 1 and Scope 2 GHG emissions</b>	<ul style="list-style-type: none"> <li>➔ Implement carbon reduction initiatives in real estate consolidation, energy efficiency, and vehicle fleet</li> </ul>	<b>TARGET</b>  <b>51%</b> absolute reduction in Scope 1 and Scope 2 GHG emissions by 2030 <sup>1</sup>  <b>Net-zero</b> emissions by 2050
<b>Build customer and community resilience to natural disasters</b>	<ul style="list-style-type: none"> <li>★ Continued to implement our Climate Change Action Plan</li> <li>★ Developed Natural Hazard Resilience Strategy to expand product and customer solutions to reduce risk</li> </ul>	<b>43,244 customer policies received premium reduction from Cyclone Resilience Benefit</b>	<ul style="list-style-type: none"> <li>➔ Complete first phase of climate change scenario analysis</li> <li>➔ Explore opportunities for climate-related products and innovation</li> </ul>	
<b>Prepare for a net-zero emissions economy</b>	<ul style="list-style-type: none"> <li>★ Completed a climate-related risk and opportunity assessment</li> <li>★ Identified methodology for climate change scenario analysis</li> <li>★ Signed the United Nations Principles for Sustainable Insurance</li> </ul>		<ul style="list-style-type: none"> <li>➔ Implement our Natural Hazard Resilience Strategy</li> </ul>	
<b>RESPONSIBILITY IN OUR VALUE CHAIN</b>				
<b>Optimise our social and environmental impact across our value chain</b>	<ul style="list-style-type: none"> <li>★ Embedded Supplier Code of Practice in all new supplier agreements and engaged existing material suppliers in Australia</li> <li>★ Achieved CIPS Corporate Ethics Award</li> <li>★ Explored opportunities for social procurement</li> <li>★ Awarded \$128 million global green bond mandate</li> <li>★ Implemented revised Proxy Voting process</li> <li>★ Developed Responsible Banking and Insurance Policy</li> <li>★ Signed the United Nations Principles for Responsible Investment</li> <li>★ Joined the New Zealand Climate Leaders Coalition</li> </ul>	<b>100%</b> of new and material suppliers in Australia accepted Supplier Code of Practice  <b>99%</b> proxies voted  <b>\$310m</b> in low carbon investments	<ul style="list-style-type: none"> <li>➔ Finalise and publish our Proxy Voting Principles</li> <li>➔ Finalise and publish our Proxy Voting Summary</li> <li>➔ Implement Responsible Banking and Insurance Policy and Standards</li> <li>➔ Conduct portfolio ESG risk assessments</li> <li>➔ Develop a Modern Slavery Statement that addresses modern slavery risk in our operations and supply chain</li> </ul>	<b>TARGET FOR 2020</b>  <b>95%</b> of invoices paid within 30 days <sup>2</sup>  <b>5%</b> of total shareholders' funds in social and low carbon impact investments <sup>3</sup>





## Case Study

## Youth Connect social benefit bond

The Social Benefit Bond has already supported over 90 young people and we will continue to provide support to many more throughout the life of the program.



\*Names are changed to protect privacy.

### HELPING TO REDUCE YOUTH HOMELESSNESS

In 2017 Suncorp invested in the Youth CONNECT Social Benefit Bond, which is managed by Churches of Christ in Queensland's Children, Youth and Families service. The program helps improve the lives of young people transitioning from state-based care into adulthood and independence in the community.

Supported by the Queensland Government, the Youth CONNECT program aims to support vulnerable young people aged 15 to 25 who are struggling to transition to independent living by addressing the need for safe and stable housing, education and work-readiness, employment and personal development.

These young people are often unable to call on family for support and are at high risk of homelessness. This was the case for Wendy\*.

Wendy had been in care since she was a baby, living in a variety of different homes and disconnected from family and friends. Since leaving care, she had been sleeping rough, couch surfing, visiting local shelters and living day to day.

Wendy was referred to Youth CONNECT when she was 19. She had complex health issues and was socially isolated with no family support or friendships. The Youth CONNECT team was able to help her move into a unit close to the health services she required.

"We really needed to focus on managing Wendy's health first and foremost, which enabled her to be in less pain, so she could focus on returning to school to obtain her year 11 and 12 senior school qualification," Kate Leslie, Youth CONNECT Service Manager said.

Wendy has started to build the skills she needs to create some stability for herself and is developing the confidence to plan for her future. She has enrolled to complete her studies, is applying for part-time work and starting to build relationships with friends.

Wendy still has personal obstacles to overcome and is learning to cope with the daily challenges of adult life, unexpected bills, relationship conflicts and job insecurity. Now, however, she has ongoing support through the Youth CONNECT program, which helps her to identify and achieve her personal goals.

## Case Study

## Palisade's renewable energy fund



### INVESTING IN LOW-CARBON ASSETS

Suncorp is preparing for the impacts of climate change and the transition to a net-zero emissions economy by 2050. This includes the placement of strategic investments that deliver both financial and environmental outcomes.

In 2018-19 we increased our investment in low-carbon assets with a \$128 million allocation to green bonds and greater investment in low-carbon real estate and renewable energy infrastructure.

Suncorp, alongside the Clean Energy Finance Corporation, became a foundation investor in Palisade's Renewable Energy Fund (PREF) – one of Australia's first large-scale, dedicated renewable energy funds. The fund aims to develop or acquire more than 500MW in renewable energy projects including the Waterloo and Hallett 1 Wind Farms in South Australia, Queensland's Ross River Solar Farm and Granville Harbour Wind Farm in Tasmania.

Suncorp Executive Manager Investment Sustainability, Greg Liddell, said Investments like the Ross River Solar Farm are what the responsible deployment of capital is all about.

"We are proud to be involved in a project that not only offers clean energy, jobs and opportunity for the Townsville economy, but also long-term sustainable returns for Suncorp, its customers and shareholders," Mr Liddell said.

Palisade CEO Roger Lloyd said he was delighted to announce the completion of the Ross River Solar Farm, which generated more than 250 jobs for local businesses during construction.

"Palisade is committed to helping Australia achieve its carbon emissions targets, with the current PREF portfolio expected to power over 200,000 homes and abate over 600,000 tonnes of CO<sub>2</sub> per annum once fully operational."

"Investments like the Ross River Solar Farm are what the responsible deployment of capital is all about."

**GREG LIDDELL**  
Suncorp Executive Manager  
Investment Sustainability

# Resilient people and communities

We respect human rights and invest in the wellbeing and resilience of our people and communities. We are there for our people and our communities in times of need.



## OUR APPROACH

Suncorp is committed to building the financial, social and natural hazard resilience of our people and communities. We aspire to have an inclusive culture and diverse workforce. We support our people in the causes they care about and actively promote their involvement in the community.

### INSPIRING OUR PEOPLE AND DEVELOPING CAPABILITIES FOR THE FUTURE

Suncorp is building a purpose-driven culture that puts customers at the heart of everything we do. We aim to enable our people to create a better today for our customers and build community resilience.

We invest in our people so everyone can be their best and play an active role in delivering Suncorp's strategy. As our industry and workforce transforms, we are developing our leaders and supporting our people to gain new skills for the future.

### ENHANCING OUR PEOPLE POLICIES AND STRATEGIES

Suncorp has strong frameworks in place to build the resilience of our people and communities. Our policies and strategies include the Safety and Wellbeing Policy, Equal Employment Opportunity and Diversity Policy, Diversity and Inclusion Plan, Reconciliation Action Plan and Community Investment Strategy.

In 2018 we introduced new paid Domestic and Family Violence Leave so all Australian and New Zealand employees, including those supporting a person experiencing domestic or family violence, have access to 10 days additional paid leave (pro-rata for part-time and casual employees).

### BUILDING FINANCIAL, SOCIAL AND NATURAL HAZARD RESILIENCE

Suncorp works with the community through a range of community investment partnerships to address financial, social and natural hazard resilience. Initiatives include boosting economic participation, improving disaster preparedness, and building the strength of our communities to support each other in times of need.

## OUR FOUNDATIONS

### Safety and Wellbeing Policy

Promotes a culture of integrated, systematic management of safety and wellbeing. Find at: [suncorpgroup.com.au/cr/safety-and-wellbeing](https://suncorpgroup.com.au/cr/safety-and-wellbeing)

### Equal Employment Opportunity and Diversity Policy

Fosters inclusion by providing an environment where everyone can be themselves and feel valued, involved and respected for their perspectives and contribution. Find at: [suncorpgroup.com.au/cr/diversity-and-inclusion](https://suncorpgroup.com.au/cr/diversity-and-inclusion)

### Suncorp Group Enterprise Agreement

Provides minimum terms and conditions of employment in Australia, which support a culture that makes Suncorp a great place to work. Find at: [suncorpgroup.com.au/cr/enterprise-bargaining](https://suncorpgroup.com.au/cr/enterprise-bargaining)

### Community Investment Strategy

Aims to make a positive impact on the financial, social and natural hazard resilience of the communities in which we operate. Find at: [suncorpgroup.com.au/cr/community-investment](https://suncorpgroup.com.au/cr/community-investment)

NEW TARGET

0.7%

PRE-TAX PROFIT INVESTED IN THE COMMUNITY BY 2022





## OUR PROGRESS

**Suncorp is building resilience for the major changes our people and communities face. This includes preparing for the future, driving an inclusive and diverse workplace, and investing in the financial, social and natural hazard resilience of our customers and the community.**

### BUILDING A FUTURE READY WORKFORCE

Technology, social and demographic changes are driving a rapid shift in the way we work, with jobs of the future becoming more flexible, agile and connected. Suncorp's Future Ready program supports our people through this changing environment and helps them manage their career, wellbeing and financial security.

In February 2019 a pilot group of 27 Suncorp people graduated from the Future Ready Academy. The pilot helped them to develop a range of new skills and build expertise in analytics, digital and data. In April 2019, we launched My Future Career workshops to help our people develop a career plan that contributes to job satisfaction and helps navigate a rapidly changing workplace.

### CREATING AN INCLUSIVE AND DIVERSE WORKPLACE

#### Gender pay equity

Workplace gender equality is achieved when our people are able to access the same rewards, resources and opportunities regardless of their gender. Suncorp has been recognised as an Employer of Choice for Gender Equality by the Workforce Gender Equality Agency (WGEA) for six consecutive years. This acknowledges our focus on being an industry leader in workplace gender equality and promoting an inclusive culture across the business.

In July 2018 we conducted an in-depth gender pay equity review. Data was provided to help senior leaders identify any potential pay inequities within their teams and address them through Suncorp's remuneration review. We are educating our leaders to ensure gender bias is removed from recruitment and people practices, including performance reviews, promotions and access to policies such as parental leave or flexible working arrangements.

**Suncorp is enhancing the cultural diversity and capability of our people to better serve customers and the broader community.**

### Inclusive leadership

This year Suncorp launched an online training program to help our leaders understand the benefits of inclusion and diversity and the value of different backgrounds and perspectives. Leaders are provided with practical frameworks and tips to create an inclusive team environment through actions and language. The uptake of the training continues to grow with 134 leaders completing the program since its release.

### Cultural diversity

Suncorp continues to build the cultural capability of our people and create employment pathways for Indigenous Australians, refugees and migrants, through partnerships with Clontarf Foundation and Multicultural Development Australia. These partnerships also aim to provide job-readiness, career mentoring and financial literacy workshops for young Indigenous students and people from culturally and linguistically diverse backgrounds.

### Employee Resource Groups

Suncorp's Employee Resource Groups (ERGs) are networks created by our people, for our people. They foster a diverse and inclusive workplace and bring employees together around a common purpose, interest or background. Current groups include Women Connect, Millennials, Life X for mature-age workers and Amplify, our LGBTIQ+ network.

In 2019 a new Veterans, Reserves and Defence Family ERG was formed to support those who have served their country, and their families. The group aims to improve employment pathways at Suncorp and connect with the Defence community through volunteering and fundraising activities.

### DEVELOPING RELATIONSHIPS FOR RECONCILIATION

Suncorp has made solid progress since the launch of our Reconciliation Action Plan in May 2018. We have embedded our Aboriginal and Torres Strait Islander Cultural Handbook for all employees to use as a reference guide and launched an online introductory cultural awareness learning pack.

We observed National Reconciliation Week and NAIDOC Week with many of our people participating in events across Australia. More than 2,000 employees engaged in cultural education activities including cultural walking tours, workshops, morning teas, performances, markets, career expos and immersion opportunities.



### REFLECT RECONCILIATION ACTION PLAN

Suncorp's Reconciliation Action Plan aims to strengthen relationships, deepen respect for our First Nations Peoples' rich history, cultures and achievements, and promote sustainable opportunities within our sphere of influence. **Find at: [suncorpgroup.com.au/cr/reconciliation](https://suncorpgroup.com.au/cr/reconciliation)**





We have strengthened our employment pathways and support for Aboriginal and Torres Strait Islander candidates through CareerTrackers and other recruitment agencies. Our Supplier Code of Practice reinforces our commitment to diversity and we continue to work with Supply Nation to improve our sourcing processes and engagement with Indigenous businesses.

We are building relationships through the support of organisations such as:

- The South East Queensland Indigenous Chamber of Commerce to improve economic participation for small businesses, through their successful Meeanjin Markets in Brisbane
- First Nations Foundation to help expand their financial education and capability building programs
- Clontarf Foundation to improve education and employment outcomes for young Indigenous men.

**RESPECTING HUMAN RIGHTS AND PROTECTING AGAINST MODERN SLAVERY**

Suncorp supports the Australian Government’s introduction of the Modern Slavery Act 2018 (Cth), in response to the risk of slavery-like working conditions in the operations and supply chains of Australian companies.

Over the past two years we have strengthened our response to human rights risks by incorporating a position on human rights issues into our Responsible Investment Policy, Procurement Policy and refreshed Supplier Code of Practice.

In 2018 we established a cross-functional Modern Slavery Working Group to evaluate and improve our human rights risk management systems and respond to identified modern slavery risks. We commenced a desktop assessment of Suncorp’s supply chain based on high risk commodities, geographies and industries, and implemented a risk monitoring and alert service with Made in a Free World. We continue to update the Board Risk Committee and will publish a Board-approved 2019–20 Modern Slavery Statement next year.

**INVESTING IN OUR COMMUNITY**

In 2018–19 Suncorp invested \$9.2 million in our communities, including \$7.5 million in cash contributions and \$780,974 in management costs to support community programs. This also included paid volunteer leave for 1,951 of our people to the value of \$838,025.

**North Queensland flood support**

To support communities affected by the north Queensland floods, Suncorp and our people donated a total of \$219,266 to the Australian Red Cross Disaster Relief and Recovery Appeal. Red Cross emergency services played a critical role in managing five evacuation centres, conducting community outreach and offering psychological first aid. Suncorp’s donation will be used to help community recovery efforts over the long-term.

**Drought assistance**

In August 2018 Suncorp made a donation of \$50,000 to the Red Cross Drought Appeal to support Australian farmers doing it tough. We also offered our financial relief package to impacted agribusiness customers, providing them with flexible finance options during what has been one of the driest periods in Australia’s history.

**Christchurch appeal**

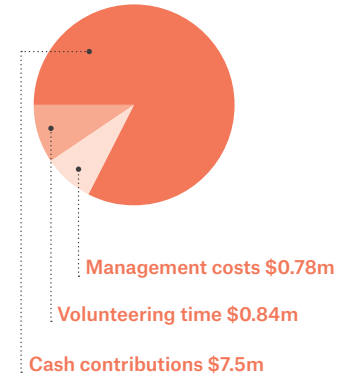
In response to the devastating attacks on two Christchurch mosques in March 2019, Suncorp New Zealand donated NZ\$50,000 to St John New Zealand in recognition of the outstanding work of their emergency services personnel, and to support their ongoing health-related services.

**Local community partnerships**

Each year Suncorp supports a range of local community partners, selected by our employees across Australia and New Zealand. They are based on the prevalent social issues impacting the communities in which we work and live, including domestic violence, mental health, homelessness and childhood health.




Through our partnerships with:	Our employee’s work:
<b>FAMILY AND DOMESTIC VIOLENCE</b> Zephyr Education, Coast Shelter, Shine, Grandparents Raising Grandchildren and White Ribbon	Supported <b>2,070</b> domestic violence victim survivors
<b>MENTAL HEALTH</b> Mental Health Association Queensland	Enabled more than <b>200</b> people to receive mental health education
<b>YOUTH HOMELESSNESS</b> YellowBridge Queensland and Helping Young People Achieve	Assisted <b>17</b> young people at risk of homelessness
<b>CHILDHOOD HEALTH</b> Starlight Children’s Foundation and Ronald McDonald House Western Australia	Brightened the lives of <b>1,120</b> seriously ill children and their families

**Total community investment**





# OUR PERFORMANCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	KEY PERFORMANCE METRICS	FUTURE ACTIVITY	TARGET FOR 2020
<b>SAFETY, WELLBEING AND DEVELOPMENT</b>				
<p><b>Minimise the risk of illness and injury and maximise the safety and wellness of our people</b></p>	<ul style="list-style-type: none"> <li>★ Conducted employee engagement and pulse surveys</li> <li>★ Continued safety and wellbeing education, promotion and coaching</li> <li>★ Launched Leading a Safe and Well Team training</li> </ul>	<p>1.3 <b>Lost-time Injury Frequency Rate</b></p> <p>60% <b>Employee engagement</b></p>	<ul style="list-style-type: none"> <li>➔ Focus leadership effort on employee engagement and embedding our purpose</li> <li>➔ Continue proactive safety and wellbeing programs</li> </ul>	 <p><b>Lost-time Injury Frequency Rate at or below Finance Industry Group average</b></p>
<p><b>Build the skills our people need for today and the jobs of the future</b></p>	<ul style="list-style-type: none"> <li>★ Continued our Future Ready program</li> <li>★ Continued our LEADing Others and LEADing Through Transformation programs</li> </ul>	<p>\$1,663 <b>invested in learning and development per full time equivalent</b></p>	<ul style="list-style-type: none"> <li>➔ Expand our Future Ready program</li> <li>➔ Increase focus on development planning for our people</li> </ul>	
<b>DIVERSITY AND INCLUSION</b>				
<p><b>Ensure our workplace is inclusive and our workforce reflects the diversity of our community</b></p>	<ul style="list-style-type: none"> <li>★ Launched our partnership with Clontarf Foundation to support financial resilience and economic participation for Aboriginal and Torres Strait Islander peoples</li> <li>★ Established a new partnership with TupuToa in New Zealand, and continued employment pathways partnerships with CareerTrackers and Multicultural Development Australia</li> <li>★ Introduced Domestic and Family Violence Leave</li> <li>★ Launched Leading Inclusively training</li> <li>★ Formed new Employee Resource Group for veterans, reserves and defence families</li> </ul>	<p>51% <b>women in leadership</b></p> <p>1.1% <b>of our people identify as Aboriginal and Torres Strait Islander</b></p>	<ul style="list-style-type: none"> <li>➔ Refresh our Reconciliation Action Plan</li> <li>➔ Deploy cultural awareness training for our people</li> <li>➔ Progress Indigenous Employment Pathways Plan</li> <li>➔ Extend education and awareness campaign on gender pay equity and the gender pay gap</li> <li>➔ Support and expand new Employee Resource Groups</li> </ul>	 <p>50% <b>Women in leadership</b></p> <p>45% <b>Women in senior leadership</b></p> <p>40% <b>Women on the board</b></p>
<b>COMMUNITY INVESTMENT</b>				
<p><b>Build the financial, social and natural hazard resilience of our people and communities</b></p>	<ul style="list-style-type: none"> <li>★ Launched Brighter Futures Live to Give month, engaging over 1,000 employees across Suncorp</li> </ul>	<p>\$9.2m <b>invested in the community</b></p> <p>16,536 <b>hours volunteered by our people<sup>1</sup></b></p>	<ul style="list-style-type: none"> <li>➔ Enhance social impact measurement in our community partnerships</li> <li>➔ Review local community partners as part of Brighter Futures employee giving program</li> </ul>	 <p>0.7% <b>pre-tax profit invested in the community by 2022</b></p>

1. Based on paid employee volunteer time



Case  
Study

## Clontarf partnership

**“It’s not just the funding our partners like Suncorp bring, it’s the opportunities.”**

**KENT BEASLEY**  
Clontarf Foundation  
Partnerships Manager

### HELPING CLONTARF STUDENTS DREAM BIG

Suncorp has partnered with Clontarf Foundation, a national not-for-profit organisation that runs school-based academies to improve the education, life skills, self-esteem and employment prospects for young Aboriginal and Torres Strait Islander men.

Our partnership provides Clontarf students with experiences beyond school in the hope of inspiring their careers and futures. Through exposure days and work experience at Suncorp, students gain an insight into the diversity of roles, people and working environments across our national network of stores, contact centres and offices.

Clontarf Foundation Partnership Manager, Kent Beasley, said the support partners like Suncorp provide is invaluable.

“It’s not just the funding our partners bring, it’s the opportunities. Whether it be employment opportunities or worksite visits, part of our job is simply to open the boys’ eyes and get them to see the workplace first-hand,” said Mr Beasley.

“You only know what you know. If you don’t know what the opportunities are, it’s difficult to build the aspirations - and that’s really what the program is all about.”

Suncorp CEO Customer Marketplace, Pip Marlow, said Suncorp was proud to support a program having such an incredible impact on the lives of so many families.

“I felt privileged to spend time with some of the students; it was incredible to see the amazing difference Clontarf is having in helping young men, not only enjoy their education, but thrive in every aspect of their school and home life.”

Read more about the Suncorp-Clontarf Partnership at [suncorpgroup.com.au/news/news/helping-students-dream-big](https://suncorpgroup.com.au/news/news/helping-students-dream-big)





Case Study

# Suncorp employee giving



## AT SUNCORP WE LIVE TO GIVE

In June 2019 more than 1,000 Suncorp employees came together for Live to Give month, an initiative to shine a light on and raise money for the causes our people care about.

Throughout the month, teams across Australia and New Zealand held 22 celebrations and 16 volunteering events to demonstrate the collective impact of our people to support the community.

An additional 385 employees pledged to give through their pay each fortnight, providing more than \$33,000 to charities over the next 12 months. Suncorp people also volunteered 375 hours during the month for our local community partners.

One of the volunteer days saw a team of 12 local Suncorp employees assist YellowBridge Queensland, a not-for-profit based in Toowoomba that helps young people at risk of homelessness.

YellowBridge Queensland Program Manager, Donita Bellette, said everyone deserved a place to call home, which is why the Suncorp team helped create a special space at one of the YellowBridge Queensland residential homes.

“The kids here have experienced really traumatic childhoods, so the space we’ve made gives them somewhere peaceful to come and sit and enjoy. We’re hoping it becomes another great part of living here,” Donita said.

Toowoomba Store Manager, Anthony Somerfield, said he was proud of what the Suncorp team had achieved for YellowBridge Queensland.

“To make a difference within your community is a really great feeling. Suncorp’s Brighter Futures program has given us the opportunity to do that,” Anthony said.

“It’s amazing what you can achieve in a day and the impact a committed group of people can have.”

**“To make a difference within your community is a really great feeling. Suncorp’s Brighter Futures program has given us the opportunity to do that.”**

**ANTHONY SOMERFIELD**  
Toowoomba Store Manager



# Governance and corporate responsibility

The Suncorp Board stewards corporate governance, culture, strategy, and our social licence to operate.

## OUR APPROACH

Suncorp's Board believes high standards of governance and corporate responsibility are essential for achieving business objectives, sustaining long-term financial performance and creating value for our customers, shareholders and key stakeholders.

The Board is committed to maintaining a robust governance framework and corporate culture that values ethical behaviour and integrity. The Board and its five Committees regularly review the corporate governance framework and associated policies and practices to ensure they keep pace with regulatory change, industry best practice and community expectations.

Collectively, the Board is responsible for approval of objectives, strategies and policies to address economic, social and environmental risks and opportunities for Suncorp. This includes new policy development and the setting of metrics and targets for non-financial performance reporting.

We are using the outcomes of our Risk Governance Self-assessment to APRA, to inform and improve our approach to governance and risk management across Suncorp.

## GOVERNANCE STRUCTURE

Throughout 2018–19 our governance arrangements have been consistent with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd edition). Detailed information on Suncorp's corporate governance framework and developments during the year is provided in the 2018–19 Corporate Governance Statement, available at [suncorpgroup.com.au/about/corporate-governance](https://www.suncorpgroup.com.au/about/corporate-governance)

At management level, a number of Senior Leadership Team sub-committees form part of the Suncorp corporate governance structure. Six of these in particular help to operationalise Suncorp's corporate responsibility commitments.

Suncorp's Acting CEO chairs the Corporate Responsibility Council, which formally oversees our corporate responsibility commitments and the development of strategies to address economic, social and environmental risks and opportunities. The Corporate Responsibility Council met six times during 2018–19.

Suncorp's Acting CEO chairs the Diversity Council, which oversees how we foster diversity and inclusion initiatives and tracks our progress against the objectives and targets set out in our Equal Employment Opportunity and Diversity Policy. The Diversity Council met four times during 2018–19.

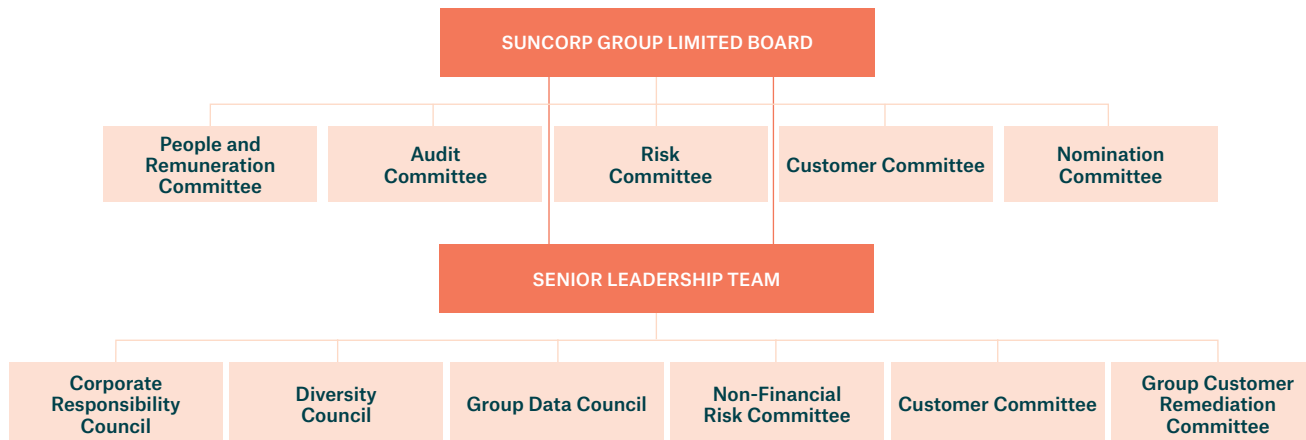
Suncorp's Executive General Manager Customer, Digital and Partners chairs the Customer Committee, which oversees and aligns initiatives that underpin our priority to deliver brilliant customer experiences. The Customer Committee met eight times during 2018–19.

Suncorp's Acting CEO chairs the Non-Financial Risk Committee, which oversees all non-financial-related risks and mitigation strategies. This committee was formed in April 2019 and convenes monthly.

The Group Customer Remediation Committee oversees the compliant and efficient implementation of remediation activities for breaches that have been reported to a regulator or authority.

The role of the Group Data Council is to establish and govern clear data ownership and accountabilities across Suncorp, act as a point of escalation for data-related decisions, and champion data as a strategic asset across the Company.

## GOVERNANCE OF CORPORATE RESPONSIBILITY COMMITMENTS





# A balanced culture

Suncorp's culture is demonstrated in the behaviour of our people and is driven by our shared beliefs and experiences.

## OUR CULTURE

Suncorp's approach to governance and corporate responsibility is supported by the core elements of our culture:

**Customer culture:** putting customers at the heart of every decision. Our customer culture is critical at all stages of the customer lifecycle, including claims management.

**Risk culture:** identifying, understanding, and managing Suncorp's current and future risks within our risk appetite.

**Performance culture:** helping our people understand the behaviours and outcomes that drive performance.

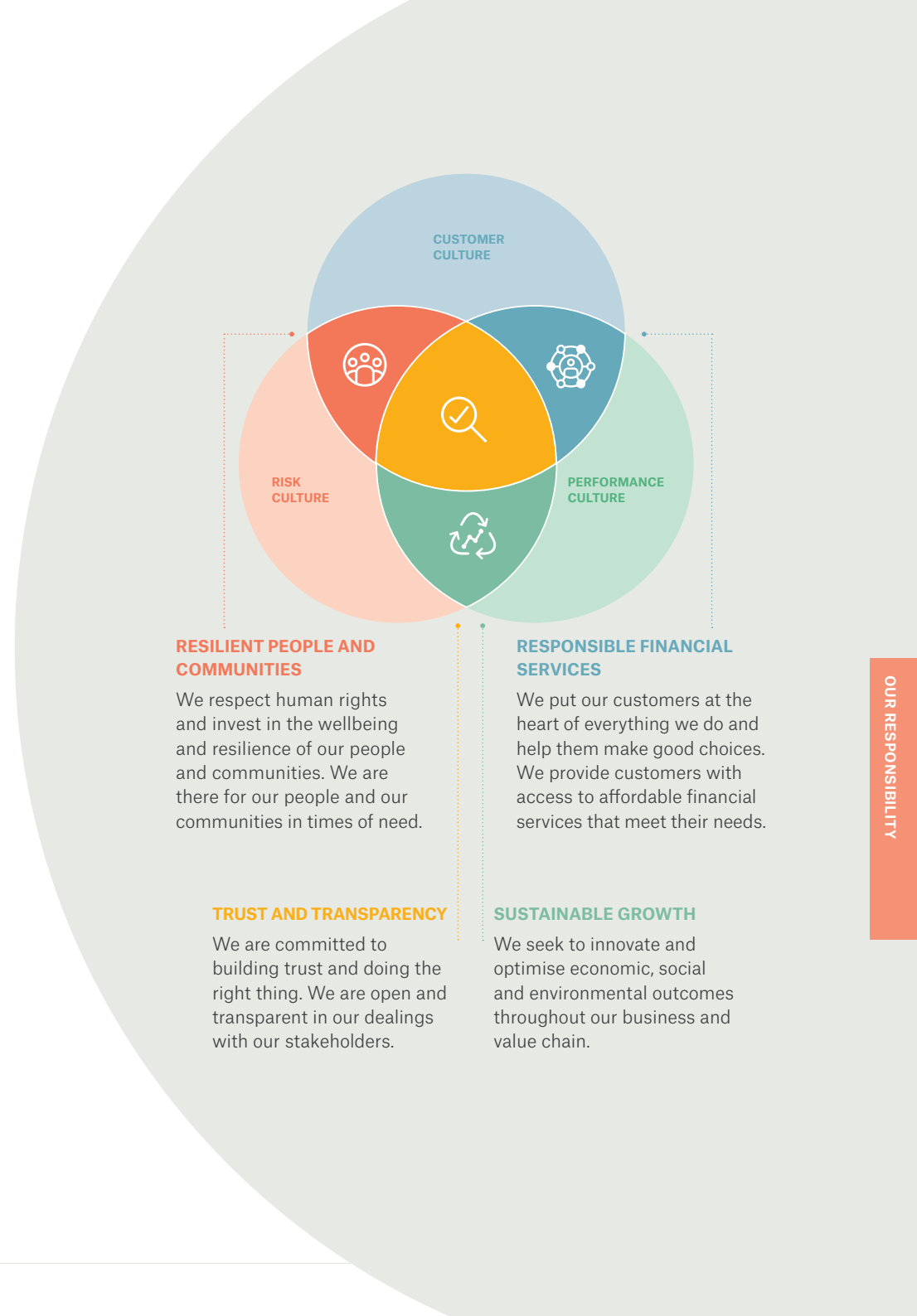
The Board and senior management recognise the importance of developing and maintaining a culture aligned with our purpose and business goals. This is achieved through:

- the role played by the Board, senior management, and all leaders in modelling appropriate behaviours
- clearly communicating accountabilities between the Board, senior management, leaders, and all employees
- supporting our approach to governance and corporate responsibility frameworks
- monitoring the health of our culture through a range of feedback mechanisms and taking action to reset when necessary.

We continue to strengthen our remuneration frameworks, accountability structures, and risk management practices to ensure employee behaviours reflect a culture that balances customer, risk and performance considerations.

## INTEGRATING OUR CORPORATE RESPONSIBILITY PRINCIPLES

By integrating our Corporate Responsibility Principles into decision making, processes and practices, we help to balance the key aspects of our culture – customer outcomes, financial performance and risk management (as illustrated).



# Remuneration

**Suncorp is committed to a fair, transparent and responsible remuneration framework, as expected by our shareholders, customers, employees and wider community.**

## GOVERNANCE

The People and Remuneration Committee recommends our people and remuneration framework and practices to the Board for approval. It ensures frameworks are in place to attract, motivate and retain talent, while supporting the achievement of strategic and business objectives and being aligned to our risk tolerance.

## STRUCTURE

The executive remuneration structure consists of fixed remuneration, short term incentives (STI) and long-term incentives (LTI). Fixed remuneration is reviewed annually and reflects market competitiveness, role scope, as well as the individual's skills and experience. The STI rewards the achievement of Group, function and individual performance over a 12-month period and is based on the achievement of goals and the demonstration of desired behaviours. The LTI rewards the creation of long-term shareholder value.

The remuneration mix for executives is heavily focused on long-term performance, and the deferred portion of the STI, as well as the LTI, is subject to malus and clawback criteria.

## REMUNERATION REVIEW

The remuneration framework has been reviewed over the year to ensure it remains contemporary, appropriately supports our refined purpose and keeps pace with the evolving regulatory environment, including the proposed prudential standard on remuneration recently released by APRA.

As a result, the Board has made changes to Suncorp's remuneration framework for 2019-20, which are detailed in full on page 55 of the Remuneration Report in the 2018-19 Annual Report:

- Our remuneration objectives and principles have been refreshed, retaining a key focus on providing exceptional outcomes for our customers and shareholders and encouraging our employees to always do the right thing.

- Cash return on equity has been introduced into the LTI plan to operate alongside relative total shareholder return and both measures will have a 50 per cent weighting.
- The Group Scorecard, which heavily influences the size of the STI pool and the Senior Leadership Team STI awards, has been rebalanced to better reflect the interests of all stakeholders. There is now an equal split between financial and non-financial measures.
- STI criteria that are linked to Suncorp's Code of Conduct have been introduced. This applies to all executives and employees and can lead to an employee's STI being reduced (down to nil) if they do not adhere to the Code of Conduct.
- The Chief Risk Officer's remuneration has been restructured to place greater emphasis on fixed remuneration to reduce any actual or perceived conflicts of interest arising from variable remuneration tied to company performance. Given this, the minimum shareholding requirement for this role has been reduced to 75 per cent of fixed remuneration.

During the year, Suncorp also transitioned all customer-facing retail banking employees in Australia from customised incentive plans to the Corporate Incentive Plan, which awards short-term incentives based on a 'whole of role' approach. Performance is assessed against a scorecard of measures and behaviours across: financials, customer, risk, and people and culture. Measures in the financials category have a maximum weighting of 33 per cent.

The Board is confident Suncorp's remuneration arrangements are strategically aligned and reinforce executive accountability, responsible business practices, effective risk management, as well as drive a constructive company culture.

Further detail on the executive remuneration framework is provided in the Remuneration Report in the 2018-19 Annual Report, available at [suncorpgroup.com.au/investors/reports](http://suncorpgroup.com.au/investors/reports)



# Our Performance



# Performance summary

## Shareholder

PERFORMANCE		2019	2018	2017	2016	2015
Cash return on average shareholders' equity	(%)	8.4	8.0	8.4	8.2	8.9
Return on average shareholders' equity	(%)	1.3	7.7	7.9	7.8	8.5
Return on average total assets	(%)	0.18	1.08	1.11	1.08	1.19
Basic cash earnings per share	(cents)	86.24	85.20	89.30	85.18	93.14
Basic earnings per share	(cents)	13.54	82.17	83.84	81.19	88.61
Net profit after tax attributable to shareholders	(\$m)	175 <sup>1</sup>	1,059	1,075	1,038	1,133
General insurance gross written premium	(\$m)	9,811	9,559	9,456	9,031	8,872
Reported insurance trading result	(%)	11.6	12.1	11.8	9.9	11.4
Underlying insurance trading result	(%)	12.3	10.6	11.5	10.6	14.7
Bank total lending	(\$m)	59,293	58,716	55,324	54,280	51,918
Bank net interest margin	(%)	1.79	1.84	1.83	1.86	1.85
Bank cost to income ratio	(%)	56.2	54.7	52.7	52.5	53.4
Effective income tax rate	(%)	29.4 <sup>2</sup>	32.0	32.5	30.7	31.4

## FINANCIAL STRENGTH

		2019	2018	2017	2016	2015
Total assets	(\$m)	96,235	99,333	97,109	95,748	95,651
Net assets	(\$m)	13,133	13,973	13,790	13,570	13,518
Net tangible assets backing per share	(\$)	5.93	6.39	6.20	6.02	6.05
Group excess to common equity tier 1 capital target	(\$m)	990	448	377	346	570
General insurance group total capital ratio	(times PCA <sup>3</sup> )	1.85	1.84	1.77	1.67	1.86
Bank common equity tier 1 capital ratio	(% RWA <sup>4</sup> )	9.28	9.07	9.23	9.21	9.15

## SHAREHOLDER SUMMARY

		2019	2018	2017	2016	2015
Ordinary share price at end of year	(\$)	13.47	14.59	14.82	12.18	13.43
Number of ordinary shares at end of period	(million)	1,293	1,292	1,285	1,279	1,279
Ordinary dividend per ordinary share, fully franked	(cents)	70	73	73	68	76
Special dividend per ordinary share, fully franked	(cents)	8	8	-	-	12
Dividend payout ratio (excluding special dividend)	(%)	81.2	85.8	81.9	79.8	81.6
Dividend payout ratio (including special dividend)	(%)	90.5	95.2	81.9	79.8	94.5
Market capitalisation	(\$m)	17,491	18,945	19,158	15,671	17,279

1. Impacted by the sale of the Australian Life Business, which resulted in a \$910 million loss 2. From continuing operations (2018: 31.2%) 3. Prescribed Capital Amount

4. Risk-weighted assets



## Customer

CUSTOMER SATISFACTION AND ADVOCACY		2019	2018	2017	2016	2015
Number of customers	(million)	9.5	9.6	-	-	-
Customer satisfaction						
- Consumer Australia <sup>5</sup>	(%)	77	77	77	79	-
- Business Australia <sup>5</sup>	(%)	81	83	80	77	-
- New Zealand <sup>6</sup>	(%)	78	76	74	75	75
Net Promoter Score						
- Consumer Australia <sup>5</sup>		+5.0	+7.3	+5.9	+6.2	-
- Business Australia <sup>5</sup>		+2.1	+2.7	-0.6	-1.3	-
- New Zealand <sup>6</sup>		-6	-1	-2	-	-
COMPLAINTS AND DISPUTE RESOLUTION		2019	2018	2017	2016	2015
Total customer complaints						
- Banking & Wealth Australia		161,486	131,856	-	-	-
- Insurance Australia		13,028	14,324	-	-	-
- New Zealand <sup>7</sup>		142,399	113,210	-	-	-
- Number per 100,000 accounts <sup>9</sup>		6,059	4,322	-	-	-
- Number per 100,000 policies <sup>8,9</sup>		565	Commenced disclosure in the current reporting period			
- Number per 100,000 policies <sup>8,9</sup>		1,952	Commenced disclosure in the current reporting period			
Level 1 complaints resolved in 5 days <sup>9,10</sup>	(%)	95	92	-	-	-
Level 2 complaints resolved in 21 days <sup>9,11</sup>	(%)	77	80	-	-	-
Total complaints referred by customers to external dispute resolution bodies						
- Banking and Wealth Australia		4,094	3,380	-	-	-
- Insurance Australia		416	349	-	-	-
- New Zealand <sup>7</sup>		3,657	3,011	-	-	-
- Number per 100,000 accounts <sup>9</sup>		21	20	-	-	-
- Number per 100,000 policies <sup>8,9</sup>		18	Commenced disclosure in the current reporting period			
- Number per 100,000 policies <sup>8,9</sup>		45	Commenced disclosure in the current reporting period			
- Proportion resolved by agreement with the customer						
- Bank early resolution rate <sup>12</sup>	(%)	58	Commenced disclosure in the current reporting period			
- Insurance early resolution rate <sup>12</sup>	(%)	41	Commenced disclosure in the current reporting period			
- New Zealand <sup>7</sup>	(%)	10	Commenced disclosure in the current reporting period			
- Proportion determined in the customer's favour						
- Australia	(%)	13	Commenced disclosure in the current reporting period			
- New Zealand <sup>7</sup>	(%)	14	Commenced disclosure in the current reporting period			
Complaints referred by customers to the Privacy Commissioner <sup>9</sup>						
		15	12	-	-	-

5. Source: DBM Consumer Atlas, 12-month rolling as at June 2019 6. Asteron Life brand as at 31 December 2018 7. Excludes AAI 8. Includes consumer insurance policies, excluding travel 9. Excludes New Zealand 10. Handled by customer-facing teams 11. Managed by Internal Customer Relations Team 12. Average monthly early resolution rate from external complaints authorities (Financial Ombudsman Service/Australian Financial Complaints Authority)



<b>FINANCIAL INCLUSION AND RESILIENCE</b>		2019	2018	2017	2016	2015
Customers assisted during times of financial hardship <sup>9,13</sup>		4,257	3,812	-	-	-
Reviews completed by the Customer Advocate Office		43	15	-	-	-
Essentials Insurance customers		3,464	1,855	1,055	-	-
Everyday Super members with a balance		26,233	23,904	-	-	-
Everyday Essentials bank account customers		10,769	9,606	-	-	-
<b>ACCESSIBILITY</b>		2019	2018	2017	2016	2015
Digital users <sup>14</sup>	(million)	3.35	Commenced disclosure in the current reporting period			

## People<sup>15</sup>

<b>EMPLOYEES</b>		2019	2018	2017	2016	2015
Full-time equivalent (FTE) employees		13,040	13,309	13,374	13,441	13,843
Total employee headcount		13,440	13,815	-	-	-
Full-time headcount		10,375	10,663	-	-	-
Part-time headcount		2,440	2,524	-	-	-
Casual headcount		29	41	-	-	-
Maximum-term contractor headcount		596	587	-	-	-
Employees covered by collective bargaining agreements <sup>9</sup>	(%)	99.6	99.6	-	-	-
<b>SAFETY AND WELLBEING</b>		2019	2018	2017	2016	2015
Employee engagement	(%)	60	-	62	Results history using previous methodology can be viewed in previous reports	
Employee-initiated turnover	(%)	14.2	14.4	12.1	13.0	12.6
Absenteeism rate <sup>16</sup>		7.5	7.6	-	-	-
Lost-time injury frequency rate		1.3	0.9	1.6	1.8	2.0
Fatalities <sup>17</sup>		0	0	-	-	-

9. Excludes New Zealand 13. Excludes the Australian Life Business in 2019 14. Visitors that have logged into Suncorp's authenticated assets like internet banking, mobile banking app, insurance policy self-service web and mobile applications 15. Excludes Suncorp Insurance Ventures 16. Unplanned absence days for permanent employees/average headcount 17. Work-related fatalities excluding external contractors



<b>DIVERSITY AND INCLUSION</b>		2019	2018	2017	2016	2015
Women on the Board	(%)	50	38	-	-	-
Women in senior leadership roles	(%)	47	44	43	38	37
Women in leadership roles	(%)	51	51	49	47	46
Role pay equity <sup>18</sup>						
- Women paid below the role median		386	Commenced disclosure in the current reporting period			
- Men paid below the role median		304				
Return to work from parental leave	(%)	96	96	95 <sup>3</sup>	91	82
- Women	(%)	94	Commenced disclosure in the current reporting period			
- Men	(%)	100				
Employees that identify as having a disability	(%)	2.7	-	2.3	-	2.1
Employees aged 55 years or over	(%)	11.4	11.1	10.6	10.7	10.3
Employees that identify as Aboriginal and Torres Strait Islander	(%)	1.1	Commenced disclosure in the current reporting period			
Employees accessing flexible work arrangements	(%)	84				
<b>LEARNING AND DEVELOPMENT</b>		2019	2018	2017	2016	2015
Code of conduct training completion rate	(%)	99	99	-	-	-
Formal learning and development	(\$/FTE)	1,663	1,947	-	-	-
<b>TALENT ATTRACTION AND RETENTION</b>		2019	2018	2017	2016	2015
High performer retention	(%)	92	Commenced disclosure in the current reporting period			

## Community

<b>COMMUNITY INVESTMENT</b>		2019	2018	2017	2016	2015
Total community investment	(\$000)	9,160	10,109	9,835	8,866	7,619
Total matched giving <sup>19</sup>	(\$000)	703	Commenced disclosure in the current reporting period			
Volunteering <sup>20</sup>	(\$000)	838	701	625	1,385	842
	(hours)	16,536	13,840	-	-	-

18. Variances in fixed pay of >5%, excluding superannuation. Based on like-for-like roles 19. Includes matching for donations, fundraising, crowdfunding and personal volunteering  
20. Based on paid employee volunteer time



## Environment

ENVIRONMENTAL SUSTAINABILITY <sup>21</sup>		2019	2018	2017	2016	2015
Electricity consumption	(KWh/FTE)					
- Australia		2,247	2,329	2,542	2,785	4,438
- New Zealand		1,435	2,190	-	-	-
- Suncorp Insurance Ventures		7,089	8,197	-	-	-
Total fuel usage						
- Suncorp Insurance Ventures	(GJ/FTE)	43	47	-	-	-
Fuel used in company vehicles	(litres/FTE)					
- Australia		133	145	157	185	227
- New Zealand		200	295	-	-	-
Air travel	(km/FTE)					
- Australia		1,953	2,228	2,971	3,810	5,244
- New Zealand		2,027	3,038	-	-	-
Paper used for print and offices	(tonnes)					
- Australia		446	618	659	900	1,503
- New Zealand		54	72	-	-	-
Proportion of office waste diverted from landfill						
- Australia	(%)	52	51	51	60	54
GREENHOUSE GAS EMISSIONS <sup>21</sup>		2019	2018	2017	2016	2015
Scope 1 greenhouse gas emissions	(CO <sub>2</sub> -e tonnes)					
- Australia		3,741	4,211	4,519	5,306	5,926
- New Zealand		510	566	-	-	-
- Suncorp Insurance Ventures		3,836	3,870	-	-	-
Scope 2 greenhouse gas emissions	(CO <sub>2</sub> -e tonnes)					
- Australia		22,160	23,741	25,480	28,378	43,343
- New Zealand		145	214	-	-	-
- Suncorp Insurance Ventures		8,747	9,181	-	-	-
Scope 3 greenhouse gas emissions <sup>22</sup>	(CO <sub>2</sub> -e tonnes)					
- Australia		10,767	12,358	-	-	-
- New Zealand		541	602	-	-	-
Total greenhouse gas emissions	(CO <sub>2</sub> -e tonnes)					
- Australia		36,668	40,310	-	-	-
- New Zealand		1,196	1,382	-	-	-
- Suncorp Insurance Ventures		12,583	13,051	-	-	-

21. 2018 numbers restated to reflect transition to improved methodology or updated data 22. Based on emissions from paper consumption, waste generated in operations, business air travel, and fuel and energy related activities





## Our Value Chain

<b>SUPPLIERS<sup>9,15</sup></b>		2019	2018	2017	2016	2015
Total spend with suppliers (includes claims)	(\$m)	3,537	3,681	-	-	-
Spend with material suppliers (includes claims) <sup>23</sup>	(\$m)	2,975	3,062	-	-	-
Number of material suppliers		745	760	-	-	-
Number of contracted suppliers <sup>24</sup>		1,348	1,530	-	-	-
Invoices paid within 30 days <sup>25</sup>	(%)	98	93	-	-	-
Acceptance of Supplier Code of Practice						
- New suppliers onboarded	(%)	100	Commenced disclosure in the current reporting period			
- Material suppliers	(%)	100				
<b>RESPONSIBLE INVESTMENT</b>		2019	2018	2017	2016	2015
Responsible Investment Policy coverage <sup>26</sup>	(% total AUM)	90	87	-	-	-
Compliance with Responsible Investment Policy exclusions	(# excluded positions held)	0	2	-	-	-
	(\$m excluded positions held)	0	1	-	-	-
Assets managed by UNPRI signatories	(% total AUM)	97	89	-	-	-
Social impact investment	(\$m)	1	1	-	-	-
Low carbon investment <sup>27</sup>	(\$m)	310	36	-	-	-
Proxies voted	(%)	99	Commenced disclosure in the current reporting period			

## Improving our practices

At Suncorp, we value being benchmarked on the progress of our work and our performance. We strive to deliver better environmental, social and governance practices and outcomes and participate in several leading sustainability frameworks and indices to help us achieve this.

### WE SUPPORT



PSI  
Principles  
for Sustainable  
Insurance

Signatory of:



Principles  
for Responsible  
Investment



FTSE4Good



TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES



DISCLOSURE INSIGHT ACTION



VALID TO 25/02/2020



WGEA  
Employer  
of Choice for  
Gender Equality

9. Excludes New Zealand 15. Excludes Suncorp Insurance Ventures 23. Strategic suppliers with spend >\$500K in the reporting period 24. Where Suncorp holds a current, duly executed contract 25. From receipt of a valid invoice. Excludes suppliers with payment terms beyond 30 days 26. Excludes passive mandates and pooled vehicles where Suncorp is not the Responsible Entity 27. Based on Global Investor Coalition definition

To see more, go online  
*[suncorpgroup.com.au](http://suncorpgroup.com.au)*

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