

SUNCORP GROUP LIMITED  
ANNUAL REVIEW  
2014 / 15

One Company  
Many Brands



Leaner.  
Faster.  
Smarter.





# About Suncorp

Suncorp Group includes leading general insurance, banking, life insurance and superannuation brands in Australia and New Zealand.

The Group has 14,500 employees and relationships with nine million customers. Suncorp Group Limited is a top 20 ASX-listed company with \$96 billion in assets.

Suncorp has five core businesses: Personal Insurance; Commercial Insurance; Vero New Zealand; Suncorp Bank and Suncorp Life. These are supported by corporate and shared services divisions.

The Group's business strategy is to deepen relationships with customers through a portfolio of market-leading brands while benefiting from the efficiencies of scale achievable as a large organisation.

Suncorp includes one of Australia's largest general insurers by gross written premium (GWP) and the second largest general insurance company in New Zealand.

Suncorp Bank is Australia's leading regional bank servicing more than one million personal, small to medium enterprise (SME) and agribusiness customers.

Suncorp Life provides life insurance and superannuation products through the Group's brands and via aligned and independent financial advisers.

CHAIRMAN'S REPORT 2

---

GROUP CEO'S REPORT 4

---

SUNCORP'S BRANDS 6

---

BUSINESS STRATEGY 8

---

PERFORMANCE 14

---

REVIEW OF OPERATIONS 18

---

CORPORATE RESPONSIBILITY 24

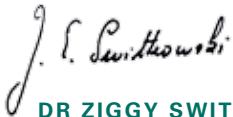
---

BOARD OF DIRECTORS 34

---

SENIOR LEADERSHIP TEAM 35

## Chairman's report



**DR ZIGGY SWITKOWSKI AO**  
CHAIRMAN, 4 AUGUST 2015



**Suncorp is a low-risk financial services conglomerate, operating in Australia and New Zealand. The Group aims to deliver high yield and steady growth for its shareholders by diligently serving its customers.**

This past year clearly demonstrates that our conglomerate structure enables good outcomes even under adverse conditions. In aggregate, the Suncorp Group has delivered a strong result. Full year net profit after tax improved to \$1,133 million, despite the significant financial impact of weather events, which totalled more than one billion dollars in net claims.

The Bank is free of legacy issues and is performing strongly. It has lifted return on equity and is winning awards along the way. The Life Insurance business is now pointed in a positive direction and is expected to grow as the sector restructures. The General Insurance businesses were hit with record natural hazard claims expenses, but were able to offset the financial impact with reserve releases achievable through

sustained improvements in claims management. In New Zealand, both the General and Life Insurance businesses have powered ahead.

### SUSTAINABLE VALUE CREATION

Suncorp Group continues to deliver attractive shareholder returns through disciplined cost and capital management, reinsurance arrangements and ongoing business efficiency improvements.

Total shareholder return (including dividends) for the year was 6.8%, slightly ahead of the ASX 200 accumulation index of 5.7%. Over the past five years the Group has delivered total returns of 124% and improved its share price by 67%. The business remains focused on delivering sustainable returns to shareholders through superior customer service and moderate growth, while maintaining margins.

The Suncorp Group Limited Board has declared the payment of a final ordinary dividend of 38 cents per share. For the fourth consecutive year, the Board has also declared a special dividend which will be paid at 12 cents per share. This brings the

year's total dividend to 88 cents per share fully franked and supports the Group's commitment to returning capital to shareholders that is in excess of regulatory ratios and surplus to operating requirements.

### A CLEAR AND COMMITTED STRATEGY

We remain unified behind the One Company. Many Brands operating model which continues to drive scale efficiencies across the Group while enabling deeper relationships with more of Suncorp's nine million customers.

Ongoing Simplification programs are streamlining operations while reducing costs and risk. Suncorp is on target to deliver the Optimised Platform in the 2017/18 financial year. This will improve the Group's flexibility to respond quickly to customer needs and changing market dynamics.

Our strong cash flows and capital position allow us to invest in systems, products and capability so we can innovate and remain a leader in our field.

The Board and executive team are very clear about our role to create long-term shareholder value. This is a business that has been enmeshed in Australian and New Zealand communities for more than 110 years. It is our aim to respect this heritage and set the Group up for future success.

#### CHANGE OF LEADERSHIP

Under the leadership of Group CEO Patrick Snowball and his executive team, the Company has established credibility and confidence with the market while building a highly engaged culture where Suncorp's people can feel proud about their contributions. The Company's turnaround is complete. The Group is now leaner, faster and

smarter and in a great position to leverage its strategic assets – cost, capital, customers and culture.

On behalf of the Board, I would like to thank Mr Snowball for his enormous personal contribution and exceptional leadership in transforming the Group during his six year tenure. He will leave the business in outstanding shape as a leading financial services provider in Australia and New Zealand.

Suncorp welcomes Michael Cameron to the Group CEO position. Through his role on the Board since 2012, he has helped shape our strategy and define our priorities. In appointing Mr Cameron, the Board believes he is the right leader for this

time and will be at the helm of a company that is buzzing with energy and enthusiasm.

In closing, I would like to express my gratitude to Suncorp's people whose dedication and passion for this business are both impressive and a great source of competitive advantage.

I'd like to thank my Board colleagues for their steadfast support, commitment and conscientious stewardship of the Company.

I would also like to thank Suncorp Group's loyal customers and shareholders. You remain the reason we are driven to innovate, succeed and grow.



## Group CEO's report



**PATRICK SNOWBALL**  
GROUP CEO, 4 AUGUST 2015



We continue to build a resilient, diversified and people-focused organisation under the One Company. Many Brands operating model. The Group's transformation is enabling us to deliver exceptional results while creating brighter futures for all our stakeholders: customers, employees, communities and shareholders.

Today, Suncorp is leaner, faster and smarter. Our Simplification program continues to remove complexity, deliver efficiencies and provide a strong platform to effectively respond to customers' evolving needs and changing market dynamics.

### FINANCIAL PERFORMANCE

In 2014/15, Suncorp Group has delivered net profit after tax of \$1,133 million in what can be described as our worst ever year for natural hazards having paid out more than one billion dollars net in claims. Once again, this result demonstrates the benefit of the Group's diversification with all lines of business contributing to this excellent result.

In addition, Suncorp has delivered a total dividend for the 2014/15 year of 88 cents per share fully franked.

The General Insurance profit of \$756 million is an excellent achievement given the impact of major weather events. Most pleasingly, we have grown the customer base in a very competitive market.

Suncorp Bank's profit improved by 55.3% to \$354 million and Suncorp Life's profit improved by 35.9% to \$125 million. Our New Zealand operations have contributed \$175 million to our General and Life Insurance results.

All of our businesses are delivering low-risk, above system growth, while maintaining margins:

- » The General Insurance underlying insurance trading ratio increased to 14.7% from 14.3%.
- » Suncorp Bank's net interest margin improved 13 basis points to 1.85%.
- » Suncorp Life's underlying profit was \$113 million, up 34.5% due to positive lapse and claims experience.

### SUNCORP'S CULTURE IS ITS GREATEST ACHIEVEMENT

I am extremely proud of the outstanding high performance culture that has developed under the One Company. Many Brands business model. By having a shared vision and working as One Team we have developed a culture where our people are aligned, engaged and empowered.

We are now a global leader in engagement and enablement and 87% of our people say they feel proud to work for Suncorp. I believe this speaks volumes about the strength of the culture we've been able to build.

### OUR COMMITMENT TO CORPORATE RESPONSIBILITY

Suncorp's commitment to Corporate Responsibility will support the sustainability of our company well into the future. We have integrated this into our everyday operations through industry leadership, stakeholder engagement and community investment activity. Suncorp's people are at the heart of this commitment.



Their determination is behind Suncorp's ability to successfully manage financial, social and environmental factors.

In the past year, we have actively promoted industry change for the benefit of consumers. Our General Insurance business advocates for greater investment in natural disaster mitigation to better protect communities and address affordability issues. Our award-winning Suncorp Bank has been recognised for its exceptional customer service and continues to lobby for a level playing field in relation to the capital and funding anomalies between major and non-major banks. Suncorp Life has contributed to driving industry reform including adviser remuneration, regulatory oversight and industry conduct that will improve the sustainability of the life insurance industry.

Customers and communities are benefiting from Suncorp's dedication to natural disaster event response and ongoing efforts to improve the accessibility of our products. We've made excellent

progress in building a more diverse and inclusive workforce and encouraging flexible working options. Our community grants programs are helping individuals and not-for-profit organisations in the area of health and wellbeing and our partnership with the Queensland Police Service is improving community safety and resilience.

#### SUNCORP'S FUTURE

Building on the successful Simplification programs, Suncorp will invest an additional \$75 million to deliver the Optimised Platform which completes the redesign of the Group's operating system. This will deliver \$170 million of annual efficiency benefits in the 2018 financial year, primarily from improved efficiency in processing claims, motor vehicle repairs, home repairs and procurement; and enhancements to technology and business intelligence functions.

Our Optimised Platform and business intelligence capability will enable us to best serve our customers, anticipate their evolving needs and be first to

market with new and innovative products and services.

It has been a pleasure and privilege to lead the Suncorp Group over the past six years. During this time we have experienced extreme volatility in both our financial markets and our natural environment with some of the most severe earthquakes, floods, cyclones and bushfires ever experienced in Australia and New Zealand. Through all this, Suncorp's people have remained focused on their role in supporting customers, communities and shareholders. I thank each of them for their wonderful work and dedication.

While my time with the organisation is coming to a close, I am confident that Suncorp has an exciting and rewarding future having established a firm foundation. With an engaged workforce, a commitment to meeting customer needs and a strong capital position, Suncorp has every reason to feel positive about the future.

## Suncorp's brands

Suncorp is a diversified, low-risk financial services group providing products exclusively to Australia and New Zealand.

The One Company. Many Brands business model includes five specialist lines of business supported by corporate and shared services.



A simple, low-risk financial services company, with a range of brands to meet the needs of its customers across Australia and New Zealand.

### AUSTRALIA



Offers a comprehensive range of simple solutions for protecting, supporting and growing what matters most to its customers.



Provides great quality service and products at a competitive price so that Australians can feel luckier, every day.



Provides better protection against uncertainty to enable its customers to move forward with confidence.



Offers simple, affordable car insurance and easy processes that save people time so they can get on with their lives.



Provides deep expertise and knowledge to protect and enable successful businesses for its brokers and customers.



Offers local knowledge strengthened by a national network of expert insurance advisers that customers can rely on for the long term.



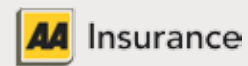


Provides tailored products, services and experiences for the over 50s so they can live life at their best.



Specialises in meeting the insurance needs of motoring enthusiasts and sharing their passion.

## NEW ZEALAND



Offers award-winning insurance solutions for New Zealanders.



terri **scheer**

Specialises in market leading insurance solutions for landlords so they can worry less about their property investment.



CIL  
CARAVAN AND  
RV INSURANCE

Specialises in quality, value for money insurance to protect and support the lifestyle of caravan and RV owners, wherever the road takes them.



Provides expert insurance advice to brokers.



Offers 'positively different' life insurance solutions, recommended through financial advisers, to help people protect what they love about life.

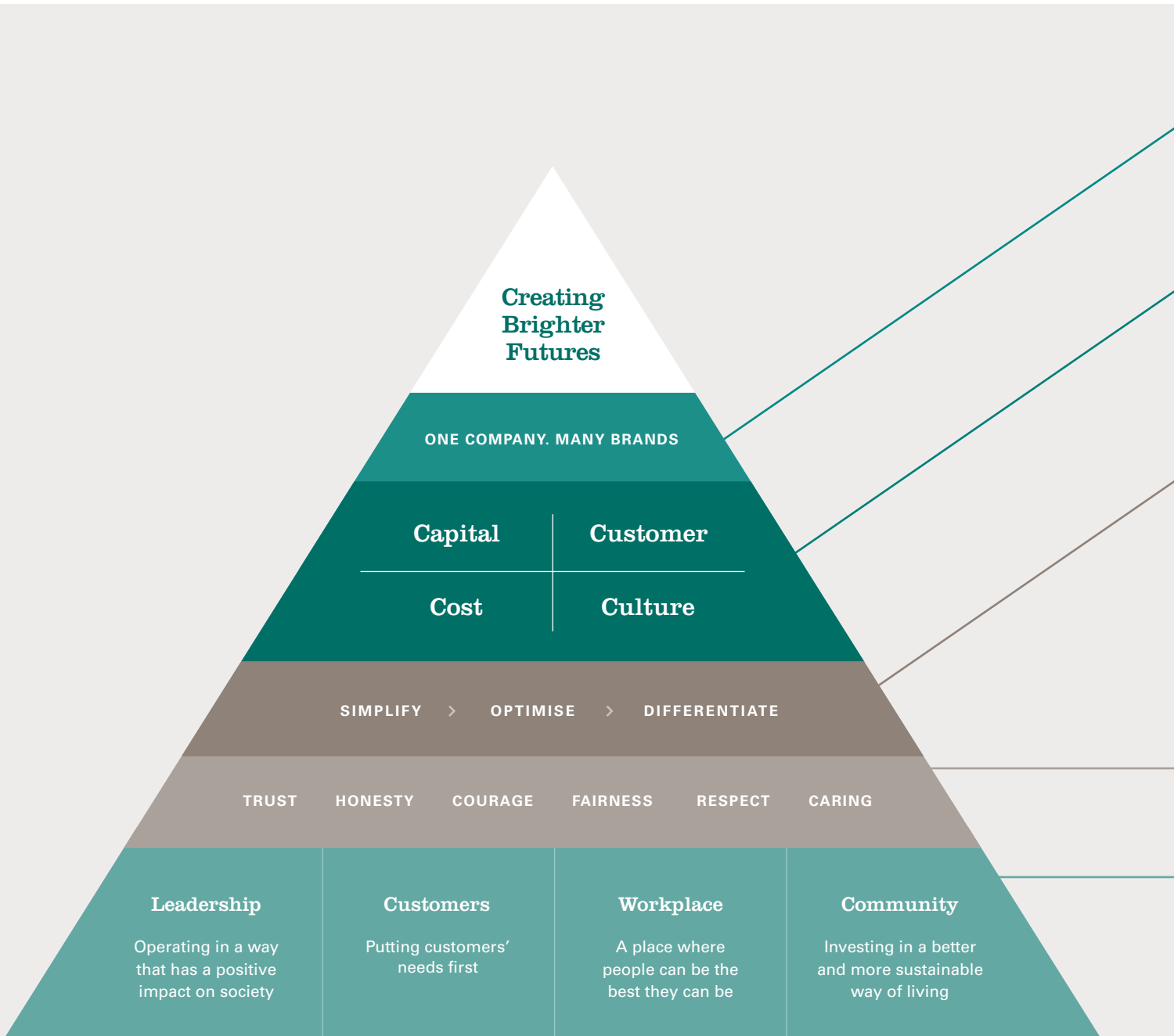


A boutique financial advice network.



Provides personalised advice on income protection, TPD and life insurance through financial advisers.

## Business strategy



Suncorp's purpose is to create brighter futures for its customers, shareholders, employees and the communities where it operates.

---

#### **BUSINESS MODEL**

The One Company. Many Brands business model has underpinned Suncorp's transformation. It has united the Group's people and encouraged the sharing of information, processes and technology across brands.

---

#### **STRATEGIC ASSETS**

The Group's strategic assets will continue to deliver value through risk-based capital modelling, continued cost efficiency, deepening relationships with the business's nine million customers and building a strong and positive culture.

---

#### **PRIORITIES**

The Simplification program includes the consolidation and automation of systems and processes. It has streamlined legal structures and rationalised product offerings.

Suncorp is extending its Simplification program to optimise its operating platform. This includes a combination of technology, systems and capability that can be utilised across the Group to provide differentiated outcomes for customers.

---

#### **VALUES**

The values guide the way Suncorp's people and its representatives behave and operate.

---

#### **RESPONSIBILITY**

Suncorp's approach to Corporate Responsibility encourages consideration of potential economic, social and environmental challenges and opportunities. It supports the Group's aspiration to be a responsible and valuable contributor to society.

## Building an Optimised Platform

Suncorp is building on its Simplification program, investing an additional \$75 million to deliver the Optimised Platform. This work will complete the redesign of the Group's operating system.

The Optimised Platform includes enhancements to Group-wide technology, systems and capability to improve customer service, anticipate evolving needs and release innovative products and services to the market.

Over the coming years, the development of the Optimised Platform will focus on:

### CONNECTING CUSTOMERS

Expanded digital capabilities will reach customers in the most convenient ways and connect them with the products and services they need across the Group.

### SIMPLIFYING SYSTEMS

Upgraded banking, superannuation, policy, claims and pricing systems.

### BUSINESS INTELLIGENCE

Capturing information in a central data lake and drawing insights to inform business decisions for the benefit of customers.

### CLOUD SECURITY AND SCALE

The ability to manage and store increasing levels of data while

maintaining integrity and security. The cloud enables new services at high speed and low cost.

### A UNIQUE WAY OF WORKING

Enabling the workforce to operate in a way that is powered by innovation and agility.

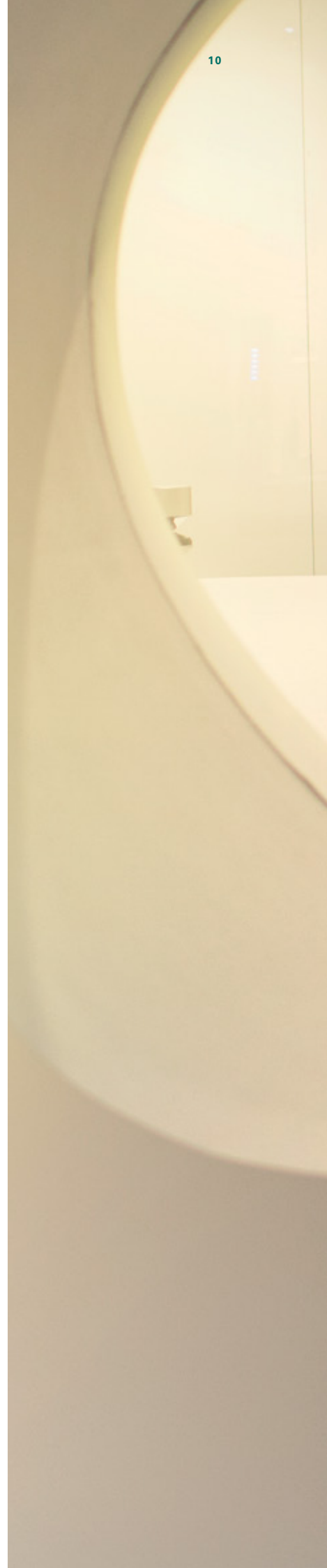
As Suncorp works towards its Optimised Platform, the Group will evolve its ability to better meet customer needs.

In addition, each line of business is focused on its key points of difference in their respective markets. An overview of the past year's achievements and future priorities for General Insurance, Banking and Life Insurance is outlined in the Review of operations, pages 18-23.

### OPTIMISATION WILL DELIVER

**\$170m**  
of benefits  
in 2018

PICTURED: ASHIM SHOW, KRISTINE CHUNG AND NICHOLAS MCCLURE ARE JUST SOME OF THE TALENTED SUNCORP EMPLOYEES DEVELOPING THE GROUP'S BUSINESS INTELLIGENCE CAPABILITY.





“

Sharing our success with key stakeholders is part of Suncorp's fabric. We've been able to reinvest the cost savings achieved through simplification and integration work for the benefit of our nine million customers and the broader community.

SUNCORP GROUP CEO,  
PATRICK SNOWBALL

## Corporate Responsibility approach

Suncorp's approach to Corporate Responsibility (CR) aims to create brighter futures by contributing to the long-term financial wellbeing and quality of life for the communities where its people live and work.

The aspiration to improve financial wellbeing and quality of life is facilitated by focusing on the key areas of industry leadership, customers, workplace

and community which are reported in this Review.

Suncorp conducts a CR materiality assessment annually. It includes risk and peer reviews and engagement activity. This assists Suncorp in understanding the aspects most important to the business and its stakeholders. The outcomes of the materiality assessment represent what matters most and where the Group should be allocating its resources.

## Stakeholder engagement

Maintaining relationships with stakeholders is a central component of running a business that creates value and meets its CR commitments.

Suncorp engages regularly with stakeholders and uses feedback to make meaningful decisions about the Group's operations.

Stakeholder engagement activity is shared across the business, with specialist managers responsible for relationships with key stakeholder groups.

It is important to Suncorp that these relationships are effectively managed so the business can understand and respond to stakeholder concerns.

### SUNCORP GROUP'S KEY STAKEHOLDERS INCLUDE:

---

» Customers

---

» Employees

---

» Shareholders

---

» Community groups

---

» Governments and regulators

---

» Suppliers

## Materiality

Suncorp's materiality process has identified and ranked the aspects most important to the business and its key stakeholders. In 2014/15, six major themes were identified and have focused the Group's CR efforts.

---

### Create value for customers

see Customers - page 26

---

### Business sustainability

see Leadership - page 25

---

### Diversity and inclusion

see Workplace - page 30

---

### Environmental care

see Community - page 32

---

### Event response

see Customers - page 26

---

### Wellbeing for employees and communities

see Workplace - page 28  
and Community - page 32



# Performance

Suncorp Group's 2014/15 net profit after tax (NPAT) was \$1,133 million. This strong result was achieved despite a large number of natural hazard events, representing a cost of \$1.1 billion, net of reinsurance. The Group's performance has been supported by a strong balance sheet, diversified earnings and disciplined expense control.



**GENERAL INSURANCE**

Delivered NPAT of \$756 million demonstrating the business's resilience despite the significant financial impact of weather events.

The underlying insurance trading ratio (UITR) increased from 14.3% to 14.7% reflecting the benefits achieved through operational efficiency programs and improvements in claims management.

**SUNCORP BANK**

Significantly improved its earnings with profit after tax of \$354 million, while executing major transformation programs including Ignite, which involves updating the core banking system.

This result was achieved through improvements in balance sheet quality and improved net interest margin (NIM).

**SUNCORP LIFE**

Profit after tax was \$125 million. Underlying profit was above target at \$113 million, outperforming expectations with favourable claims and lapse experience.

Annual in-force premium increased by 6.5% to \$970 million.

**Financial highlights****Group NPAT**

**\$1,133m**  
up 55.2%

**General Insurance UITR**

**14.7%**  
up from 14.3%

**Bank NPAT**

**\$354m**  
up 55.3%

**Life underlying NPAT**

**\$113m**  
up 34.5%

**Excess capital of**

**\$570m**

**Optimisation benefits of**

**\$170m**  
in 2018

## Financial performance

PERFORMANCE		2015	2014	2013	2012	2011
Return on average shareholders' equity	(%)	<b>8.5</b>	5.3	3.5	5.2	3.2
Basic earnings per share	(cents)	<b>88.61</b>	57.11	38.42	56.68	35.56
Cash return on average shareholders' equity	(%)	<b>8.9</b>	9.4	4.1	5.8	4.6
Basic cash earnings per share	(cents)	<b>93.14</b>	102.01	45.08	64.11	49.93
Return on average total assets	(%)	<b>1.19</b>	0.77	0.51	0.76	0.47
Reported ITR ratio	(%)	<b>11.4</b>	15.5	13.1	7.5	6.6
Underlying ITR ratio	(%)	<b>14.7</b>	14.3	13.5	12.1	10.8
General Insurance expense ratio	(%)	<b>22.6</b>	23.0	24.0	23.7	25.8
Bank net interest margin	(%)	<b>1.85</b>	1.72	1.64	1.54	1.44
<b>FINANCIAL STRENGTH</b>						
Total assets	(\$m)	<b>95,651</b>	94,429	95,905	96,062	95,488
Net assets	(\$m)	<b>13,518</b>	13,799	13,983	14,127	14,018
Net tangible assets backing per share	(\$)	<b>6.05</b>	6.32	6.11	6.15	6.03
Net profit after tax attributable to shareholders	(\$m)	<b>1,133</b>	730	491	724	453
Additional capital held by Suncorp Group Limited	(\$m)	<b>320</b>	555	224	468	698
General Insurance gross written premium	(\$m)	<b>8,872</b>	8,870	8,589	7,955	7,280
General Insurance Group PCA* ratio	(%)	<b>1.86</b>	2.16	1.96	1.61	1.67
Bank total lending	(\$m)	<b>51,918</b>	49,956	48,198	47,829	46,926
Bank Common Equity Tier 1 ratio	(%)	<b>9.15</b>	8.54	7.68	7.37	7.13
Suncorp Life individual in-force annual premium	(\$m)	<b>900</b>	852	785	722	669
<b>SHAREHOLDER SUMMARY</b>						
Ordinary share price at end of year	(\$)	<b>13.43</b>	13.54	11.92	8.09	8.14
Number of ordinary shares at end of period	(million)	<b>1,279</b>	1,279	1,278	1,278	1,277
Market capitalisation	(\$m)	<b>17,279</b>	17,421	15,336	10,409	10,473
Dividend per ordinary share, fully franked	(cents)	<b>88</b>	105	75	55	35

For the fourth consecutive year, Suncorp Group will pay a special dividend to its shareholders.

## Non-financial performance

CUSTOMER SATISFACTION		2015	2014	2013	2012	2011
Suncorp Bank	(%)	<b>89</b>	88	84	84	83
Suncorp Insurance	(%)	<b>83</b>	81	79	81	77
AAMI	(%)	<b>82</b>	83	80	80	77
GIO	(%)	<b>83</b>	78	76	75	73
Apia	(%)	<b>88</b>	86	87	88	84
Vero (broker satisfaction)	(%)	<b>51</b>	47	49	44	34
Asteron Life (adviser satisfaction)	(%)	<b>75</b>	75	66	71	75
Vero New Zealand	Score out of 10	<b>7.83</b>	7.90	7.96	7.75	-
EMPLOYEES						
Total FTE (full time equivalent)		<b>13,393</b>	13,738	14,239	14,890	15,495
Engagement	Score out of 100	<b>77</b>	73	70	63	63*
Enablement	Score out of 100	<b>76</b>	72	72	66	65*
Leadership index	Score out of 100	<b>84</b>	82	79	72	70*
Women in senior leadership roles	(%)	<b>37</b>	36	32	33	31
Return to work from parental leave*	(%)	<b>82</b>	85	82	78	79
Employees that identify as having a disability	(%)	<b>2.1</b>	2.2	-	-	-
Employees aged 55 years or over	(%)	<b>10.3</b>	10	-	-	-
Employee-initiated turnover*	(%)	<b>12.6</b>	12.2	13.3	16.5	15.9
Lost time injury (LTI) frequency rate		<b>2.0</b>	3.2	2.0	2.7*	2.3*
COMMUNITY INVESTMENT						
Volunteering	\$000	<b>842</b>	556	723	703	814
Gift matching	\$000	<b>228</b>	191	-	-	-
Community grants	\$000	<b>1,463</b>	1,147	-	-	-
Total community investment	\$000	<b>7,619</b>	7,010	6,794	6,426	5,749
ENVIRONMENT*						
Scope 1 greenhouse gas emissions	CO2-e tonnes	<b>5,926</b>	6,311	6,584	6,832	7,443
Scope 2 greenhouse gas emissions	CO2-e tonnes	<b>43,343</b>	47,194	51,151	58,616	66,495
Electricity consumption	KWh per FTE	<b>4,178</b>	4,348	4,429	4,662	5,134
Fuel used in company vehicles	litres per FTE	<b>214</b>	221	225	222	234
Air travel	Km per FTE	<b>4,936</b>	4,461	4,821	3,744	3,608
Paper used for print and offices	tonnes	<b>1,503</b>	1,389	1,715	1,775	2,358
Proportion of office waste diverted from landfill	(%)	<b>54</b>	50	49	-	-

NOTES \*EXCLUDES NEW ZEALAND

# Review of operations

Suncorp includes leading general insurance, banking, life insurance and superannuation brands in Australia and New Zealand.

**PICTURED:** TRACEY BOWDEN, CLAIMS EXECUTIVE AT INTERRISK BRISBANE AND ROBERT SHEARMAN, HAULMARK PRODUCTION MANAGER DISCUSS THE SUCCESS OF THEIR RECENT INSURANCE CLAIM FOLLOWING THE BRISBANE HAIL STORM.

## General Insurance

The Group's General Insurance brands offer a range of products designed to meet customers' needs. These products are available direct to the customer and via brokers and financial advisers in both Australia and New Zealand.

The General Insurance business achieved a profit after tax of \$756 million, a strong result given the \$1.1 billion financial impact of natural hazard events.

Commercial Insurance and New Zealand outperformed their respective markets, largely driven by expansion into the Australian Capital Territory's compulsory third party (CTP) scheme and New Zealand's personal insurance portfolio.

A key focus in 2014/15 was continued efficiency improvements across all product types and brands to make it simpler for customers and reduce the time taken to process claims. A significant share of the General Insurance product portfolio now operates from a single technology platform. This includes home, motor, CTP and most recently, direct workers' compensation.

With products located on the one technology platform, it is easier for the Group's people to understand the complete customer relationship without having to aggregate details from multiple systems. This enables more efficient customer service.

The ability to expand the business by entering new schemes, such as CTP, is also vastly improved. Over the next two years, the Group aims to move all remaining products, which includes its

intermediary business and New Zealand, to the same platform.

The Group's General Insurance businesses are regularly recognised for outstanding customer service and innovative claims management processes. One example is the New South Wales Workers' Compensation Scheme for which the GIO brand has been recognised as the leading performer. As a result, GIO was allocated an additional 5% or \$100 million of the Scheme's business<sup>1</sup>.



**“When we're dealing with personal injury claims in particular, building trust with customers is crucial. Once we've established a trust based relationship, we can work collaboratively to finalise claims quickly and in a way that best matches the customers' circumstances.**

**“We've provided training to our people to help them better connect with and understand our customers.”**

**CEO Suncorp Commercial Insurance, Anthony Day**

Other service and innovation examples include Suncorp's partnership with Trov (an app that allows users to create and store digital records of their purchases) to assist customers track and value their possessions. And, AAMI's release of a safe driver app to encourage and reward safe driving behaviours.

Facilitating benefits and features such as roadside assist and

health insurance is supporting a more holistic proposition for customers and providing hassle-free options for greater protection.

The General Insurance business continues to develop its partnerships to achieve greater reach and improve quality and efficiency in its value chain.

Investment in joint ventures including Capital S.M.A.R.T Repairs and the newly re-branded S.M.A.R.T Plus facility is reducing the time it takes to get customers back in their cars after an accident.

They provide consistently high-quality repairs and greater cost management capability. This year S.M.A.R.T entered New Zealand.

The ACM Parts business, another joint venture with Suncorp, is being integrated into the S.M.A.R.T network to drive further efficiencies through the use of parallel, recycled and aftermarket parts that meet independent safety and quality standards.

In home insurance, a new HomeRepair joint venture has been initiated to manage small to medium repairs up to the value of \$10,000. It is currently operating in Melbourne and Brisbane with plans to extend to Sydney in late 2015. HomeRepair is already reducing costs and claims duration.

The joint venture network is supporting an integrated lodgement, assessment, repair and procurement loop that is anticipated to generate \$100 million in benefits in 2018.

### NOTES

<sup>1</sup> DATA SOURCE: QUARTERLY SCHEME AGENT MONITORING REPORT ISSUED BY WORKCOVER NSW, DECEMBER 2014.

## Event response

The Brisbane Hail Storm, Cyclone Marcia, NSW Storms and ANZAC Day Hail all hit within a five month period, testing Suncorp's capacity to support customers.

For each of these events, the Group was able to mobilise resources from across the business. Customer response teams were deployed swiftly and claims call centres were scaled up by hundreds of consultants. Those customers whose homes or businesses were unsafe were prioritised with temporary repairs or the offer of alternative accommodation.

These events highlight the need to invest in natural disaster mitigation to improve community safety and put downward pressure on premiums. Suncorp continues to invest in research, contribute to government inquiries and develop products that support mitigation.

A groundbreaking research program, conducted by James Cook University and funded by Suncorp, has identified common property vulnerabilities to cyclones. The findings will help to inform residents in North Queensland about ways to make their homes more resilient.

“

“The outcomes of this study will help the wider community develop practical measures homeowners can use to make their homes more resilient to cyclones.

“It could even help governments determine whether current building standards are suitable in addressing cyclone risk.

“We continue to lead our industry in addressing the biggest natural hazard risks confronting Queensland for the shared benefit of governments, businesses, communities and our customers.”

CEO Suncorp Personal Insurance, Mark Milliner

## NEW ZEALAND

In New Zealand, the Canterbury earthquake recovery effort is coming to a close with more than 85% of total expected costs paid. The remaining settlements and repairs are taking longer than expected due to complexities such as litigation or new claims higher than the Earthquake Commission's cap.

As the physical rebuild and recovery wraps up, Suncorp is turning its attention to advocating for improvements to the Earthquake Commission Act.

Coinciding with the four year anniversary of the most devastating

Canterbury earthquake, Vero New Zealand released an independent economic impact study on the insurance response to the earthquakes. The report by Deloitte Access Economics initiated a discussion about New Zealand's natural disaster insurance model and whether it operates in the best way for customers, particularly in relation to claims management. It also provided an overview of the social consequences of the earthquakes including population dynamics, mental illnesses, housing stock and affordability, employment outcomes and crime patterns.

“

“Changes to the Act should support lower claims costs, reduce duplicate claims handling, enable a quicker economic recovery and ultimately deliver a much better outcome for homeowners in New Zealand.”

CEO Vero New Zealand, Gary Dransfield

### SUPPORTING MATERIAL

*Four years on: Insurance and the Canterbury Earthquakes* can be accessed from [vero.co.nz](http://vero.co.nz)

It has been an extraordinary year for mid size natural hazard events with Suncorp paying \$1.1 billion in net claims.

### Brisbane Hail Storm

**30,000**  
claims

**1,500**  
cars assessed  
per day

**500+**  
cars repaired  
per week

### Cyclone Marcia

**10,000**  
claims

**200**  
additional  
contact centre  
staff deployed

**50%**  
of claims finalised  
in 3 months

### Canterbury Earthquake

**\$4.5b**  
(NZD) paid out

**\$35b**  
(NZD) cost  
to industry

**85%**  
of total expected  
costs paid

## Suncorp Bank

**Suncorp Bank is providing a genuine alternative to the major banks by offering leading products and services with a focus on personal, SME and agribusiness customer needs.**

In 2015, the Bank made history, being the first non-major to be announced *Money* magazine Consumer Finance Bank of the Year. The award covers categories including home lending, personal lending, transaction accounts, business banking, margin lending, credit cards and customer satisfaction. The Bank was also presented the Best Bank in Australia title, as part of the global Euromoney Awards for Excellence. These awards confirm the quality and capability within the Bank and its commitment to customers.

The Bank performed strongly in a competitive, low growth and low rate environment. Profit after tax was \$354 million, up 55.3% on the previous year. This was largely driven by improvements in the Bank's retail and wholesale funding position, and a significant reduction in non-performing loans and bad and doubtful debts. This supported margin growth with a net interest margin of 1.85% at the top end of the Bank's target range.

The Bank's continued commitment to ensuring customers are in a position to repay their debts, together with the majority of new loans written at or below an 80% loan to value ratio has improved the quality of the Bank's

mortgage portfolio. This means its customers are in a position to better manage their finances.

The Ignite Program, which is the core banking system upgrade, is on track to be completed by July 2016. It involves decommissioning 12 legacy systems which are cumbersome to maintain; reengineering 580 business processes to improve capability and eliminate duplication; and rationalising the Bank's product set so that it is simpler and meets modern-day consumer needs.

Ignite's customer relationship management framework has been in operation and evolving for around two years, supporting staff to have more meaningful and valuable conversations with customers. All unsecured personal loans are now facilitated by the system reducing the previous three to five day approval process to as little as 11 minutes.

As further components of the system are implemented, the Bank expects to streamline other product offerings to reduce application times and improve the customer experience.

Suncorp Bank has a strong heritage of being connected to its customers and communities. It aims to continue this tradition by finding innovative and relevant ways to connect through technology, community engagement and workplace design.

The trend toward digital communication and service delivery is having a considerable impact. In response to customer feedback the

WINNER

VOTED BANK OF  
THE YEAR 2015 BY  
MONEY MAGAZINE.



Bank has expanded the features available through mobile banking applications, such as bill splitting and quick balance checks. These additions are aimed at making banking easier and more intuitive for users.

In another innovative move, the Bank is supporting a Fintech hub known as Stone & Chalk. It provides a range of hot desk and meeting spaces designed for technology start-ups. Additionally, it gives banks the opportunity to engage with young companies pioneering financial services solutions.

Senior management regularly visit regional areas to get an appreciation for local issues. This is especially important for agribusiness sectors where understanding the impact of drought or weather events is an important part of providing exceptional service. As part of its strong commitment to the agribusiness industry, Suncorp supports a range of roadshows, resilience forums, and events such as Beef Week and the Royal Queensland Show.

The Bank is providing opportunities for its people to work flexibly through work from home or part-time options and creative workplace environments. Branches are being refit for purpose, meaning that some offer a full suite of services, while others feature a range of self-service technologies and focus on product fulfilment rather than transactions. Greater flexibility and mobility enables the Bank's people to respond in a way that best suits customers.



A good business stays relevant and Suncorp Life is committed to doing that in the interest of its customers.



## Suncorp Life

Suncorp Life provides a range of life insurance and superannuation products direct through the Group's brands and via aligned and independent advisers.

In 2014/15 Suncorp Life's profit after tax was \$125 million, up 35.9% on the previous year. Growth was achieved through improved claims, reduced policy lapse rates and a reduction in operating expenses.

The life insurance industry is experiencing significant changes that will result in improved sustainability and flexibility. This means adjustments for both insurers and advisers to ensure customers can continue to access products and services that protect what they love most about their life.

Suncorp Life has a unique opportunity as the only life insurer that is part of a large scale insurance group in Australia and New Zealand. The business can offer life insurance through Suncorp Group's well established brands which have many satisfied and loyal customers. Additionally, Group-wide capability, systems and processes can be utilised for efficiency. Suncorp Life is well placed to

capitalise on opportunities arising from industry transformation.

Life's key objectives include achieving a leadership position in the direct business and focusing on the sustainability of its advised business. This is being underpinned by ensuring customers are at the forefront of everything Life does.

Life's Customer at the Forefront program is realigning all business operations and people to better deliver customer value and design products and services to meet modern-day needs. It aims to achieve stronger customer connections through:

- » flexible products to suit changing needs
- » easy interactions
- » exceptional customer experiences.

The direct business was brought in-house last year meaning all policies are sold and serviced by Suncorp's own people and systems. This is achieving significant benefits with double-digit growth in sales through the Group's general insurance brands.

The advice channel is managing changes to remuneration structures, regulatory oversight and industry codes. As adviser networks transition, Suncorp is focused on developing sustainable advice partnerships

and has implemented the Acclaim program to support this.

Adviser businesses who meet set standards are invited to join the Acclaim program. These advisers and their customers are rewarded for high quality business with dedicated underwriting staff and support services as well as priority settlements. The program is just one way that Suncorp is ensuring value-based reward.

Industry changes and the success of Life's Everyday Super product have provided a platform for the business's broader superannuation Simplification program which is aimed at improving the flexibility of product structures and giving customers greater visibility and control through technology platforms.

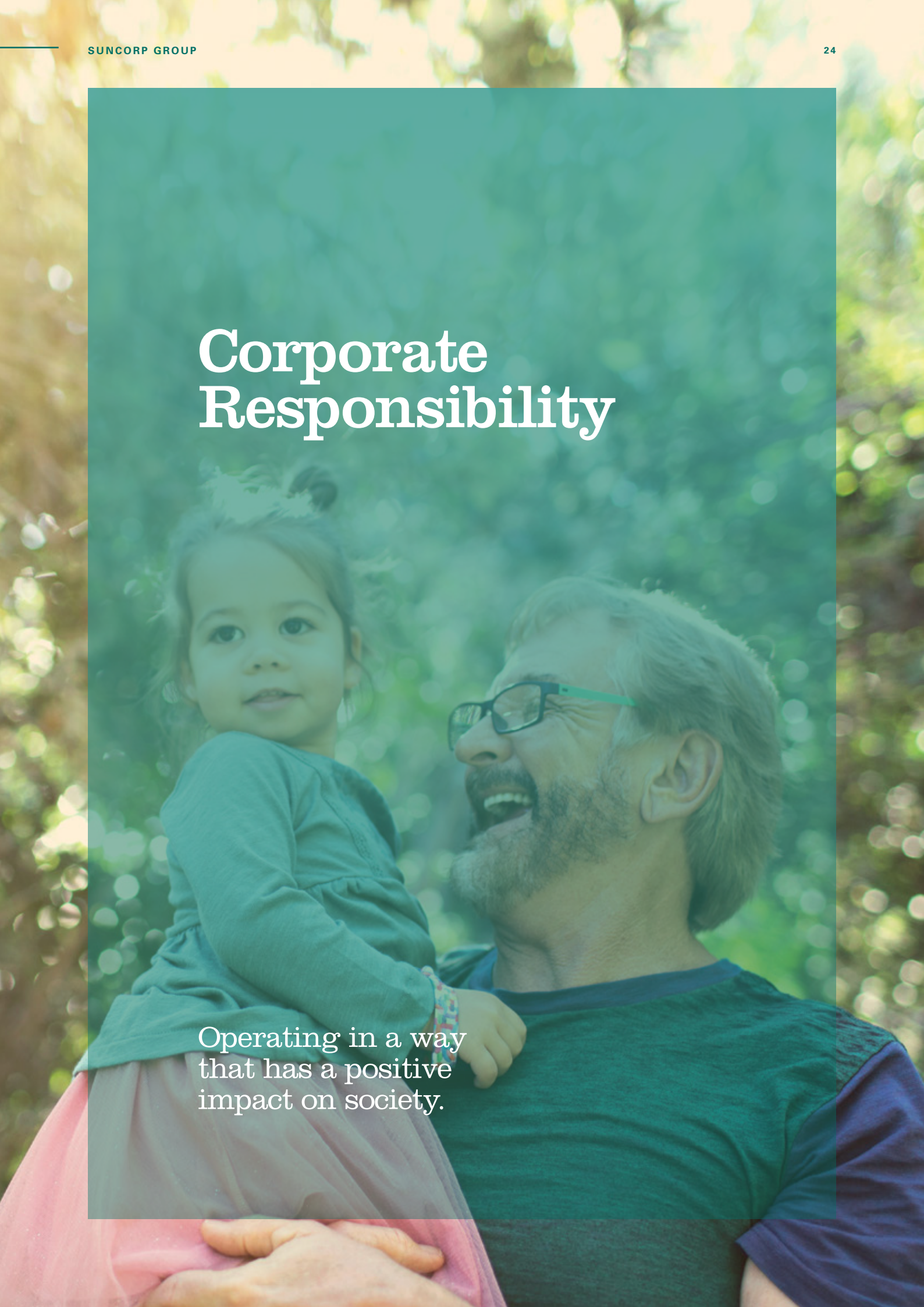
Due for completion in 2017, the re-designed super products will ultimately reduce costs and improve the customer experience over the long term.

The New Zealand business has continued to grow its in-force portfolio and for the second year running has won the New Zealand Life Company of the Year award.

**PICTURED: SIMON OLSON, GIO CUSTOMER WAS ABLE TO KEEP UP WITH HIS MORTGAGE PAYMENTS FOLLOWING AN INJURY THANKS TO HIS GIO ACCIDENTAL INJURY INSURANCE POLICY.**

# Corporate Responsibility

Operating in a way  
that has a positive  
impact on society.



## Leadership

As one of the largest financial services groups in Australia and New Zealand, Suncorp aims to demonstrate leadership in all aspects of its operations. Leading companies go beyond manufacturing products and delivering services. They strive to make a difference by addressing the economic, social and environmental factors most important to their business and their stakeholders.

### GOVERNANCE AND RISK MANAGEMENT

Suncorp Group Limited is subject to the regulatory framework mandated by the ASX. The Group has further regulatory obligations as part of the financial services industry.

Suncorp's governance policies and procedures aim to protect the business, its shareholders, customers, employees and suppliers against fraud, conflicts of interest, human rights infringements and legislative breaches.

Suncorp's Code of Conduct outlines the standards of behaviour and conduct expected of Suncorp's people and representatives. All employees undertake training annually to reconfirm what is expected of them through the Code. Any non-compliance with the Code may result in disciplinary action including formal warnings; limiting increases to fixed pay, short or long-term incentives and benefits; or termination. The Group may also terminate business relationships with associates if they fail to comply with the Code.

Risk management is central to Suncorp's business and is embedded in operations through the Group's risk management framework. The identification and monitoring of risk occurs at all levels of the business, from the Board Risk Committee through to customer-facing staff.

#### MORE INFORMATION

Details regarding Suncorp's corporate governance and risk management frameworks are provided in the 2014/15 Corporate Governance Statement, available from [suncorpgroup.com.au/about-us/governance](http://suncorpgroup.com.au/about-us/governance).

#### RESPONSIBLE INVESTMENT

Suncorp prefers simple and transparent investments and diversifies through multiple asset classes and a variety of specialist fund managers. The Board sets and monitors risk levels and investment categories.

Suncorp believes environmental, social and governance (ESG) factors have an impact on the

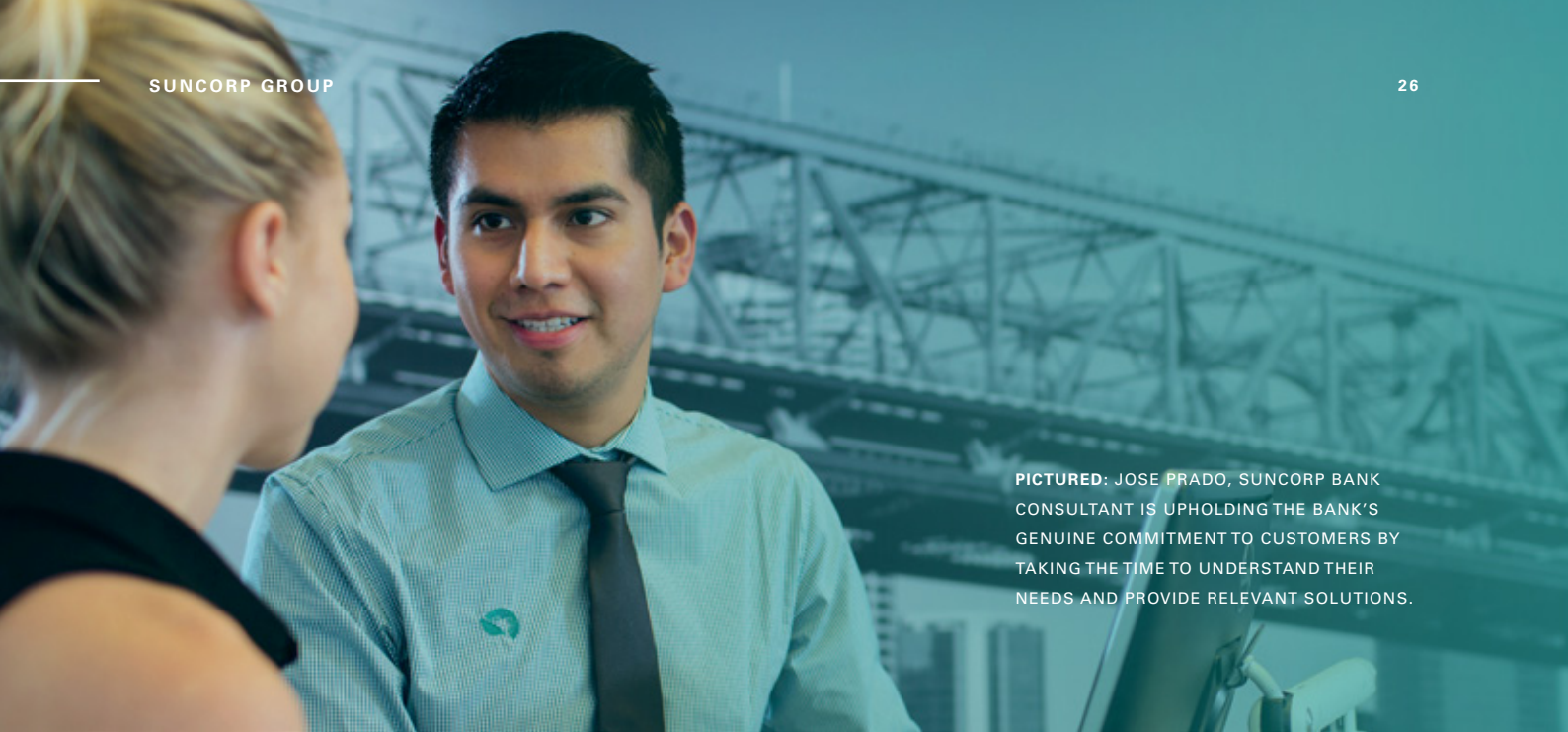
value of investments and will periodically assess its investment managers to understand the extent to which they incorporate ESG considerations into their processes.

#### APPROACH TO LENDING

Suncorp Bank is focused on personal, small to medium enterprises (SME) and agribusiness clients. Large corporations or commercial projects are not within the Bank's risk appetite or target markets.

The Bank has clear lending policies and guidelines to limit its reputational risk and exposure to environmentally sensitive industries or customers.

Personal lending customers are assessed against capacity to repay criteria and Suncorp takes significant care to ensure their repayment obligations are manageable. The Bank also provides support for those in financial difficulty including providing information about financial counselling services.



**PICTURED:** JOSE PRADO, SUNCORP BANK CONSULTANT IS UPHOLDING THE BANK'S GENUINE COMMITMENT TO CUSTOMERS BY TAKING THE TIME TO UNDERSTAND THEIR NEEDS AND PROVIDE RELEVANT SOLUTIONS.

## Customers

Suncorp Group provides a range of products and services designed to protect what matters most to customers and help them build a secure financial future.

Suncorp partners with industry and community groups to improve the affordability and accessibility of financial services and resolve industry-wide issues.

### INSURANCE FOR LOW INCOME FAMILIES

Suncorp is leading the industry in providing basic contents and motor insurance products for low income families. Partnering with Good Shepherd Microfinance, these products have been under development for 12 months and are due to launch in September 2015.

Low income earners will be able to access Essentials by AAI, which includes simple contents and motor products starting at four dollars a week.

Customers will be able to build a suitable level of cover based on set amounts insured and simplify

their renewal and payment processes by including both contents and motor under one policy. Other key features include the use of Centrepay as a payment system, fortnightly payments, acceptance of pre-existing damage for motor, and emergency accommodation cover for contents.

Essentials by AAI will be distributed through Good Shepherd Microfinance's adviser network and will be promoted through service providers such as Legal Aid and financial counsellors. It aims to increase access to insurance for low income earners to help stabilise their finances especially where their assets are lost or damaged.

### LANDMARK RESEARCH

Suncorp has led groundbreaking research with James Cook University (JCU) to better identify and promote measures to strengthen buildings against the impact of cyclones. Suncorp provided funding and took the unprecedented step of making available its claims and policy data from Cyclone Larry in 2006 and Cyclone Yasi in 2011 to drive the research.

The findings have revealed the most effective ways that homeowners can reduce risk to their home and drive down their insurance premium through mitigation measures. These include:

- » reinforcing garage doors to better resist high wind speeds and flying debris
- » replacing or strengthening roofs, specifically for older houses that were not required to adhere to cyclone-resistant building codes
- » improving protection for building openings such as windows and doors.

The study brings a range of benefits. Most importantly, it is presenting compelling options for better protecting life and property in northern Australia. It is paving the way for significant insurance cost savings for vulnerable communities and providing a greater understanding of cyclones and their devastating impacts.

### SIMPLE STRATA

In April 2015, two strata insurance products were launched achieving an estimated 20% saving for

## Putting customers' needs first.

small unit complexes, duplexes and townhouses. The products are available direct to owners and body corporates through Suncorp and AAMI brands.

In addition to addressing affordability, the Suncorp branded product features a resilience package to strengthen buildings against future cyclones and storms. Where a claim is made in relation to a weather event, Suncorp Insurance may contribute up to \$10,000 toward the purchase and installation of industry recognised building enhancements. The \$10,000 contribution can be used for upgrades such as cyclone rated shutters and wind resistant roller door bracing.

### SUSTAINABLE ADVICE

Issues within the life insurance advice industry have been well publicised. A range of inquiries and reviews prompted a significant reform package impacting remuneration structures, regulatory oversight and industry codes to achieve improved customer outcomes.

Suncorp acknowledges change can be challenging, however the

involvement from governments, regulators, industry, insurers, licensees and advisers signals a genuine appetite to work through the issues.

To support these changes Suncorp has adjusted its adviser benefit scheme to reward business that delivers the greatest customer value. Additionally, flexibility enhancements to life insurance products are supporting advisers to meet customer needs over the long term. This includes unbundling income protection benefits so customers can choose those most important to their situation and introducing the ability to mix stepped and level premiums.

Suncorp's Asteron Life business is committed to working with independent financial advisers to manage the transition and build successful businesses that will serve customers well.

### CUSTOMER VALUE AND SATISFACTION

Across the Group's many brands, customer satisfaction scores are consistently improving. Key contributors to satisfaction

include delivering on promises and ensuring customers feel valued.

Following weather events, Suncorp's businesses come together to help customers and communities get back on their feet. Customer response teams are deployed to facilitate on-site claims lodgement and allocate emergency funds where appropriate. The Bank enacts its hardship package for people impacted by natural disasters and local branch members put on regular community barbeques easing the burden for families who are trying to rebuild their homes and businesses.

To ensure customers know they are valued, Suncorp is offering exclusive deals and the chance to attend a range of events. This has included VIP Queensland Ballet experiences, a live screening of a State of Origin game hosted on-site by Roy and HG, red carpet tennis events and incentives for running events. These are just some of the ways Suncorp is rewarding its customers for their loyalty and providing more opportunities to connect, interact and understand their evolving interests and needs.

## Workplace

### EMPLOYEE ENGAGEMENT

Suncorp conducts an annual employee survey to assess how its people think and feel about working for the Group. It measures a range of factors related to how engaged Suncorp's employees feel and whether they are enabled to perform at their best.

In 2014/15 Suncorp Group's engagement score climbed to 77 points and enablement reached 76 points. These scores place Suncorp's people among the most engaged and enabled globally<sup>1</sup>.

Other highlights from this year's survey include 85% of employees indicating they would recommend Suncorp to family and friends and 84% feel they were supported in achieving a reasonable balance between life and work commitments. These results

reflect the efforts made to improve employee advocacy and implement flexible working options across the business.

The feedback provided through the employee survey is used to develop further improvements to make Suncorp *THE* place to work in Australia and New Zealand.

**PICTURED BELOW LEFT: DEB MILLIKEN, SUNCORP TEAM LEADER MANAGES A TEAM OF WORK@HOME CONSULTANTS.**

**PICTURED BELOW RIGHT: PRANEET KULKARNI AND ASHIM SHOW USE AGILE METHODOLOGIES TO EFFICIENTLY MANAGE WORKLOADS AND FOSTER A CONTINUOUS IMPROVEMENT APPROACH TO PROJECTS.**

### NOTES

<sup>1</sup> HAY GROUP ADMINISTER THE SUNCORP EMPLOYEE ENGAGEMENT SURVEY AND BENCHMARK SCORES AGAINST DATA COLLECTED FROM MORE THAN 400 COMPANIES AROUND THE WORLD.

# 91%

of Suncorp's people responded to the 2015 employee engagement survey.



A place where  
people can be the  
best they can be.

#### SAFETY AND WELLBEING

The profile of safety and wellbeing at Suncorp has significantly risen and is accompanied by a comprehensive action plan. A range of tools and resources are being provided so employees can better manage their wellbeing and be happier and safer at work.

Brighter Healthier You is an online portal provided to Suncorp's people. It aims to equip employees with knowledge and support so they can take control of their own health and wellbeing to prevent injury and protect themselves against future illness. In 2014/15 the portal attracted more than 7,000 visits.

The focus on improved incident prevention has resulted in a significant improvement to hazard reporting and injury reduction. Suncorp's lost time injury frequency rate (LTIFR) is down from 3.2 to 2.0.

This result is well ahead of targets demonstrating that Suncorp's people and management are taking safety seriously.

Mental health care and awareness is a significant topic both within Suncorp and the broader community. The Group has extended its support for ReachOut.com, which is an organisation focused on addressing mental health concerns in young people. The partnership is focusing on ways to further the mental health support and resources available to Suncorp's people and their families.

The employee assistance program (EAP) is a long-running feature of Suncorp's commitment to the wellbeing of its people. Employees and their families can access four free counselling sessions annually. This year more than 300 people accessed the EAP with 70% seeking support relating

to personal matters such as money and relationships and the remainder relating to work issues. These insights enable Suncorp to develop targeted support. Examples include providing employee discounts and budgeting tools to help ease monetary burdens and delivering parenting webinars that provide information about the life stages and behaviour of children.

**PICTURED: BEC FUTIA AND COURTNEY PROTOPOPOFF, BOTH SUNCORP TEAM LEADERS MANAGE WORK@HOME TEAMS FOR SUNCORP BANK.**

2014/15  
LTIFR is down

FROM  
**3.2** TO  
**2.0**

## Workplace

### DIVERSITY AND INCLUSION

Promoting a diverse and inclusive workplace brings new ideas and perspectives that support the business’s success by creating opportunities to better understand customers, foster innovation, remove barriers and manage risk. This forms part of Suncorp’s transition towards being a more agile and resilient business.

The Group CEO chairs the Suncorp Diversity Council which oversees strategy and monitors progress against agreed objectives.

Within the last year, business unit diversity and inclusion councils have been established to drive programs that meet specific business needs.

The 2016-2018 Suncorp Group Diversity and Inclusion Plan has been set. Its priorities include:

- » increasing workforce flexibility
- » building a more inclusive environment
- » improving diversity of thought.

Gender diversity continues to be a key focus, demonstrating the first step in developing a workforce that

benefits from different ways of thinking and experiences. Suncorp is also progressing ways to promote diversity of age and accommodate people with a disability.

Flexibility is a core component of facilitating a diverse and inclusive workplace. Suncorp offers an extensive range of flexible working conditions including job share, work from home and part-time arrangements. The Group continues to look for opportunities that will enable its people to better manage their career and lifestyle.



## Achievements in 2014/15

- Reached 37% female representation in senior leadership roles
- Female succession planning is included in senior leadership talent reviews
- Recognised as Employer of Choice for Gender Equality
- Two gender pay equity reviews completed in 2014/15
- 500 employees have now completed unconscious bias training



Suncorp's partnership with indigenous organisation Jawun aims to provide personal and career development opportunities for employees and build greater cultural awareness across the business.

#### MORE INFORMATION

Suncorp's diversity and inclusion program details are included in Suncorp's 2014/15 Corporate Governance Statement at [suncorpgroup.com.au/about-us/governance](http://suncorpgroup.com.au/about-us/governance).

#### NOTES

<sup>1</sup> JAWUN IS A NOT-FOR-PROFIT ORGANISATION WHICH BROKERS SECONDMENTS FROM GOVERNMENT AND CORPORATE AUSTRALIA TO A RANGE OF INDIGENOUS ORGANISATIONS AND COMMUNITIES ACROSS AUSTRALIA.



■ *Horizons* program launched to support mature aged employees manage their career and retirement goals

■ Launched an indigenous secondment program in partnership with Jawun<sup>1</sup>

■ Expanded an 18 month work experience program in partnership with the Paralympic Workplace Program

■ Partnered with disability employment providers and delivered support training to leaders and recruiters

■ Expanded flexible working options in the 2015 Suncorp Group Employee Enterprise Agreement

## Community

*Suncorp has been an integral part of the communities where its people live and work for many years. The business remains connected through regular public engagement and investment in community development programs.*

In 2014/15 Suncorp Group contributed more than \$7.6 million toward community projects and support.

### BRIGHTER FUTURES

The Brighter Futures Community Giving Program is going from strength to strength, gaining internal recognition and expanding its offerings. Brighter Futures provides Suncorp's people with tools and funding that enable them to support the community causes they are most passionate about.

In 2014/15, Suncorp awarded 64 community grants nominated by employees. The grants support the health and wellbeing initiatives or needs of charities, individuals and other eligible organisations. In response to employee feedback, an additional category was introduced enabling local

grants of up to \$1,000 for small sports teams, community clubs and groups. Since the program's inception in 2011, Brighter Futures has provided over \$930,000 in grants to 184 recipients.

The fundraising efforts of Suncorp's people are supported by a dollar matching initiative and their ability to give money to charities has been made simpler through a new payroll giving scheme, Good2Give.

Brighter Futures has extended its partnership with ReachOut.com for a further three years, pledging \$1 million. Funding will support the charity's work in providing tools and information via their online youth mental health service to over 4,500 Australians each day. Suncorp continues to explore ways to share the experience of ReachOut.com with its people and their families.

### SAFER ROADS AND COMMUNITIES

The partnership between Suncorp and the Queensland Police Service (QPS) is well established after four successful years of the Safer Queensland Community Grants program. During this time the program has delivered more than \$750,000 in grants to fund more than 80 community

initiatives aimed at improving road safety and reducing crime.

The Suncorp Scholarship provides an opportunity for QPS staff and officers to undertake professional development, research or studies in the areas of crime prevention, road safety or disaster management. For the second year, Suncorp has awarded the \$20,000 scholarship in an effort to benefit the QPS and broader Queensland community.

The two 2015 recipients will be undertaking a global study tour to learn new options for communications training at the QPS. The idea evolved from the Brisbane G20 Summit held last year where negotiators worked with protest groups and community members enabling the event to proceed without incident or violence.

Acting Senior Sergeant Barry McErlean, who received the first scholarship in 2014, is implementing child abduction alert procedures through a mobile application and Facebook, which will soon be rolled out nationally.

Investing in a better and more sustainable way of living.



### \$5 MILLION SUPPORT FOR ANZAC CENTENARY

In an effort to preserve the Anzac spirit and support a lasting and unifying legacy for all Australians, Suncorp has pledged \$5 million to the Anzac Centenary Public Fund. The donation will be provided over three years and may be used to support key projects planned for Queensland, such as the Anzac Square refurbishment in Brisbane, development of the Queensland Remembers Gallery and Exhibition; and an online platform celebrating Queensland's Anzacs.

These important initiatives will assist in safeguarding the memories of the Anzacs and other service men and women who have contributed significantly to this nation.

Other corporate and public donors have also contributed to the Fund, which was established to provide Australians the opportunity to contribute to Anzac Centenary commemoration events taking place between 2014 and 2018.

### SMASH REPAIR TRAINING FOR DISADVANTAGED YOUTHS

Suncorp has partnered with Mission Australia and the National Motor Vehicle Theft Reduction Council to deliver the Synergy program.

Synergy is a certified non-structural repair facility providing training to troubled young people to help them into an apprenticeship or other long-term employment.

The program is offered to young adults aged 16 to 20 and runs for six months. They participate in a combination of training and work experience supervised by trade-qualified spray painters and panel beaters. On completion, participants are awarded a Certificate II level qualification and provided assistance to secure an apprenticeship if they choose.

In the past year, 20 participants successfully completed their training with four currently employed as apprentice spray painters or panel beaters. A further three entered parallel fields such as landscaping and general labouring and four made the decision to further their education.

Additionally, the Group has secured funding to bring together around 10 recognised vehicle repair training organisations to improve training standards for more than 1,000 learners nationwide. Suncorp also provides over \$600,000 each year to fund apprentice scholarships, TAFE equipment grants and ongoing repairer training and upskilling.

### REDUCING ENVIRONMENTAL IMPACTS

Suncorp's environmental impact is primarily through its office buildings and customer service network. Over the past five years, total emissions have reduced by 37%, with consolidation activity and new technology driving further savings.

In 2014/15 annual energy savings equivalent to around 7,800 tonnes have been achieved specifically through consolidation activity in the Brisbane offices. This was largely due to vacating older and less efficient buildings and relocating data centre infrastructure to more appropriate sites.

As part of the consolidation process, offices are being equipped with Find Me Print technology. It is a feature that holds all print jobs until released with a security access card at the printer, reducing instances where printing is accidentally taken by other users or lost because it is sent to the wrong device. This technology is achieving a 50% reduction in printing.

Almost 80% of surplus technology equipment collected through Brisbane consolidation has been diverted from landfill, instead being recycled, on-sold or donated.

### BRIGHTER FUTURES

PAST RECIPIENTS OF BRIGHTER FUTURES GRANTS, LEFT TO RIGHT: TOOWONG ROWING CLUB BRISBANE; THE SCHIZOPHRENIA RESEARCH INSTITUTE; SAM, WHO HAS DUCHENNE MUSCULAR DYSTROPHY.





## Board of Directors

PICTURED LEFT TO RIGHT: EWLOUD KULK, CHRISTINE MCLOUGHLIN, PATRICK SNOWBALL, WILLIAM BARTLETT, AUDETTE EXEL, DR ZIGGY SWITKOWSKI, GEOFFREY RICKETTS, MICHAEL CAMERON, DR DOUGLAS MCTAGGART

### Dr Ziggy Switkowski AO

BSC (HONS), PHD, FAICD, FAA, FTSE

Independent director since September 2005; Board Chairman since October 2011. Chairman Nomination Committee. Ex-officio member of each of the Audit, Risk and Remuneration Committees.

### Michael Cameron

FCPA, FCA, FAICD

Independent director from April 2012 to April 2015 when it was announced that Mr Cameron would succeed Group CEO Patrick Snowball by October 2015.

### Christine McLoughlin

BA, LLB (HONS), FAICD

Independent director since February 2015. Member Risk Committee, Member Remuneration Committee.

### Patrick Snowball

MA, HON. LL.D

Executive director and Group CEO since September 2009. Chairman Group Diversity Council.

### Audette Exel AO

BA, LLB (HONS)

Independent director since June 2012. Member Risk Committee.

### Dr Douglas McTaggart

BECON (HONS), MA, PHD, DUNIV

Independent director since April 2012. Chairman Audit Committee.

### William Bartlett

FCA, CPA, FCMA, CA (SA)

Independent director since July 2003. Chairman Remuneration Committee, Member Audit Committee, Member Risk Committee.

### Ewoud Kulk

BECON, FAICD

Independent director since March 2007. Chairman Risk Committee, Member Remuneration Committee. Chairman AA Insurance Limited.

### Geoffrey Ricketts CNZM

LLB (HONS)

Independent director since March 2007. Member Audit Committee. Chairman Vero Insurance New Zealand Limited.

DIRECTORS' BIOGRAPHICAL DETAILS, INCLUDING THEIR COMPANY DIRECTORSHIPS AND OTHER APPOINTMENTS, ARE AVAILABLE AT [SUNCORPGROUP.COM.AU/ABOUT-US/OUR-LEADERSHIP-TEAM](http://SUNCORPGROUP.COM.AU/ABOUT-US/OUR-LEADERSHIP-TEAM). ALL NON-EXECUTIVE DIRECTORS SERVE ON THE NOMINATION COMMITTEE.



## Senior Leadership Team

PICTURED LEFT TO RIGHT: JOHN NESBITT, MATT PANCINO, STEVE JOHNSTON, MARK REINKE, AMANDA REVIS, GARY DRANSFIELD, CLAYTON HERBERT, PATRICK SNOWBALL, GEOFF SUMMERHAYES, ANNA LENAHAN, MARK MILLINER, ANTHONY DAY

### Patrick Snowball

MA HON LL.D

Group CEO

### Steve Johnston

BBUS (MGMT), BBUS (PUBLIC ADMIN)

Group Chief Financial Officer

### Matt Pancino

BSC

CEO Suncorp Business Services

### Anthony Day

BBUS, GAICD, ANZIIF (FELLOW)

CEO Commercial Insurance

### Anna Lenahan

BA (HONS), MA (PSYCH) (HONS), LLB (HONS)

Group Executive, Group General Counsel and Company Secretary

### Mark Reinke

BBUS

Group Executive, Customer, Data and Marketing

### Gary Dransfield

MAICD

CEO Vero New Zealand

### Mark Milliner

BCOMM, MBA, GAICD

CEO Personal Insurance

### Amanda Revis

BSC (HONS), GAICD

Group Executive, Human Resources

### Clayton Herbert

BBUS, CA

Group Chief Risk Officer

### John Nesbitt

BFIN, FCA, FCPA

CEO Suncorp Bank

### Geoff Summerhayes

BBUS, GMD

CEO Suncorp Life

## Global Reporting Initiative

This report has been prepared to help stakeholders better understand Suncorp Group's business strategy and performance, and its commitment to Corporate Responsibility (CR). Suncorp prioritises matters that are identified as most important to its businesses and stakeholders through a materiality assessment.

Suncorp's reporting is guided by the Global Reporting Initiative (GRI) Sustainability Guidelines (3.1). The GRI framework provides a globally accepted way for companies to report their economic, environmental and social performance.

An index of the GRI indicators reported by Suncorp is available from [suncorpgroup.com.au/responsibility/reports](https://suncorpgroup.com.au/responsibility/reports).

Suncorp completes the Carbon Disclosure Project survey annually, is a participant of London Benchmarking Group and is globally recognised for CR by the FTSE4Good Index.



## Financial calendar and key dividend dates<sup>1</sup>

<b>11 AUG 2015</b>	Ex-dividend date for final ordinary dividend
<b>13 AUG 2015</b>	Record date for final ordinary dividend
<b>22 SEP 2015</b>	Payment date for final ordinary dividend
<b>24 SEP 2015</b>	Annual General Meeting; 2.30pm, Sofitel Brisbane Central, 249 Turbot Street, Brisbane
<b>10 FEB 2016</b>	Half year results announcement
<b>17 FEB 2016</b>	Ex-dividend date for interim ordinary dividend
<b>1 APR 2016</b>	Payment date for interim ordinary dividend

<sup>1</sup>THE FINANCIAL CALENDAR MAY BE UPDATED FROM TIME TO TIME THROUGHOUT THE YEAR. PLEASE REFER TO [SUNCORPGROUP.COM.AU](http://SUNCORPGROUP.COM.AU) FOR UP-TO-DATE DETAILS. DATES FOR DIVIDENDS MAY BE SUBJECT TO CHANGE.

## Suncorp Group Limited

ABN 66 145 290 124  
Registered office  
Level 28, 266 George Street  
Brisbane Qld 4000 Australia  
Ph 07 3362 1222

### DISCLAIMER

This report contains general information which is current as at 4 August 2015. It is information given in summary form and does not purport to be complete.

It is not a recommendation or advice in relation to the Group or any product or service offered by Suncorp or any of its subsidiaries. It is not intended to be relied upon as advice to investors or potential investors, and does not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with or without professional advice, when deciding if an investment is appropriate.

To the extent that information in this Review may constitute a forward-looking statement, the information reflects the Group's views at the date of this Review and is subject to known and unknown risks and uncertainties, many of which are beyond the Group's control, which may cause actual results to differ materially from those expressed or implied. The Company undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this Review.

References, unless otherwise stated:

- » are as at 30 June 2015
- » to changes (including an increase or decrease) relate to the previous year
- » to dollar amounts are in Australian dollars
- » to the 'Company' are to Suncorp Group Limited
- » to 'Suncorp', 'Suncorp Group' or the 'Group' are to Suncorp Group Limited and its controlled entities.

Products and services including banking, superannuation and insurance (including

life insurance, home and car insurance) are provided by separate companies in the Suncorp Group. Suncorp Bank (Suncorp-Metway Limited ABN 66 010 831 722) is only liable for the banking products or services it provides and not the products and services of other companies in the Suncorp Group.

### NOTE

THIS 2015 ANNUAL REVIEW IS NOT A 'CONCISE REPORT' PREPARED UNDER SECTION 314(2) OF THE CORPORATIONS ACT 2001. THOUGH NOT SPECIFICALLY AUDITED, IT CONTAINS FIGURES, FINANCIAL SUMMARIES AND INFORMATION DERIVED FROM THE COMPANY'S 2014/15 DIRECTORS' REPORT AND FINANCIAL STATEMENTS AND FULL YEAR RESULTS ANNOUNCEMENT. FOR A MORE COMPLETE UNDERSTANDING OF THE FINANCIAL PERFORMANCE, FINANCIAL POSITION, AND OPERATING AND INVESTMENT ACTIVITIES OF SUNCORP GROUP, PLEASE REFER TO THE STATUTORY 2014/15 DIRECTORS' REPORT AND FINANCIAL STATEMENTS AVAILABLE FROM [SUNCORPGROUP.COM.AU/INVESTORS/REPORTS](http://SUNCORPGROUP.COM.AU/INVESTORS/REPORTS).

TO SEE MORE, GO ONLINE

[SuncorpGroup.com.au](http://SuncorpGroup.com.au)

**CONTACT THE SHARE REGISTRY**

Link Market Services  
[suncorp@linkmarketservices.com.au](mailto:suncorp@linkmarketservices.com.au)  
1300 882 012 (inside Australia)  
+61 2 8767 1219 (outside Australia)

**CONTACT SUNCORP GROUP**

[direct@suncorp.com.au](mailto:direct@suncorp.com.au)  
13 11 55  
[suncorpgroup.com.au](http://suncorpgroup.com.au)  
[@SuncorpGroup](https://twitter.com/SuncorpGroup)



**INVESTOR RELATIONS  
TABLET APP**

Search 'Suncorp IR' or scan  
the code for Suncorp Group  
news, updates and share  
price movements.

**One Company  
Many Brands**

