

Suncorp Gender Pay Gap Report 2023

Building futures and
protecting what matters

SUNCORP



Foreword from Steve Johnston

Suncorp Group CEO

The Financial and Insurance Services Industry has long held an unacceptable position amongst the top three highest gender pay gaps in Australia. On Equal Pay Day 2020, the Suncorp Group made a public commitment to introduce a Gender Pay Gap (GPG) target and embark on a five-year program of work.

Unlike Pay Equity which is a direct 'like for like' comparison, the GPG compares the average of women's salaries with the average of men's salaries, regardless of the roles they are in. We have implemented a number of actions over the past three years, and we have made good progress, but we know there is still much to be done.

Reducing our GPG is not just important for Suncorp, it's important for our industry, and for society.



About Suncorp Group

Suncorp Group offers insurance and banking products and services through some of Australia and Aotearoa's (New Zealand's) most recognisable brands.



With a heritage dating back to 1902, we have grown to become an ASX-listed company with more than 13,000 people.

Insurance (Australia) provides consumer, commercial and personal injury insurance products to the Australian market. Suncorp Group is one of Australia's largest general insurers by Gross Written Premium (GWP) and the country's largest compulsory third party insurer.

Suncorp Bank is focused on lending, deposit gathering and transaction account services to personal, Small and Medium Enterprise (SME), commercial and agribusiness customers. In July 2022, we announced the proposed sale of Suncorp Bank.

Suncorp Aotearoa (New Zealand) delivers financial services to New Zealanders through Suncorp's go-to market general and life insurance brands. These are made up of Vero Insurance, Asteron Life and AA Insurance, Suncorp's joint venture with the New Zealand Automobile Association (NZAA).

Who is represented in this report?

In March 2023, the Australian Parliament passed the *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023* which made important changes to the *Workplace Gender Equality Act 2012 (WGE Act)*. The Workplace Gender Equality Agency (WGEA) is the governing body that monitors compliance with the WGE Act. Under the new legislation, WGEA will publish organisational data on workforce composition and gender pay gap (GPG) position. The first publication will occur in early 2024, based on a snapshot of data on the 31st of March 2023.

This report has been prepared by Suncorp in response to Australian legislative changes and therefore includes only Suncorp Australian brands and associated data. All information and data outlined in this report reflects the WGEA reporting period of March 2022 to March 2023. We are pleased to note that Suncorp has continued to reduce the GPG since this data was submitted.

Note: While this report focuses on Australia, Suncorp's commitment to reducing our Gender Pay Gap is Trans-Tasman. You can read about our progress in Aotearoa (Suncorp New Zealand) which represents Vero Insurance and Asteron Life only, in the call-out box on [page 10](#).

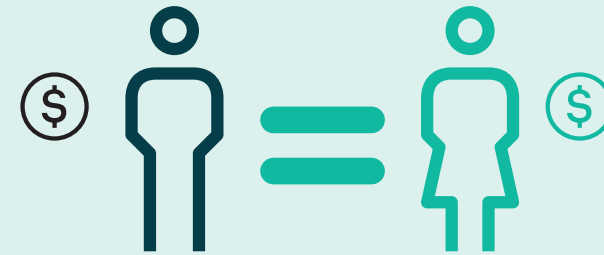


Gender Pay Equity, it is not the same as the Gender Pay Gap

Gender pay equity refers to equal pay for equal or comparable work. This means that women and men are paid equally when they are in the same or comparable roles, or doing work of the same or comparable value.

Gender Pay Equity

COMPARES EQUAL PAY FOR WORK OF EQUAL COMPARABLE VALUE



Gender Pay Gap

COMPARES THE AVERAGE OF WOMEN'S SALARIES WITH THE AVERAGE OF MEN'S SALARIES, REGARDLESS OF THE ROLES THEY ARE IN.

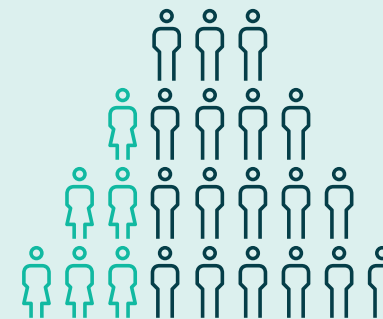


Image description:

This image visually explains the difference between pay equity and pay gap using dollar symbols and outlines of people. Pay Equity is represented by a dollar symbol next to an outline of a man on the left and a dollar sign next to an outline of a woman on the right. Between them, there is the equal to symbol. This shows both sides are equal, there are no other differences. The gender pay gap is represented by a pyramid of people where men outnumber women at the top of the pyramid representing the highest paid roles. Lack of representation of women in higher paid roles is a key driver of the gender pay gap.

Some helpful definitions

Gender Pay Gap (GPG)	<p>The gender pay gap measures the difference between the average earnings of women and men in the workforce. It is a globally recognised indicator of how we value the workforce contribution of men and women.</p> <p>It is expressed as a proportion of men's earnings, in a percentage or dollar figure format.</p> <p>Example: If Australia's GPG is 21.7%, it means that, on average, men earn 21.7% more than women.</p>
Gender Pay Equity or Equal Pay	<p>Gender Pay Equity or Equal Pay is a 'like for like' measurement. It refers to the requirement to pay women and men equally when they are performing the same role, or work of equal or comparable value.</p> <p>In Australia, this has been a legal requirement since the Pay Equity Act, 1969.</p> <p>Example: If a woman and a man are employed in a contact centre role, which has the same duties and responsibilities, but the man is paid more than the woman, this is pay inequity.</p>
Mean or Average	<p>Mean is the average of a given data set and is calculated by dividing the sum of given numbers by the total of the numbers.</p> <p>Example: To work out the mean gender pay gap for an organisation you would use the following calculation:</p> <p>$(\text{Average remuneration for men} - \text{average remuneration for women}) / \text{Average remuneration for men} \times 100$</p>
Median	<p>The median is the value in the middle of a data set, meaning that 50% of data points have a value smaller or equal to the median and 50% of data points have a value higher or equal to the median. This is useful when applying to the gender pay gap data set as it will remove outlier data points such as CEO remuneration, which would drastically skew the mean (or average) calculation.</p> <p>Example: 20% is the median number in this data set as it is the middle number: 17%, 18%, 19%, 20%, 21%, 22%, 23%</p>
Base salary	<p>A fixed amount of money which is earned on an annual basis, it excludes any additional payments such as Superannuation, overtime and/or bonuses.</p>
Total remuneration	<p>A total amount of money which is earned on an annual basis and includes base salary, Superannuation, overtime, bonuses, and additional payments.</p>
Occupational Segregation	<p>When one sex dominates an industry.</p> <p>Example: More men in technology, construction and manufacturing; more women in nursing, teaching and childcare</p>

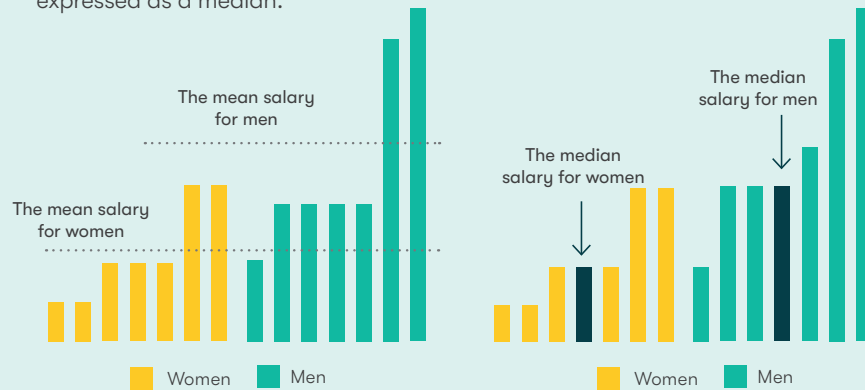
Some helpful definitions

WGEA TERMINOLOGY	
Key Management Personnel (KMP)	This is a term used by WGEA to identify different level of seniority. Key Management Personnel (KMP) includes any director (executive or otherwise). This level would include any direct report to the CEO.
General Managers/ Senior Managers/Other Managers	These roles are responsible for strategies, policies and plans to meet business needs, but also over-see the day-to-day work at an operational level. This level would include roles such as Executive General Manager.
Non-Management	All other employees who do not fit the KMP, General Manager, Senior Manager, and Other Manager profile.
Employee Pay Quartiles	WGEA splits pay data is split into four defined groups based on their average total remuneration. The four groups are established by listing all employees from the lowest average total remuneration to the highest and dividing the entire workforce into four equal parts. Once the quartiles are established, the proportion of women and men in each is calculated and represented as a percentage.
Industry	WGEA uses Australian and New Zealand Standard Industrial Classification (ANZSIC) to group organisations into categories. Suncorp Group is listed within the Financial & Insurance Services classification.
SUNCORP TERMINOLOGY	
Strategic Leader	Responsible the direction of the business by setting vision, targets and collaborating with Business Leaders on strategy. These would fall into the KMP WGEA category for direct reports to the CEO. All other Strategic Leaders would fall into the General Managers WGEA category.
Business Leader	Responsible for strategic alignment to the vision of the business and operationalises strategies so others can deliver. These would fall into Senior Managers WGEA category.
Firstline Leader	Responsible for delegating tasks to ensure operational goals and targets are achieved. These would fall into the Other Managers WGEA category.
Team Member	Responsible for the delivery of advice, services and/or tasks in an operational context. These would fall into the Non-Management WGEA category.
Senior Leadership	When Suncorp refers to senior leadership, this is our business and strategic leaders only.
Leadership	When Suncorp refers to leadership, this is our business, strategic and frontline leaders.

Our Numbers

The GPG is commonly expressed as a mean or average. During the reporting period March 2022 – March 2023, Suncorp’s (mean) GPG was 19.5% average total remuneration; and 18.0% average base salary.

In the Workforce Gender Equality Agency (WGEA) reporting, the GPG is expressed as a median:



www.wgea.gov.au. (n.d.). How to calculate a gender pay gap | WGEA. [online] Available at: <https://www.wgea.gov.au/pay-and-gender/how-to-calculate-gender-pay-gap>.

The below graphic shows Suncorp’s GPG position as calculated on base salary and total remuneration during the reporting period March 2022 – March 2023.

By way of comparison, we have also included the GPG of our Industry, and the GPG of organisations of a similar size within our industry, using the same calculation methods and reporting period.

Suncorp Median GPG Base Salary

20.5%

Financial & Insurance Services Median GPG Base Salary

23.6%

Financial & Insurance Services Median GPG Base Salary

23.4%

Organisation size 5000+ employees

Suncorp Median GPG Total Remuneration

20.1%

Financial & Insurance Services Median GPG Total Remuneration

26.1%

Financial & Insurance Services Median GPG Total Remuneration

26.4%

Organisation size 5000+ employees

Workforce Composition has a direct impact on the GPG, particularly if there is an imbalance of women or men in one employee quartile or role grouping.

Suncorp’s workforce composition for the March 2022 – March 2023 reporting period is shown below, expressed as the percentage of women and men in each employee pay quartile.

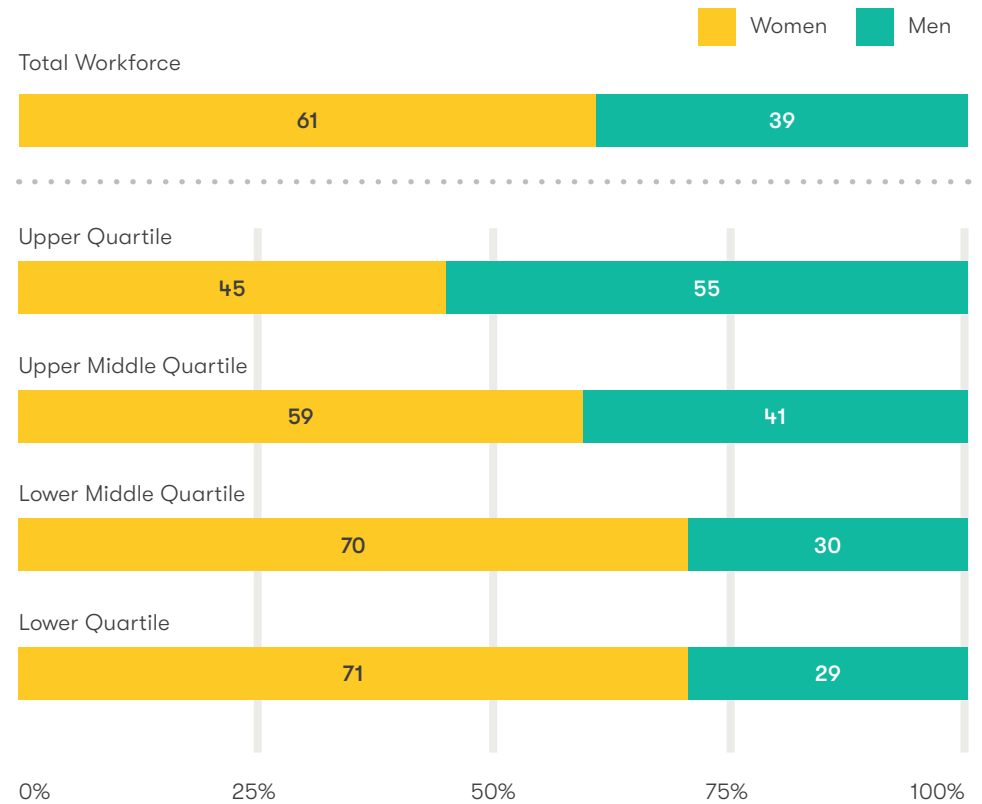


Image description of the chart:

There are five horizontal bars, where women are represented in yellow and men are represented in green. The first bar shows 61% of the total workforce is women with the remaining 39% as men. The next four bars show the total organisation split into quartiles. 45% of the upper quartile are women with 55% are men. 59% of the upper middle quartile are women with 41% are men. 70% of the lower middle quartile are women with 30% are men. 71% of the lower quartile are women with 29% are men.

Action Plan

The GPG is caused by a combination of social, economic and Industry factors that reduce women's earning capacity over their working life.

To address Suncorp's GPG, we therefore created an action plan which utilises a combination of influencing levers.

Education

We understand that knowledge is power, equipping our leaders and key decision makers with the right information to make the right decisions is key. To ensure a sustainable approach, we also lifted capability across our People and Culture community who support our leaders every day.

Amanda Loxsom, Executive General Manager, People Culture Leadership, Capability and Business Partnering, describes the approach she took with her team: *"We created a heatmap of Women in Senior Leadership (WiSL) and Gender Pay Gap (GPG) information. Over 200 Business Leaders were given specific WiSL and GPG statistics for their areas to highlight hotspots and to address opportunities to leverage. There was a strong focus on coaching leaders, providing them the tools to strengthen and maintain WiSL and GPG results. This formed part of a quarterly review process to maintain focus and monitor progress."*

Data & Reporting

Data monitoring and reporting allows us to identify pain points across the organisation, course correct if necessary and show progress against our goals. We analyse our GPG data on a monthly basis, report quarterly to our Sustainability & Diversity Committee Chaired by our Group CEO, and regularly to the Suncorp Board's People & Remuneration Committee.

Annemie a Senior Analytics Consultant says: *"Data is fundamental for understanding our Gender Pay Gap. Our GPG data provides valuable insights into how pay is distributed by gender across Functions, pay bands and employee positions within Suncorp."*

Data also creates the opportunity for transparency. We use data to show the gender breakdown of new hires, promotions, secondments, internal transfers and the proportion of women in leadership positions".

Leadership

Achieving gender balance across Leadership levels contributes to diversity of thought, experience and perspectives. At Suncorp, we're proud to have maintained equal representation of men and women at Leadership levels for a number of years. We also have targets for Women in Senior Leadership specifically, which are set at Group and Function level, placing accountability firmly within the Business through scorecard measures. Suncorp is proud to have achieved 47.7% representation of Women in Senior Leadership in FY23.



Development

Investing in talent and continuous development is something we take seriously at Suncorp. We offer dedicated programs for aspiring women leaders to grow their skill set and confidence to take the next step in their career. Our women already in executive leadership roles can take advantage of the companion program to leverage their strengths, understand their executive presence and engage with mentors.

In FY23, we piloted a new career development program for culturally and racially marginalised employees. Acknowledging the intersection of race and gender, 75% of participants were women.

“As a CARM (culturally and racially marginalised) woman I joined this course to discover myself so that I can make a difference for those who will travel the road after me,” says Rosa a Project Risk Consultant.

Jamie, a Manager from the Executive Governance team, says: *“I’ve appreciated the many programs Suncorp has encouraged and supported me to attend. Reflecting on these, I have come to the realisation that the ones that helped me to grow, gave me time to reflect on a personal level (including my lived experiences) and on a professional level.*

I started as a law graduate at Suncorp in 2012. Throughout my career, Suncorp has been very supportive in helping me develop and mature both as a team member and as a leader. I participated in a program specifically designed for women that helped me be more open with talking about my career development, in line with my personal life and personality. I also learnt a lot about the challenges other women participating in the course faced and tips on how to be resilient if I were ever to come across the same issues in my career and personal life.

Another program that has supported me both professionally and personally, was one that was specifically for culturally and racially diverse employees. This course has helped me reframe my relationship with my racial identity as a strength in the workplace. It’s challenged me to think about ways to better bring my authentic self to work and has also challenged my own bias (both conscious and unconscious) to be a better team member and leader.

As part of the ARISE employee resource group (ERG) for people who identify as culturally and racially diverse, I was also able to participate in Suncorp’s Diversity & Inclusion training day for all the ERGs. This session gave me the tools to be more effective as an ERG leader – which is something I am passionate about.”

Occupational Segregation

On average in Australia, men are four times more likely to work in STEM than women. Suncorp is proudly bucking that trend with 38% women in our Technology & Operations Function, but we want to get even better. During this reporting period, we focused on a gender balanced graduate intake into this Function and offered an exciting opportunity to existing employees through CloudUp.

CloudUp for Her is a flexible, community-based learning program providing participants with professional Amazon Web Services (AWS) training aimed to inspire and empower women to build successful careers in cloud computing.

“Some of Suncorp’s largest technology transformation programs are being led by women. It’s why I get excited about CloudUp for Her. The program is helping women across the Group learn new skills and inspire more women to pursue a career in tech.” Adam Bennett, Group Executive, Technology & Operations.

Remuneration Review

Suncorp is transparent in providing remuneration ranges for each pay band. We are committed to equity in all roles on a like-for-like basis, and in ensuring that no gender bias occurs at any point in the remuneration review process. Suncorp regularly reviews its reward framework to ensure that it is competitive, fair and responsible.

Our Reward Team works closely with People and Culture and Leaders to provide an annual analysis of any potential discrepancies related to gender discrimination.

Influencing Change

Suncorp seeks to drive change beyond our organisation through supplier diversity standards, requiring gender balance on external speaking panels, and our membership of peak bodies such as the Champions of Change Coalition.

The Insurance Group, one of sixteen groups within the Coalition, has focused on the gender pay gap this year, as well as supporting employees and customers experiencing domestic and family violence, and supporting the mental health and wellbeing of employees.

Lisa Harrison, CEO Consumer Insurance, who sits on the Insurance Group says: *“Despite the Insurance Industry pay gap, we’ve come a long way in the past 10 years. Senior leadership looks different, and it now feels normal for talented women to be in executive leadership roles. I’m very aware of the role I need to play as a leader and my leadership has benefited from the support of the Champions of Change Coalition. It has been great to see industry collaboration on improving industry diversity and inclusion. Suncorp is among several insurance companies in LiiFT (leaders in insurance for tomorrow), an industry-wide mentoring program that supports women’s growth and development in the insurance industry.”*

This commitment to inspiring change is also reflected in Suncorp's partnerships with organisations such as Netball Australia, Australia Institute of Sport (AIS) and Team Girls (an initiative developed by Suncorp in collaboration with these partners) and the Confident Girls Foundation. We believe that by raising the profile of women's professional sport and fostering a generation of confident girls (through Team Girls), Suncorp can help challenge the pervasive gender discrepancies which exist in sport and our society that ultimately lead to Industry and occupational segregation.

Suncorp Group is also a member of the United Nations Unstereotype Alliance, which is a thought and action platform to eradicate harmful stereotypes in media and advertising content.

Indirect Work with Direct Impact

Suncorp's intersectional approach to Diversity & Inclusion benefits all employees and has a positive influence on reducing our gender pay gap.

During this reporting period, we have increased our paid parental leave offerings, supported by a gender-neutral policy, enabling parents to be focused on their families at a time when they need it the most.

We are addressing the imbalance in caring responsibilities by making it easier for men to take carer's leave and promoting workshops for new fathers and care givers.

Whilst not solely a women's issue, Suncorp recognises that domestic and family violence (DFV) is a significant issue in society. We provide paid DFV leave and a range of support mechanisms for those experiencing DFV and those who are supporting them.

Employee Resource Groups (ERGs) are grassroots initiatives created by our people to come together around a common purpose. Passionate Suncorp senior leaders sponsor these groups, helping to lift awareness and coach contributing members. There are currently 11 different ERGs supporting inclusion across Australia and Aotearoa (New Zealand).

The Women Connect ERG creates space for inspiration, connection and growth for women, while raising awareness and advocating for gender equality. Women Connect offer a number of initiatives to their members including:

Connect Circles: small groups of peers who come together to connect, learn and grow. They focus on sharing personal stories, developing new skills through videos & articles, or learning from the expertise of a guest speaker to harness the experiences and ideas of all members.

Fireside Chats: an opportunity to hear from a diverse range of internal and external speakers on a member chosen topic. Topics have included 'Cracking the Code on Cultural Safety', 'Personal Resilience in the Workplace', 'Domestic & Family Violence', 'Work Life Balance', and 'Leading through Crisis'.



Suncorp Aotearoa (New Zealand) Gender Pay Gap

Aligned to the Suncorp Group approach, Suncorp Aotearoa first looked at Role Pay Equity to make sure we were getting the basics right. In parallel, we set about improving the representation of women in senior leadership.

This meant we were well prepared when the Suncorp Group GPG target and action plan were introduced in 2020 and were able to put a strategic focus on some actions specific to the Aotearoa business.

1. We have applied a gender lens to different aspects of the employee lifecycle to ensure women are attracted into the organisation and are provided with opportunities to progress.
2. We have invested heavily in increasing Women in Senior Leadership specifically.
3. We have role modelled expectations from the top through unwavering leadership commitment.
4. We have utilised all data available to take a non-negotiable approach to targets.
5. We are proud to say that Suncorp Aotearoa was amongst the first Insurance companies in Aotearoa to publish their GPG externally through the **Mind The Gap Registry** and this is updated regularly on our external facing website (**Careers | Suncorp NZ**).

When Suncorp Group set a GPG target in 2020, our GPG here in Suncorp Aotearoa was at 22%. We are proud to be able to say that in this reporting period, Suncorp Aotearoa has successfully reduced its GPG to 17.1%.

Final words from Fiona Thompson

Group Executive People, Culture & Advocacy



Throughout my career, I have seen the impact of stereotypes and the kind of thinking that has led to the perception of 'women's work' and 'men's work'. It's a global issue where certain roles and even entire industries can be predominately occupied by one gender or classed as 'feminised'. Addressing these issues has been a personal focus of mine.

Part of my role as Group Executive of People, Culture & Advocacy, is ensuring Suncorp is an inclusive workplace, where all our people have the same opportunities for growth and development. Of course, this includes how we pay our people.

I believe the move to public reporting of the gender pay gap in Australia is the transparency needed to focus on sustainable action. I have worked for Suncorp for 23 years and I am proud of what we have achieved so far and of the ongoing commitment from our Board to improve our GPG.



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