



Suncorp Group

center futures

Annual Review  
2013/14

One Company  
Many Brands



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2013/14



# About Suncorp Group

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 15 ASX-listed company with \$94 billion in assets.

Suncorp Group 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 its portfolio of market-leading brands while benefitting from the efficiencies of scale achievable as a large organisation.

The Group 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, SME\* and agribusiness customers.

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





Ziggy Switkowski, Chairman Suncorp Group,  
is committed to overseeing the implementation of  
the Group's strategy to deliver results and create  
value for shareholders.

## Chairman's report

Suncorp Group's clear and consistent strategy has again delivered strong results in 2013/14. The ongoing transformation and strength of the Group are apparent.

Full year profit after tax increased to \$730 million, each line of business contributed to the Group's growth and the balance sheet continued to strengthen while costs were well controlled and prudent re-investment was made. Combined with good risk and capital management and helped by a year of relatively benign natural hazards experience, Suncorp Group's performance has delivered very positive shareholder returns. Dividends have steadily increased since 2011 and over the course of the 2014 financial year, the share price increased almost 14%, outperforming the ASX 200.

Given the strong capital position of the Group, continued improvement in operational and financial performance and positive outlook, the Suncorp Group Limited Board has declared the payment of a final ordinary dividend of 40 cents per share. This is in addition to a special dividend of 30 cents per share. The total dividend payout for 2013/14 is \$1.05 per share fully franked, an increase of 40%.

This demonstrates the Board's commitment to returning capital to shareholders that is in excess of regulatory ratios and surplus to Group operating requirements. Following the payment of dividends, the Group's capital position remains strong.

### A CLEAR STRATEGY DELIVERING RESULTS

The Board and executive team's commitment to the *One Company. Many Brands* business model provides clarity of purpose and direction. The focus remains on Australia and New Zealand where we see many opportunities for our suite of products and services to deliver profitable growth. We are building a simple but modern, low-risk financial services Group through operational efficiencies and cost control, and timely investments in systems and product development, to deliver sustainable shareholder returns. This is being achieved through strongly-performing individual lines of business in General Insurance, Banking and Life insurance which are capitalising on the scale and expertise of the Group.

While the Group result was strong, it did reflect the issues in the life insurance industry which led to the write-down of \$496 million in intangible assets.

Accounting for this forward-looking view of the life insurance industry is a watershed for the Suncorp Group. It is the final piece in positioning each of the lines of business with a clear outlook, with balance sheets unencumbered by legacy or industry issues.

The Group's performance in 2013/14 continued the positive momentum of prior years but importantly the Board and executive team have acknowledged that the Group's full potential is yet to be realised. Pleasingly, legacy issues such as the non-core banking portfolio and Life business assumptions have been resolved and the business is in its strongest position in recent history, laying a good foundation for continued growth.

Last year, I pointed to further simplification to underpin the next phase of our transformation. This year we have completed or made significant progress on major programs of work including the new banking platform and IT systems rationalisation, real estate consolidation, finance reporting optimisation, procurement simplification and the critical Business Intelligence project. These projects streamline our processes, improve our ability to serve customers effectively and position our company for a strong and sustainable future.

Suncorp Group's performance has delivered very positive shareholder returns. Dividends have steadily increased since 2011. Over the course of the 2014 financial year, the share price increased almost 14%, outperforming the ASX 200.

### CREATING VALUE

As an insurance company, we provide our policyholders with peace of mind and we help them through life's traumatic events. Our people and policies are there for our customers when they need us most. Equally, as a bank and life insurer, we offer a level of care, service, flexibility and innovation that you'd expect of businesses which are part of a top 15 Australian company. We strive to do this well so that our customers are satisfied, and our shareholders benefit. Recent years have demonstrated the success of this values-based approach.

The pursuit of this objective requires understanding and meeting the needs of all our stakeholders: our customers, our people, our business partners and the communities in which this company and its many brands operate. And, of course, our shareholders.

Under Patrick Snowball's leadership, our strategy has been tightly focussed. We describe ourselves as a financial services company with a powerhouse

general insurer, a reinvigorated bank, and a life business with considerable opportunities ahead. Our priority is to excel in the execution of our strategy by continually improving risk-based decision frameworks and working our considerable assets harder. We strive to think as our policy and deposit holders do - and develop products and services which they value, which are priced sensibly and offered in a user-friendly manner by competent and motivated staff. Successfully done, this should deliver superior shareholder returns through an appreciating share price, reliable dividends and capital returns.

The result in 2013/14 is another major milestone in the realisation of our strategy.

As a Board, we are very clear about our role in ensuring long-term value is created. Suncorp's businesses, in various forms, have been part of the fabric of Australian and New Zealand communities for more than 110 years. As custodians for a relatively short time, we aim to see the company move into its second century in stronger shape than ever.

The continued transformation and momentum of the Group in 2014 can be credited to the enormous efforts of the Suncorp teams across Australia and New Zealand, led ably by the Group CEO and his executive team. Their passion for the Suncorp Group and its brands remains a great source of competitive advantage and inspiration. I'd like to thank all of those who have contributed to the ongoing transformation of the Group and in particular my Board colleagues for their wise counsel and collegiate approach.

I would also like to thank the customers and shareholders of the Suncorp Group for their loyal support. Our customers and shareholders provide the inspiration that drives the Group to innovate, create, grow and prosper.



Dr Ziggy Switkowski AO  
Chairman, 13 August 2014



Patrick Snowball, Group CEO, continues to lead the Group's transformation efforts for the benefit of customers, shareholders, employees, policymakers and community partners.

# Group CEO's report

This Annual Review details Suncorp Group's financial and non-financial performance in 2013/14, making clear our commitment to building a strong, sustainable and high-performing business for our customers, shareholders, our people and communities. This Review demonstrates the importance we place on embedding corporate responsibility in the decisions we make every day. Responsible decisions deliver sustainable outcomes; financial and non-financial.

## STRONG FINANCIAL PERFORMANCE

I'm proud of our performance this year. Group net profit after tax was \$730 million, reflective of further integration, a flat cost base over three years, stable margins and profitable growth. Profit after tax from business lines was \$1,330 million. We've achieved significant milestones in simplifying our business and delivering both improved service and ongoing cost savings. We've made appropriate investments in technology, data and business intelligence and we've taken the necessary measures to account for fundamental changes in the life insurance industry.

This year the financial result was supported by a more benign period for natural hazards. It also reflects our decision to write-down \$496 million in intangible assets in the Life insurance business given the continued deterioration of conditions

in that industry. The pace of reform has been frustrating but we are confronting the challenges in partnership with our peers and government to support an industry which is critical to protecting people's most important assets; their lives.

We made good progress against our market commitments in 2013/14 and we remain focussed on achieving:

- Group growth of 4% to 6% in 2015
- simplification benefits of \$225 million in 2015
- an underlying Insurance Trading Ratio of at least 12% through the cycle
- 60% to 80% dividend payout ratio
- return of surplus capital
- Group Return on Equity of at least 10% in 2015.

## EVOLVING OUR CORPORATE RESPONSIBILITY APPROACH

The progress of our business in 2013/14 has delivered an excellent financial result and has supported our aim to meet the changing expectations of our stakeholders. We've continued to evolve our approach to corporate responsibility with our stakeholders' needs in mind. We've built on the strong community heritage of our brands to better understand what's important

to our customers, shareholders, employees, policymakers and community partners. This has helped us address interests of an economic, social and environmental nature where we feel we can make a difference. We've made a genuine contribution to public and industry debate through the many government inquiries related to banking competition, insurance affordability, risk mitigation, personal injury reform and life insurance industry transformation. We see this is an important part of our role in supporting a sustainable industry for the long-term benefit of those who will rely on financial services for many decades to come.

## TRANSFORMATION THROUGH SIMPLIFICATION AND DIFFERENTIATION

The 2013/14 financial result was supported by our people's commitment to a continued program of transformation. That has involved simplification of our business to deliver efficiency, improved service, greater productivity and cost reduction. The savings have allowed us to invest in differentiating our Suncorp Group, brands, products and services for the benefit of customers and shareholders.

Our source of competitive strength and differentiation is founded in our *One Company. Many Brands* business model. We are the custodians of some of the most respected financial services brands in Australia

This Review demonstrates the importance we place on embedding good corporate responsibility in the decisions we make every day. Responsible decisions deliver sustainable outcomes; financial and non-financial.

and New Zealand. Through these brands we offer a broad range of simple general insurance, banking and life insurance products in low-risk markets that we know and understand well. These are products and services that Australians and New Zealanders need every day. We're clear about our responsibility to deliver on that need. We also know that leveraging the strategic assets of this diversified financial services business model is unlocking potential. Those assets are the Group's scale and 'One Company' benefits of Cost, Capital, Customer and Culture. The programs of work under each of these are outlined in the Strategy section of this Review.

## **DELIVERING FOR CUSTOMERS AND SHAREHOLDERS**

In 2013/14, our customers relied on us to provide more than \$1.8 billion in home and personal loans, \$6.6 billion in home, contents and motor insurance claims and \$581 million in life insurance and income protection payments. We were there to help customers get back on their feet, support families at a time of need and help people realise their dreams. I'm pleased to report that in 2013/14 our customer satisfaction ratings across our brands reached the highest levels I've seen since joining the Group. It's gratifying to see that our efforts to improve products and services are reflecting in the customer experience and feedback.

Delivering for our customers helps us deliver for our shareholders. Satisfied customers enable us to grow our business, improve our performance and pleasingly, deliver solid returns for shareholders. In 2013/14, our performance, strong balance sheet and sound capital management have again allowed us to improve shareholder returns in the form of increased dividend payments.

## **ENGAGED PEOPLE DRIVING CHANGE**

The strength of our business and financial performance reflects in the positive contributions we've been able to make throughout the year. In everything from product innovation, banking and insurance affordability and industry reform through to workplace diversity, charitable partnerships and road and community safety we've been mindful of our opportunities and our responsibilities to influence positive change.

Our employees have shown their desire to make a positive contribution, at work and in their communities. One of the things of which I'm most proud is the continued improvement in our employee engagement and enablement scores. Our annual employee survey results in 2013/14 are amongst global high-performing norms highlighting how positively our people feel about the work they do and our company. This is a powerful differentiator.

The ongoing transformation and strength of the Suncorp Group is clear. The strength of our business is helping us create brighter futures for our customers, our shareholders, our people and our community.

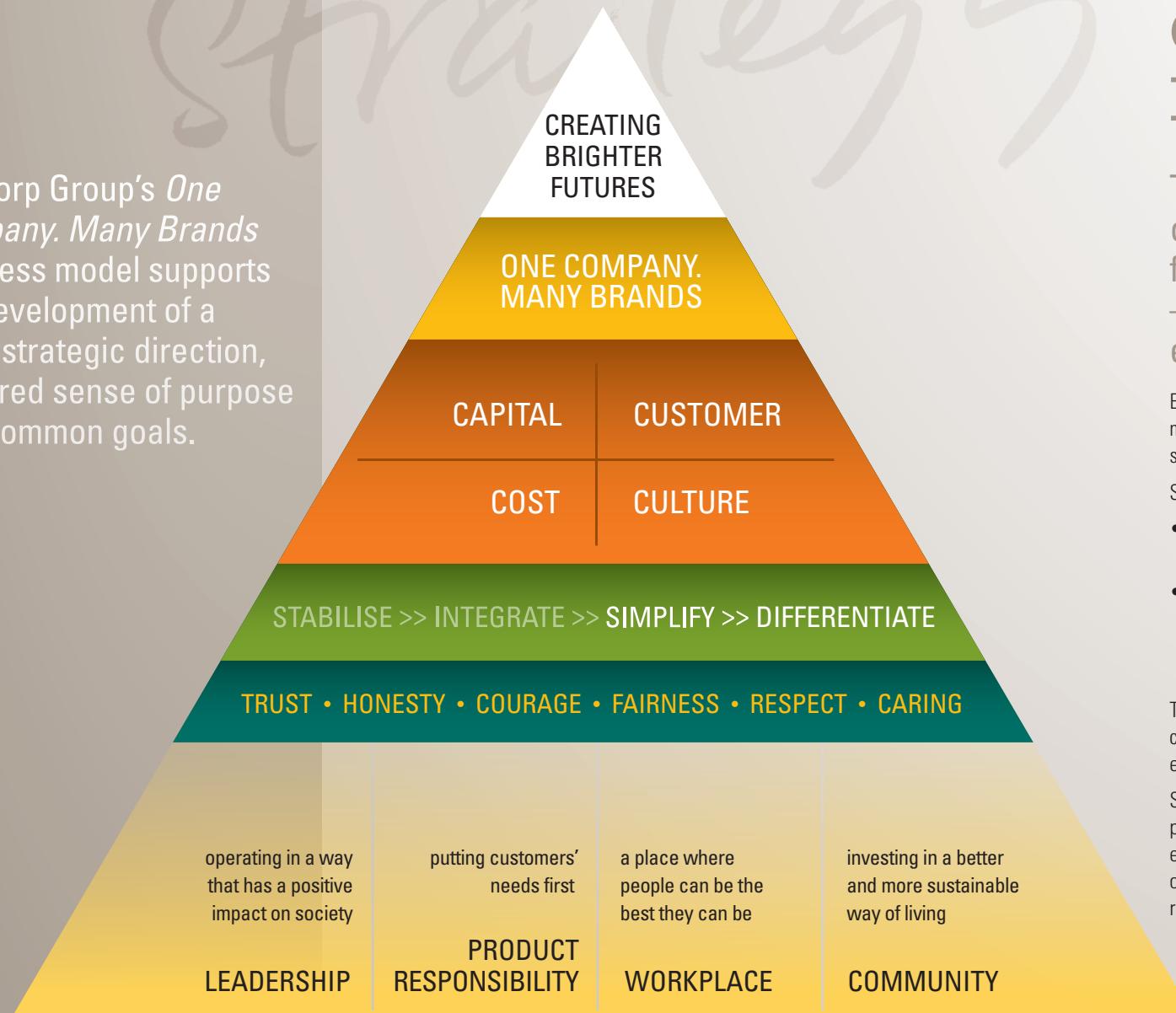
I would like to extend my thanks to all of our dedicated people across Australia and New Zealand who have demonstrated they are more engaged than ever in supporting our customers and building our business. My thanks also go to our loyal shareholders and investors who have entrusted us with brands and a business which continue to go from strength to strength.

A handwritten signature in grey ink, appearing to read "Patrick Snowball".

**Patrick Snowball**  
Group CEO, 13 August 2014

# One Company. Many Brands

Suncorp Group's *One Company. Many Brands* business model supports the development of a clear strategic direction, a shared sense of purpose and common goals.



The Group's strategic purpose centres on creating brighter futures for its stakeholders – customers, shareholders, employees and communities.

Each business unit aims to excel in its respective markets and create value by leveraging the Group's strategic assets – Capital, Cost, Customer and Culture.

Suncorp's priorities are to:

- continue to simplify the business and extract value through efficiency and cost reduction (simplification)
- invest benefits created by simplification programs to be more responsive to changing consumer behaviour and in turn deliver greater value to customers and shareholders (differentiation).

The values of honesty, courage, fairness, respect, caring and trust underpin Group decisions through to everyday employee behaviours.

Suncorp's approach to Corporate Responsibility promotes the identification and management of key economic, social and environmental challenges and opportunities. Focus areas include leadership, product responsibility, workplace and community.

# Capital, Cost, Customer, Culture

## CAPITAL

The Group's Non-Operating Holding Company (NOHC) structure and its strong capital position enable capital to be raised and deployed across Suncorp's businesses, which is more efficient and economical than each business raising capital independently.

The A+/A1 credit rating of the Group provides lower funding costs for the Bank relative to regional competitors.

The Group has improved its ability to manage risk with enhanced risk-based capital (RBC) modelling. RBC will strengthen the link between risk, capital management and business planning for the Group. Importantly, RBC has confirmed that having general insurance, banking and life insurance businesses in the Group provides potential capital diversification benefits.

Over the past two years, the run-off of the non-core Bank portfolio, quota-share provisions for the Queensland home insurance book and Life reinsurance arrangements have significantly de-risked the Group and reduced the level of capital Suncorp is required to hold. Capital that is released is available for uses such as reinvestment in the business or for return to shareholders through increased dividends.

## COST

Cost control is a key priority for the Group. It is supported by the more recent focus on simplification programs and improvements to procurement processes. Sharing business services, removing duplication, automating and partnering certain procedural or administrative activities have all contributed to simplifying the organisation and reducing costs.

Simplification has enabled the Group to operate a more variable cost base, with the ability to scale resources and services according to market and business demand. Simplification activity is anticipated to achieve savings of \$225 million in 2015 and \$265 million in 2016.

Greater discipline and control has been applied to procurement processes, which is delivering considerable savings. The number of suppliers has been rationalised and better prices and service conditions have been negotiated across the Group.

## CUSTOMER

The Group serves nine million customers through its portfolio of trusted brands that provide a range of general insurance, banking, life insurance and superannuation products. Delivering exceptional customer experiences and meeting more of their needs is core to the Group's strategy. Today, 60% of Suncorp's customers hold two or more products and 20% have obtained products from more than one of the Group's businesses.

Suncorp is investing in new business intelligence capability to better understand and respond to customers' changing needs and expectations (read more, Customer Strategy, page 9). This includes enhancements to data storage, analysis and technology to deliver easier, faster and more personalised experiences. Improving the use of business intelligence is central to the Group's customer focus as well as growth and differentiation aspirations.

## CULTURE

The Group's culture is a key driver of productivity and innovation within the organisation and has a significant impact on daily customer interactions. In 2013/14, 93% of Suncorp's people responded to the annual employee survey. The results demonstrated that Group-wide employee engagement is strong and continues to improve. Results also showed that Suncorp's people are incredibly proud of their contributions and the company, with 84% of respondents saying they feel proud to work for the Group.

The *One Company. Many Brands* model is central to the Group's culture. It translates to people having the opportunity for a rewarding career with Suncorp that develops across multiple businesses and brands.

Building a strong culture has assisted the sharing of talent. Recently, more than a third of the senior executive team moved to different portfolios, transferring diversity of thought and experience across the Group.

*Strategy*

**Simplification**

**Simplification reduces risk, expense and complexity. It enables Suncorp Group's businesses to focus on core attributes and activities that add value for customers.**

Suncorp has a proven track record in simplifying its businesses. The completion of the Building Blocks projects which achieved one people system, one general ledger, one claims system, one pricing system and one customer view has reduced duplication and improved efficiency. Focussing on core capabilities and low-risk market segments has removed complexity. The result is a simpler, more agile business that can respond quickly to customers' needs.

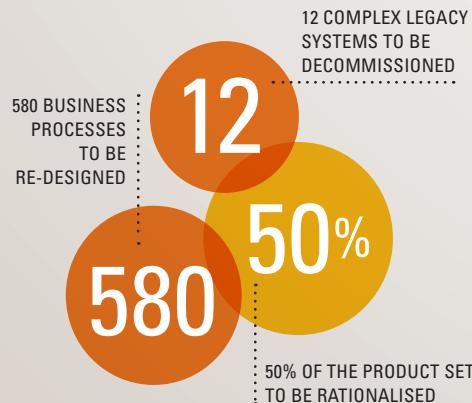
#### **LEGACY SIMPLIFICATION PROGRAM (LSP)**

Suncorp has successfully rationalised the number of personal and life insurance policy systems from 15 to two. This work is delivering demonstrable benefits. Teams are now able to provide service according to demand rather than being restricted to a particular product or service.

The next step is to further develop these advantages. Refining how technical upgrades are implemented enables product enhancements to be done once and then applied across the full suite of brands. Product Disclosure Statements are being harmonised, ensuring consistent terms and definitions.

Simpler legal, reporting, claims, sales and technology applications mean that Suncorp can adjust and respond to evolving customer needs much faster. New offerings such as health cover<sup>1</sup> for Apia customers or roadside assist<sup>2</sup> for AAMI customers can be implemented and deployed in shorter timeframes (read more, Personal Insurance, page 15).

#### **PROJECT IGNITE**



Project Ignite is the replacement of Suncorp Bank's core banking system with a more flexible, efficient and responsive platform. It is due for completion in 2016. A new customer relationship management system is already in operation, significantly improving the quality of information available to Bank staff when servicing customers.

An important component of this project is the removal of reliance on older technology platforms that are cumbersome to maintain.

Suncorp Bank is well positioned to successfully implement the project with its demonstrated experience from other simplification projects (read more, Suncorp Bank, page 18).

#### **VERO NEW ZEALAND'S TRANSFORMATION**

Vero New Zealand is transforming its business to achieve efficiency and maximise opportunities for scale. Proven processes and systems implemented in the Australian business are being adapted and applied.

As the resolution of Canterbury earthquake claims nears, Vero New Zealand can focus on transforming the way it operates to achieve cost benefits and better meet the needs of customers.

While leveraging operations in the Australian business, New Zealand has a depth of knowledge and the experience of major events to tailor business for its local market (read more, Vero New Zealand, page 17).

<sup>1</sup> The Apia health insurance product is underwritten by nib health funds.

<sup>2</sup> The AAMI roadside assist benefit is provided by International SOS Australasia (PCC) Ltd.

# Differentiation

The efficiency and cost benefits of a simpler organisation are supporting investment in competitive points of difference. The Group's focus has now turned to differentiation.

This involves fully harnessing the benefits of the Group's shared Capital, Cost, Customer and Culture assets and delivering a sharper focus on responding to customers. Each business unit has developed a clear customer strategy to develop its own competitive points of difference (read more, Performance, pages 15–19).

## CUSTOMER STRATEGY

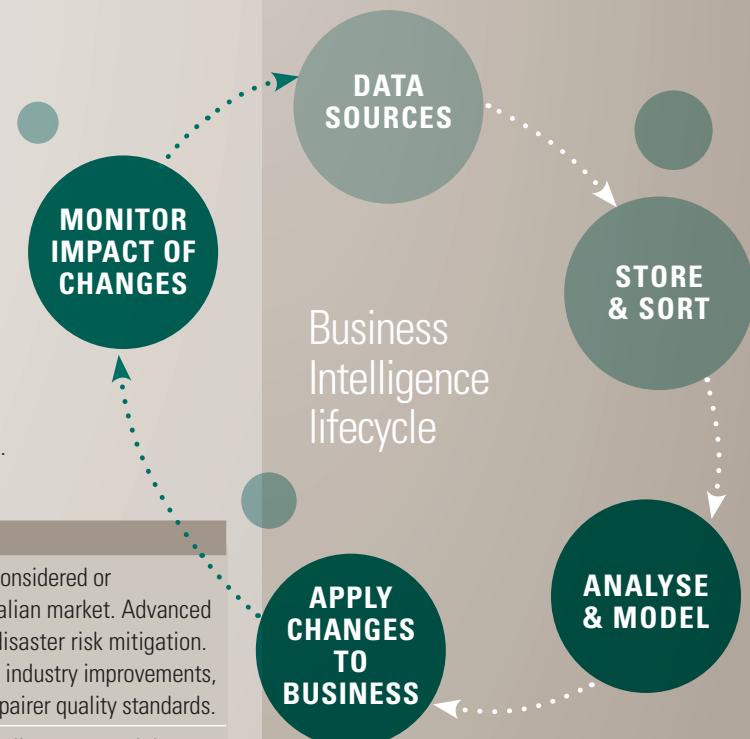
The ability to provide customers with exceptional service and meet more of their needs is at the centre of Suncorp's strategy, which is executed through its portfolio of trusted brands.

To better understand and respond more quickly to customers, Suncorp has embarked on a Business Intelligence transformation program. This initiative will harness large volumes of internal and external data and apply sophisticated analytics to improve customer service, identify new product opportunities, improve fraud prevention and further lift pricing capability. By continuing to put customers' needs first, Suncorp aims to remain connected with customers so that it can continue to build trusted brands and valuable products.

## THE BUSINESS' POINTS OF DIFFERENCE

In addition to the benefits derived from the Group's Capital, Cost, Customer and Culture assets, each line of business is focussing on its unique points of difference.

BUSINESS UNIT	POINTS OF DIFFERENCE
<b>Personal Insurance</b>	A portfolio of well-known and trusted brands, which are considered or recognised by more than 90% of customers in the Australian market. Advanced pricing capability and experience in advocating natural disaster risk mitigation. Ability to identify new market opportunities and invest in industry improvements, e.g. smash repair training and apprenticeships, vehicle repairer quality standards.
<b>Commercial Insurance</b>	The broadest range of distribution channels of any Australian commercial insurer. Superior underwriting expertise and scale in claims management.
<b>Vero New Zealand</b>	Provides a full range of general insurance products in New Zealand. Strong intermediary relationships supported by underwriting and claims management expertise.
<b>Suncorp Bank</b>	Harnesses the strength of a big bank and the customer connection of a small bank. Greater funding capability than any other regional bank. Long-standing experience in the Queensland market and strong growth in other states.
<b>Suncorp Life</b>	Leverages Suncorp Group's customer base, brands and distribution channels to provide life insurance, income protection and superannuation products. Maintains a customer-needs focus and strong relationships with Independent Financial Advisers.



Business  
Intelligence  
lifecycle

DATA  
SOURCES

STORE  
& SORT

ANALYSE  
& MODEL

MONITOR  
IMPACT OF  
CHANGES

# Performance

## Financial highlights

This result puts Suncorp Group in a good position to deliver its market commitments in 2014/15.

The Group's net profit after tax was \$730 million and profit after tax from business lines was \$1,330 million. This included a \$496 million non-cash write down of intangible assets in the Suncorp Life business following a review of claims and lapse assumptions in May 2014. This has not impacted the Group's ability to pay dividends.

**General Insurance** profit after tax was \$1,010 million. The key drivers were premium growth, favourable natural hazard and investment experience and a continued focus on claims and expense management.

**Suncorp Bank** delivered an after tax profit of \$228 million. The 2013/14 financial year represents a period of transition for Suncorp Bank. It consolidated operations and addressed legacy funding and cost positions related to the former non-core portfolio, laying the foundations for sustainable, profitable growth.

**Suncorp Life** profit after tax was \$92 million. The result was driven by \$50 million of claims and lapse experience losses. The lower planned profit margin also includes the impact of a renewed reinsurance arrangement and revised assumptions.

Suncorp's balance sheet strengthened over the year and the Board has declared a fully franked final ordinary dividend of 40 cents and a special dividend of 30 cents per share. This brings the total dividend for the year to \$1.05.

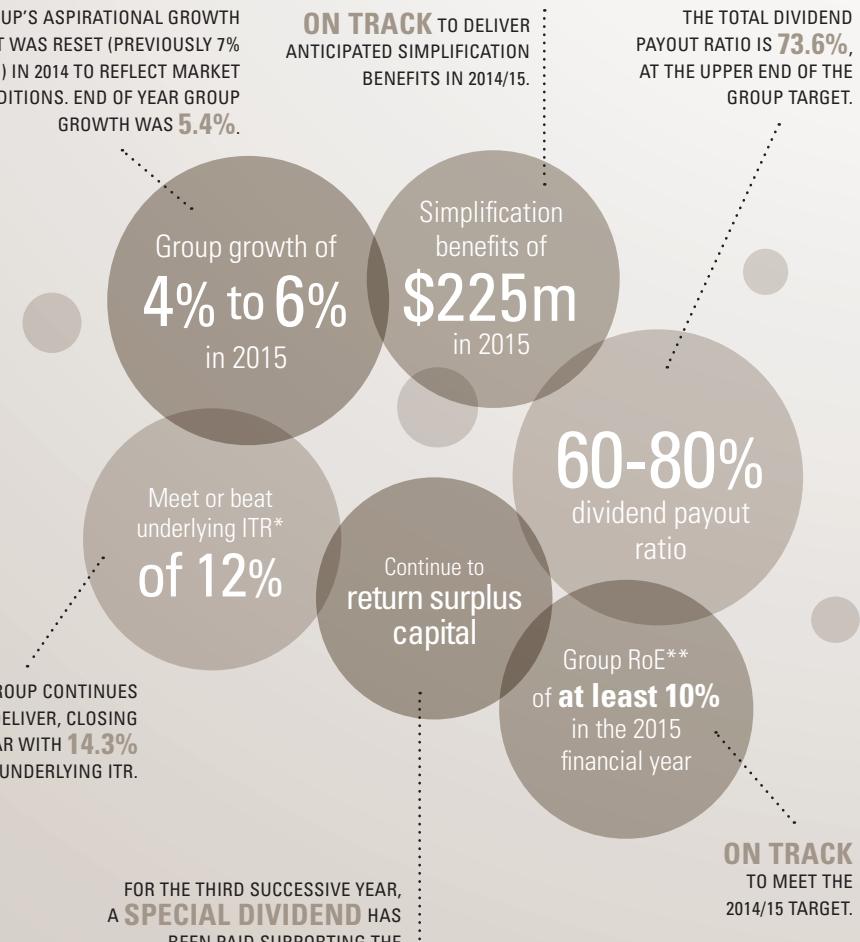
After accounting for dividend payments, the capital position remains in excess of targets.

## MARKET COMMITMENTS

THE GROUP'S ASPIRATIONAL GROWTH TARGET WAS RESET (PREVIOUSLY 7% TO 9%) IN 2014 TO REFLECT MARKET CONDITIONS. END OF YEAR GROUP GROWTH WAS 5.4%.

**ON TRACK** TO DELIVER  
ANTICIPATED SIMPLIFICATION  
BENEFITS IN 2014/15

THE TOTAL DIVIDEND  
PAYOUT RATIO IS **73.6%**,  
AT THE UPPER END OF THE  
GROUP TARGET.



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*Left: Online claims applications are assisting customers lodge and manage their claims quickly and with greater control. This type of technology is helping to support Suncorp's customers when they need it most.*

# Performance

## Financial data

The Group has the experience, capability and track record to grow its top line, improve margins, keep costs controlled and deliver shareholder returns.

SUNCORP GROUP – 30 JUNE		2014	2013	2012	2011	2010
<b>PERFORMANCE</b>						
Return on average shareholders' equity	(%)	5.3	3.5	5.2	3.2	5.7
Basic earnings per share	(cents)	57.11	38.42	56.68	35.56	61.81
Cash return on average shareholders' equity	(%)	9.4	4.1	5.8	4.6	6.8
Basic cash earnings per share	(cents)	102.01	45.08	64.11	49.93	73.46
Return on average total assets	(%)	0.77	0.51	0.76	0.47	0.81
Reported insurance trading ratio	(%)	15.5	13.1	7.5	6.6	9.6
Underlying insurance trading ratio	(%)	14.3	13.5	12.1	10.8	9.0
General Insurance expense ratio	(%)	23.0	24.0	23.7	25.8	26.5
Bank net interest margin	(%)	1.72	1.64	1.54	1.44	1.42
<b>FINANCIAL STRENGTH</b>						
Total assets	(\$m)	94,429	95,905	96,062	95,488	95,339
Net assets	(\$m)	13,799	13,983	14,127	14,018	13,953
Net tangible assets backing per share	(\\$)	6.32	6.11	6.15	6.03	5.75
Net profit after tax attributable to shareholders	(\$m)	730	491	724	453	780
Additional capital held by Suncorp Group Limited	(\$m)	555	224	468	698	-
General Insurance gross written premium	(\$m)	8,870	8,589	7,955	7,280	7,027
General Insurance Group PCA* ratio	(%)	2.16	1.96	1.61	1.67	1.89
Bank total lending	(\$m)	49,956	48,198	47,829	46,926	49,983
Bank Common Equity Tier 1 capital ratio	(%)	8.54	7.68	7.37	7.13	7.03
Suncorp Life individual in-force annual premium	(\$m)	852	785	722	669	623
<b>SHAREHOLDER SUMMARY</b>						
Ordinary share price at end of year	(\\$)	13.54	11.92	8.09	8.14	8.04
Number of ordinary shares at end of period	(million)	1,279	1,278	1,278	1,277	1,273
Market capitalisation	(\$m)	17,421	15,336	10,409	10,473	10,302
Dividend per ordinary share, fully franked	(cents)	105	75	55	35	35

\*prescribed capital amount (PCA)

# Non-financial data

SUNCORP GROUP – 30 JUNE		2014	2013	2012	2011	2010
<b>CUSTOMER SATISFACTION</b>						
Suncorp Bank	(%)	88	84	84	83	-
Suncorp Insurance	(%)	81	79	81	77	-
AAMI	(%)	83	80	80	77	-
GIO	(%)	78	76	75	73	-
Apia	(%)	86	87	88	84	-
Vero (broker satisfaction)	(%)	47	49	44	34	-
Asteron Life (adviser satisfaction)	(%)	75	66	71	75	-
Vero New Zealand	Score out of 10	7.90	7.96	7.75	-	-
<b>EMPLOYEES</b>						
Total FTE (full time equivalent)		13,738	14,239	14,890	15,495	-
Engagement	Score out of 100	73	70	63	63*	-
Enablement	Score out of 100	72	72	66	65*	-
Leadership index	Score out of 100	82	79	72	70*	-
Women in senior leadership roles	(%)	36	32	33	31	-
Return to work from parental leave*	(%)	85	82	78	79	-
Employees that identify as having a disability (new)	(%)	2.2	-	-	-	-
Mature aged employees (new)	(%)	10	-	-	-	-
Employee initiated turnover*	(%)	12.2	13.3	16.5	15.9	-
Lost time injury (LTI) frequency rate		3.2	2.0	2.7*	2.3*	-
<b>COMMUNITY INVESTMENT*</b>						
Volunteering	(\$000)	556	723	703	814	1,302
Gift matching (new)	(\$000)	250	-	-	-	-
Community grants (new)	(\$000)	1,147	-	-	-	-
Total community investment	(\$000)	7,010	6,794	6,426	5,749	5,795
<b>ENVIRONMENT*</b>						
Scope 1 greenhouse gas emissions	CO2-e tonnes	6,311	6,584	6,832	7,443	7,140
Scope 2 greenhouse gas emissions	CO2-e tonnes	47,194	51,151	58,616	66,495	71,619
Electricity consumption	KWh per FTE	4,348	4,429	4,662	5,134	5,792
Fuel used in company vehicles	litres per FTE	221	225	222	234	230
Air travel	Km per FTE	4,461	4,821	3,744	3,608	3,752
Paper used for print and offices	tonnes	1,389	1,715	1,775	2,358	1,907
Proportion of office waste diverted from landfill	(%)	50	49	-	-	-

\*excludes New Zealand

## ENGAGEMENT:

A score derived from the annual employee survey based on questions that assess an employee's level of commitment and discretionary effort.

## ENABLEMENT:

A score derived from the annual employee survey based on questions that assess whether employees have sufficient authority and levels of support to do their roles effectively.

## LEADERSHIP INDEX:

A score derived from the annual employee survey based on questions that assess the strength of leadership behaviours and capability.

## MATURE AGED EMPLOYEES:

Employees aged 55 and over.

## LOST TIME INJURY (LTI) FREQUENCY RATE:

The number of LTI incidents per million hours worked. Calculated using the total number of LTI incidents, against the overall number of hours worked, in a rolling 12-month period.

## TOTAL COMMUNITY INVESTMENT:

Includes cash, time, in-kind support and management costs as defined by London Benchmarking Group.

# Performance



Barri Morland and Carol Clifford (left) and Kathy and Peter Benes (above) experienced major damage to their respective homes during the Blue Mountains bushfires in October 2013. Both families were covered by GIO insurance and have now happily returned to their restored homes. The experience highlights the importance of knowing what an insurance policy covers, including things like removal of debris and emergency accommodation.

# Personal Insurance

There were fewer natural hazard events this year but almost one million people still relied on us to help with more than \$3 billion in claims.

The simplification efforts of the past few years are driving down operating costs and helping us to meet the needs of our customers faster. Premium increases have slowed and we have achieved gross written premium (GWP) of \$4,736 million<sup>1</sup>.

As one of Australia's most recognised personal insurers, we are in a unique position to understand our customers' needs and evolve our business accordingly. We know customers want to interact with us in new ways, and that their expectations around speed of service is growing. Our online platforms mean customers have greater control over their policy management and can lodge and manage their claims online. This significantly fast-tracks claims service and delivers great customer experiences. We are identifying changing requirements and lifestyles and expanding our customer offerings to meet that. For example, this year we have added health insurance<sup>2</sup> to the Apia suite of products and roadside assist<sup>3</sup> to AAMI's offering.

Partnerships give us a competitive advantage that no other insurer in Australia can match. Our joint venture motor repair partnerships with Capital S.M.A.R.T. Repairs and QPlus allow us to reduce the time it takes to get people back in their cars after an accident. It also ensures we provide quality repairs while managing our costs and

keeping downward pressure on premiums. Our newly launched joint venture ACM Parts<sup>4</sup> will help reduce the time that customers have to wait for spare parts, and provide greater competition in the market. Safety is paramount and NSF International, an independent accreditation firm, will certify the parts' quality.

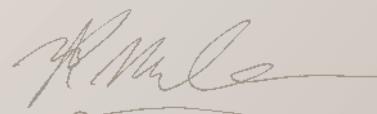
On so many fronts, we have taken innovative approaches to meeting changing customer behaviours and solving complex problems. We know insurance affordability has exacerbated the cost of living pressures for many people. This year we partnered with Good Shepherd Microfinance to develop a simple and affordable home contents product for renters. We also partnered with James Cook University to study property risk in North Queensland with a view to better pricing. We are working with governments to encourage improved building standards particularly in areas where costs and claims are reflecting the high natural hazard risks of those regions. It is certainly encouraging to see flood mitigation work in several Queensland towns has improved community safety and reduced risk, allowing us to reduce premiums by up to 90%.

Our people are the key to delivering our strategy. We will continue to invest in attracting and retaining the best talent. The Group's Smart Environments strategy helps us do this. It is focussed on flexible work practices, advanced technology for better communication and suitable work spaces. We now have three major Work@Home Hubs – in Brisbane,

Gosford and Melbourne – which provide flexibility around where and when people work. They are providing opportunities to bring talented people into the workforce who would otherwise be excluded due to carer responsibilities or disability (read more, Flexible working conditions, page 26 and Smart Environments, page 29).

We are leveraging our scale in both Personal Insurance and across the Suncorp Group to build one team, with a simple and lean operating model. We have a single claims system, a single insurance licence, and are in the final stages of amalgamating our policy systems.

Looking ahead, competition keeps us on our toes. We are focussed on profitable growth, and attracting and retaining customers by offering innovative and valued solutions through convenient channels. Our ambitions to address some of the greatest affordability and access challenges faced by our communities will stay strong.



Mark Milliner  
CEO Personal Insurance

<sup>1</sup> GWP excluding Fire Services Levies.

<sup>2</sup> The APIA health insurance product is underwritten by nib health funds.

<sup>3</sup> The AAMI roadside assist benefit is provided by International SOS Australasia (PCC) Pty Ltd.

<sup>4</sup> ACM Parts is a joint venture with LKQ Corporation, a North American based global leader in the provision of recycled, aftermarket and reconditioned automotive parts.

**Suncorp Personal Insurance is all about protecting what matters most for millions of people across Australia. Whether that be the family home, cars, travel or household contents, we aim to be the best personal insurer in the country.**

# Performance

## Commercial Insurance

We operate an incredibly diverse business with the broadest range of distribution channels of any Australian commercial insurer. We are also the largest personal injury insurer in the country.

*Below: Daimen Gray, of Cre8tive Coffee, spends his days developing new coffee blends and teaching others to make the perfect cup of coffee. Supplying a range of restaurants and cafés in South East Queensland, the business relies on GIO commercial insurance to provide peace of mind and easy access to services.*



Suncorp's Commercial Insurance business has achieved consistently strong outcomes with average annual growth of more than 7% over the last three years.

Having undertaken widespread simplification and efficiency programs and embedding our functional model, Commercial Insurance has the ability to put the customer first. This differentiates us from competitors. Our broker satisfaction levels remain some of the highest in the industry. This year we have experienced GWP growth of 5.7% bringing total GWP for 2013/14 in at \$2,848 million<sup>1</sup>.

Our business model ensures our core competencies of underwriting, distribution and claims can be leveraged across Commercial Insurance and the statutory portfolio, being Compulsory Third Party (CTP) and Workers Compensation. The model has

enabled greater efficiency and improved our ability to manage workloads. Ultimately, it means we can be more focussed on our customers to understand their needs and preferences.

People are critical to our success and we take great care to develop our talent to meet emerging challenges and opportunities. We are the first large insurance company in Australia to provide a specialist career pathway scheme, providing specialists the opportunity to progress their career in their chosen field. Additionally, we are building the availability of flexible working options, such as the ability to work from home, to attract and retain the best people. In our experience, incorporating flexible options has reduced costs and improved productivity.

We are actively looking for ways to broaden our distribution and offer a greater range of products. In 2014, we entered an agreement to acquire leading Australian retail motor insurance provider, MTA Insurance (MTAI)<sup>2</sup>. MTAI complements our established relationships with motor dealers to whom we already provide CTP and vehicle insurance. We will now be able to add consumer credit insurance and other specialised products to our offering.

The statutory portfolio plays an important role in ensuring that people who suffer personal injury are protected financially, physically and emotionally. Leading claims practices have been applied across CTP and Workers Compensation to assist claimants return to work and regain their health more quickly.

National disability and injury scheme reform is encouraging state governments to review their existing arrangements. This provides opportunities for Suncorp to contribute to improved customer awareness and outcomes, enter new markets, or increase our share in existing markets. In July 2013 we entered the Australian Capital Territory CTP market, writing more than 35,000 new policies and generating an additional \$16 million in GWP. Our position in the Queensland CTP market has been strengthened with the withdrawal of one of our competitors. Our continued focus on customers has helped us remain a leading CTP provider in New South Wales.

We have put a lot of work into aggregating our back-end and customer-facing systems and common platforms across the Group. This gives us a competitive advantage, enabling us to deliver for our customers.

The strength and diversity of our business, the choice of distribution channels we offer, our scale in claims, and our expertise in underwriting are all elements that position us to grow the business and drive results.

A handwritten signature in black ink, appearing to read "AD".

Anthony Day  
CEO Commercial Insurance

<sup>1</sup> GWP excluding Fire Services Levies.

<sup>2</sup> Subject to regulatory approval.

# Vero New Zealand

At Vero, we have been actively leading and promoting the value of insurance since the first earthquake in Canterbury in September 2010. The industry has undergone a series of significant changes, which required our business to adapt.

We have paid \$3.6 billion (NZD) in earthquake claims and we are on track to resolve almost all claims by the end of 2014.

GWP growth in 2013/14 was 20.8% bringing total GWP to \$1,140 million. A key growth segment for us is personal insurance, spurred by competitive products and a strong customer focus.

Our joint venture AA Insurance maintains emphasis on direct, personal business, while the Vero brand distributes through intermediaries. We account for 24% of the insurance market.

New Zealand has experienced a number of natural hazard events during the financial year including earthquakes in Wellington, floods in Christchurch and storms in Auckland triggered by Cyclone Ita. Our claims management capability and efficiency, developed through our experience with Canterbury earthquakes, is serving us well. We are responding to our customers and the community following natural hazards quicker than ever before and have a greater understanding of the critical needs to be met in the immediate and longer terms.

Our dedicated earthquake team in Christchurch has turned a corner this year, with construction activity increasing significantly. I am really proud of our contributions to the Canterbury region both through honouring customers' insurance claims payments and the overwhelming support provided by our people. We have made concerted efforts to further develop relationships with recovery agencies, the public and government officials. We have long recognised that the successful rebuilding of Canterbury and the future sustainability of our industry requires cooperation. We plan to continue that.

Similar to the transformations of other businesses in the Group, the New Zealand business has been focussed on simplification and efficiency. We have changed our model from a segmented approach to one that maximises opportunities of scale across underwriting, sales and claims management. We are benefitting from processes and systems that are operational in the Australian business, while applying our local knowledge and experience to ensure we are meeting the needs of New Zealanders (read more, Vero New Zealand's transformation, page 8).

The strength of our relationships with government, industry and the public are core to our business and we will continue to develop these for the benefit of our customers. Within the organisation,



we are focussed on keeping pace with changes to consumer behaviour and needs. We have started a review and rolled out some initial changes to our policies to ensure they reflect what is most important to customers. We are looking forward to working more closely with the Group to harness our data and use it in a way that sets us apart. Vero New Zealand will be unrivalled in providing value for customers.

Gary Dransfield  
CEO Vero New Zealand

**As New Zealand's second largest general insurer with a comprehensive range of personal, commercial and corporate insurance products, Vero can significantly influence the industry and make a positive difference for our customers.**

*Above: Neil Cox, Chief Executive Isaac Theatre Royal, is passionate about restoring the theatre in Christchurch to its former grandeur. It is due to reopen in November 2014 after being damaged in the 2011 earthquakes. This is just one of many local businesses and households that Vero has worked with through the rebuild process.*



We aim to be the best challenger bank in our target markets, and clearly have a role to help aspiring Australian families, farmers and businesses achieve their dreams. We are in a unique position to deliver this for our customers, with the customer connection of a small bank and the strength of a big bank.

Above: My Pham, Sales and Service Assistant Suncorp Bank, is spending more valuable time with her customers following the implementation of new technologies in her branch including an intelligent deposit ATM, a Coin Counting Machine and iPads.

In this my first year as Suncorp Bank CEO, I have had the privilege of meeting many of the entrepreneurial, innovative customers we serve right across Australia. Having successfully run off our non-core portfolio, the Bank is well positioned to seize opportunities and pursue growth.

In 2013/14, we achieved growth in our chosen segments, largely as a result of building deeper relationships with our customers. The Bank's total contribution to profit after tax was \$228 million. The net interest margin reached 1.72%.

The Bank has a strong heritage in our home state of Queensland and we believe we have the opportunity to contribute even more to this market. As we move into the new financial year, we will pursue new opportunities in Queensland and aim to grow our market share in the state. Expansion into New South Wales, Victoria and Western Australia continues and we remain focussed on personal, SME\* and agribusiness segments. Improving risk management and the quality of our business is also a core focus.

\* small to medium enterprise (SME)

## Suncorp Bank

We have a long and proud history of being connected to our customers and their banking needs. We remain committed to this. We know the way our customers want to conduct their banking relationships is changing and it is our job to personalised their experience. Our mobile and internet banking applications continue to attract growing numbers and we are constantly developing new features and improvements in response to feedback. New and refurbished branches draw on a number of enhancements including technology, layout and location. We are offering more self-service options for simple transactions, allowing our people to spend more time helping customers to understand the best products and services for their life stage.

Many customers use a mortgage broker to select a home loan so we need to ensure our products are easily accessed and fulfilled. We continue to enhance our broker proposition and this year introduced a service guarantee, demonstrating our confidence in consistently delivering genuine service, support and responsiveness to brokers.

The Federal Government's Financial System Inquiry has provided the opportunity to contribute to shaping a financial system that supports Australia's future prosperity. Suncorp Bank believes addressing the current capital and funding inconsistencies in the market is an important component. The cost of funds and existing capital holding requirements of regional banks relative to the major banks has been greater in the years

following the Global Financial Crisis than for decades prior. A more level playing field in the banking industry would benefit customers by improving competition across all segments. We have taken the lead in highlighting these issues and will continue to contribute to this important debate for the benefit of our customers and the broader Australian community.

Central to achieving our goals is the replacement of our core banking system. It requires significant transformation and includes decommissioning 12 complex legacy systems, re-engineering 580 business processes, removing duplication and rationalising our products by more than half. It will mean simpler and more efficient banking and an improvement in the quality of information our people use to service our customers every day. Customers will be able to decide how they interact with us and will have the flexibility to move across multiple channels seamlessly (read more, Project Ignite, page 8).

Technology transformation is critical to our ongoing competitiveness and will be a key driver in achieving above system growth, improved customer satisfaction and a cost to income ratio below 50%.

John Nesbitt  
CEO Suncorp Bank

# Suncorp Life

We are proud of the difference we make to our customers' lives. This year \$581 million has been paid in life insurance and income protection to help families in their time of need and to support people experiencing injury or illness. We also help our customers secure a bright financial future through our superannuation products, while they are working and when they retire.

We are shaping the life insurance industry of the future by changing the design and distribution of our products and engaging with government and the community about the value of life insurance and income protection. We are committed to reform that will ensure our industry's sustainability.

Expanding our multi-brand distribution through Asteron Life, AAMI, Apia, GIO, Suncorp and AA Life is delivering results. We are providing our customers with more product options and have delivered \$34 million in new direct business. We achieved \$92 million profit after tax across the total Life portfolio.

We set out this year to improve our capital efficiency and bring our direct business in-house. Both have been achieved. Our ability to negotiate increased levels of reinsurance and adapt to regulatory reform (LAGIC<sup>1</sup>) effectively has resulted in the release of \$535 million of capital which was returned to Suncorp Group. Bringing the direct life business in-house, means all new policies are sold and serviced by our own employees on our own systems.

The volatility of operating conditions right across the industry has been well publicised. We have seen competitors re-base their assumptions in the past few years and we expect that to continue.

We made the decision in May to make considerable adjustments to our claims and lapse assumptions and now have an appropriate value applied to the business based on forward-looking trends rather than historical averages. This change resulted in a \$496 million write-down of intangible assets, reflecting the reality of an industry that will take some time to modernise. The write-down has had no impact on cash profit or dividend allocation.

Despite challenging conditions and some difficult decisions, the business is on the right trajectory. We are firmly focussed on further developing our direct offering through established general insurance channels and brands. In just 12 months we have improved our customer base using this approach and now have a total of 690,000 customers across Australia and New Zealand. At Suncorp Life we will also be expanding our digital capabilities to meet customers' needs and we expect the improvements in online quote numbers will only accelerate.

The Independent Financial Adviser (IFA) channel is a considerable part of our business and we are progressing a number of plans to improve profitability and lift value. This includes repricing products to better reflect risk, dialling up our focus on customer retention campaigns and improving the efficiency of our operations. To help us do this we are leveraging existing Group capability in claims and pricing. We are working towards a more sustainable operating model that allows greater flexibility in product, benefit and premium structures to reflect customer behaviours.



Throughout these changes we will be ensuring our customers remain at the forefront and that we regularly engage with the IFA community.

I am both passionate about and proud of this business and strongly believe we have a responsibility to protect people's assets and their futures. We have the right people, the right experience and the support of the Group to make significant and valuable contributions to shaping a life and superannuation industry that is well positioned for years to come.

Geoff Summerhayes  
CEO Suncorp Life

**Suncorp Life is in the business of protecting people's most valuable assets – their lifestyle and ability to earn an income. It is a role we take very seriously.**

Above: Michael Cohen (pictured with wife Madelaine and children Mac and Indiana) never expected to suffer from health problems while on an overseas trip that would ultimately keep him from his work and lifestyle. His claim with Asteron Life insurance has helped to provide a financial buffer for the mortgage and living expenses while he regains his health and returns to work.

<sup>1</sup> Life and General Insurance Capital (LAGIC) standards.

# Corporate Responsibility Approach

The purpose of the Group's approach to Corporate Responsibility is to create brighter futures by contributing to the long-term financial wellbeing and quality of life for the communities where Suncorp's people live and work.

Suncorp Group's approach to Corporate Responsibility (CR) promotes the identification and management of key economic, social and environmental challenges and opportunities. It factors into strategy setting, risk management and stakeholder engagement functions.

Suncorp believes that successful companies take an interest in the many people and communities they affect. Those companies will strive to make a positive difference through the way they conduct their business and how they interact with the world around them. CR at Suncorp embodies this way of thinking.

In 2013/14, Suncorp has continued to develop programs that support creating brighter futures in the focus areas of leadership, product responsibility, workplace and community (read more, pages 22–29).

## STAKEHOLDER ENGAGEMENT

Suncorp recognises that maintaining its relationships with stakeholders is a critical component of running a business that creates value and meets its CR commitments. Engaging with stakeholders ensures Suncorp is receiving meaningful feedback that helps in making decisions about the future of the Group.

Key stakeholders are engaged regularly via a range of formal and informal methods.



## ACCOUNTABILITY

Suncorp's CR approach and reporting is managed by the Group External Relations team which regularly reports to the Senior Leadership Team (SLT). SLT members support the CR approach by responsibly managing the economic, social and environmental aspects of their businesses.

Associated programs and activity such as natural disaster mitigation, the development of affordable products, workforce diversity or community investment are managed by business units with the relevant expertise and relationships. The outcomes of these programs and activity form the basis of Suncorp's annual CR reporting.

## WHAT MATTERS MOST

Each year, Suncorp conducts a materiality assessment to understand the economic, social and environmental topics most important to the business and its stakeholders. The results inform the Group's efforts in the development, implementation, performance and disclosure of CR programs.

This process includes peer, policy, risk and societal reviews as well as a survey of internal and external stakeholders.

The findings cover a diverse range of topics.

Some topics are well managed by Suncorp, some are opportunities and others are issues raised by stakeholders. Many are interconnected.

## THE TOPICS MOST IMPORTANT TO SUNCORP AND ITS STAKEHOLDERS

LEADERSHIP OPERATING IN A WAY THAT HAS A POSITIVE EFFECT ON SOCIETY	PRODUCT RESPONSIBILITY PUTTING CUSTOMERS' NEEDS FIRST	WORKPLACE A PLACE WHERE PEOPLE CAN BE THE BEST THEY CAN BE	COMMUNITY INVESTING IN A BETTER AND MORE SUSTAINABLE WAY OF LIVING
<ul style="list-style-type: none"><li>• CORPORATE AND SUSTAINABILITY GOVERNANCE</li><li>• ENGAGEMENT WITH REGULATORS</li><li>• CAPITAL MANAGEMENT</li><li>• BUSINESS CONTINUITY</li><li>• CREDIT RATINGS</li><li>• FUNDING</li><li>• RESPONSIBLE INVESTMENT</li><li>• GLOBAL ENGAGEMENT</li><li>• SUPPLIER ASSESSMENTS</li></ul>	<ul style="list-style-type: none"><li>• EXPOSURE TO NATURAL DISASTER</li><li>• CUSTOMER SERVICE AND SATISFACTION</li><li>• FAIRNESS IN THE DESIGN AND SALE OF FINANCIAL PRODUCTS AND SERVICES</li><li>• PRODUCT AFFORDABILITY AND ACCESSIBILITY</li><li>• PRIVACY AND SECURITY</li><li>• MAINTAINING INSURANCE FOR HIGH RISK AREAS</li><li>• COMPETITION</li><li>• PRODUCT DEVELOPMENT AND INNOVATION</li><li>• COMPLAINTS AND DISPUTE RESOLUTION</li><li>• FINANCIAL LITERACY</li></ul>	<ul style="list-style-type: none"><li>• EMPLOYEE ENGAGEMENT</li><li>• DIVERSITY AND INCLUSION</li><li>• CODE OF CONDUCT</li><li>• SAFETY AND WELLBEING</li><li>• TRAINING AND DEVELOPMENT</li><li>• AGEING WORKFORCE</li><li>• FLEXIBLE WORK PRACTICES</li></ul>	<ul style="list-style-type: none"><li>• NATURAL DISASTER MITIGATION</li><li>• COMMUNITY SAFETY AND RISK AWARENESS</li><li>• EMISSIONS REDUCTION</li><li>• RESOURCE EFFICIENCY</li></ul>

Suncorp undertakes a program of engagement and research annually to understand what matters most to the business and its stakeholders.

# Leadership

Operating in a way that has a positive impact on society

Leadership is a quality that Suncorp aims to develop within its practices and processes as well as each of its people. Leading companies go beyond earning profits and providing quality products. They strive to make a difference by addressing the economic, social and environmental factors most important to their business and their stakeholders.

Suncorp's people recognise that not every decision made will be popular with everyone. However, they do aim to make decisions in a way that demonstrates a responsibility to the business' performance and the communities that Suncorp serves.

## GOVERNANCE

The Suncorp Group Limited Board (the Board) is responsible for protecting the interests of shareholders and maintaining market confidence in the Company. The Board approves policies and monitors performance to ensure the Group is meeting its regulatory and legal obligations. It also approves the Group's strategies as developed and executed by the Group CEO, Patrick Snowball and the SLT.

Suncorp Group comes under a comprehensive regime of regulation as part of the financial services industry and as an ASX-listed company. The Board, including its Nomination, Audit, Risk and Remuneration committees plays a critical role in ensuring the Group meets its regulatory and compliance obligations and provides best practice disclosures to shareholders.

The Group CEO is responsible for Suncorp's day-to-day operations with support from the SLT. Mr Snowball is held accountable for specific performance criteria related to profit, risk management, customer retention, growth and advocacy, people engagement and key strategic deliverables. He is also an executive director on the Board and reports regularly on the Group's performance.

## RISK MANAGEMENT

Risk management is central to Suncorp's functions. In insurance, premiums are set on the understanding of the risk associated with the loss of or damage to assets, health or the ability to earn an income. In banking, the financial risk attached to money lent and interest rates set is critical to determining adequate funding levels and fees.

Suncorp prides itself on effective risk management. It is embedded in every facet of the business through the Group's risk management framework. The identification and monitoring of risk is layered through the Group from the Board Risk Committee through to training and monitoring tools for front-line staff.

A convergence of risk appetite statements, policies, identification and monitoring tools and reporting ensure that risk awareness and management is top of mind throughout the organisation.

The Group's risk function matured significantly during 2013/14 and will evolve further as the focus on risk continues. The strength of the risk management framework and capability was formally recognised in 2013 when Standard & Poor's upgraded the Group's enterprise risk management rating from 'adequate' to 'adequate with strong risk controls'.

Details regarding Suncorp Group's corporate governance and risk management structures and accountabilities are provided in the 2013/14 Corporate Governance Statement, available from [suncorpgroup.com.au/about-us/governance](http://suncorpgroup.com.au/about-us/governance)

## **RESPONSIBLE INVESTMENT**

Suncorp understands that shareholders and customers expect the Group to manage its investments responsibly.

The Group prefers simple and transparent investments. This includes a variety of asset classes and funds to achieve sustainable returns and manage risk. The Board sets and monitors the level of risk and the categories of permissible investments.

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.

Where Suncorp has a voting interest in an investee company's shares, authority is delegated to the investment manager to vote at that company's Annual General Meeting.

## **RESPONSIBLE LENDING**

Suncorp Bank is focussed on personal, SME\* and agribusiness clients and does not generally provide lending to large corporations or commercial projects. The Bank has clear lending policies and guidelines that limit its exposure to environmentally sensitive industries or customers. Reputation risks are also assessed prior to lending approval.

## **MANAGING THE SUPPLY CHAIN**

Suncorp spends a significant budget with suppliers every year and is delivering cost benefits by leveraging its scale. This includes purchasing everyday stationery items through to technology infrastructure or negotiating real estate leases.

Considerable progress has been made in simplifying the management of suppliers, significantly reducing the number from almost 50,000 to less than 6,000. It has enabled an improved view of risk and a reduction in management costs.

To maintain competitiveness, goods and services are sourced from domestic and global suppliers. This enables Suncorp to achieve the greatest efficiency and customer service outcomes. Maintaining global competitiveness contributes to a sustainable business that can provide great working conditions for employees, quality service to customers and an appropriate return to shareholders well into the future.

During natural hazards, Suncorp enacts its Local Purchasing Policy, which encourages the use of local repairers and suppliers where practical and is just one way Suncorp helps communities get back on their feet following an event.

\* small to medium enterprise (SME)

*Right: Sherin Leung, Senior Accountant at Suncorp, is a leader at work and in the community. In addition to her responsibilities at Suncorp, she recently participated in a 100km run to raise money for ReachOut.com by Inspire Foundation. Sherin's personal fundraising efforts of \$2,381 were boosted by \$500 with the help of Suncorp's gift matching program.*



# Product responsibility

## Putting customers' needs first



Suncorp provides products and services that protect people's most valuable assets and help them to realise their financial dreams. Value for money, easy access, transparency and sustainability are important aspects of product responsibility.

Suncorp recognises it can play a significant role in resolving industry-wide issues and creating opportunities through innovation. Involvement with industry and community partners is delivering improvements to the affordability and accessibility of financial services.

### NATURAL DISASTER MITIGATION

Suncorp has taken a leading role in advocating for greater investment in the reduction of natural disaster risk. Central to this is achieving an appropriate balance between the focus on recovery and event response and investing in prevention. For every dollar spent on natural disaster mitigation, the community saves between \$2 and \$10 in rebuilding costs. Not to mention the benefits of community wellbeing and protecting lives.

After considerable public engagement and research, flood levees and other mitigation tactics are being implemented to reduce risk and Suncorp is responding with lower premiums.

Cyclone and storm events are other natural hazards that significantly impact Australians, especially

those in North Queensland. Suncorp has outlined a number of measures that would reduce risk and lower the cost of insurance for communities impacted by cyclones.

These include:

- improving the availability of risk information
- further development of building standards for tropical environments
- improving urban planning
- investing in preventative mitigation measures.

Suncorp has made its position clear through a submission to the *Inquiry into the Development of Northern Australia*. Senior Suncorp managers have also appeared at public hearings facilitated by the Inquiry.

Suncorp's submission is available at [suncorpgroup.com.au/media/public-submissions](http://suncorpgroup.com.au/media/public-submissions)

### AFFORDABLE BANKING AND INSURANCE FOR LOW INCOME EARNERS

Without basics such as a bank account or contents insurance it can be difficult for people to achieve their financial goals. Providing greater access to basic financial services for low income and disadvantaged customers is part of Suncorp's commitment to creating brighter futures.

# responsibility

Suncorp Bank offers an affordable transaction account to low income customers, holders of concession and health care cards as well as customers interested in a fee-free basic bank account. It includes a number of features such as no account-keeping or overdrawn fees.

Suncorp Insurance recently announced a partnership with Good Shepherd Microfinance to develop a home and contents insurance product tailored to meet the needs of people on low incomes. It will be known as Good Insurance and distributed through Good Shepherd's existing network of 257 community organisations in 650 locations across Australia. While eligibility details and specific features will be confirmed after an initial product pilot, Suncorp is committed to addressing the issue of financial exclusion in Australia.

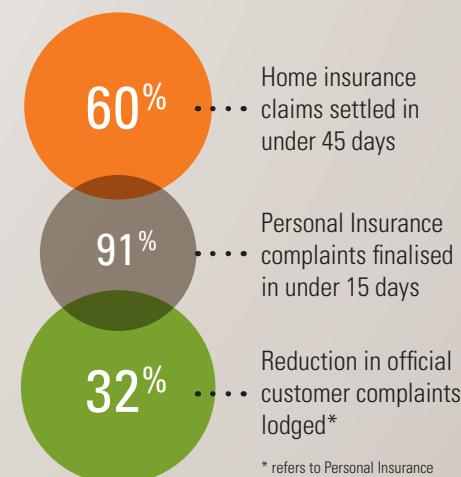
## PRODUCT INNOVATION

The way Suncorp is interacting with customers is changing. Digital technologies and changes to lifestyle factors are major contributors.

The ability to respond quickly to emerging customer needs and values is important to Suncorp. Relationships are deepening as the Group and its brands continue to evolve an understanding of what customers value.

Suncorp Bank's mobile banking application continues to grow in popularity, with 58% of online banking done through a mobile device. Since its launch in December 2013, new features are regularly released in response to customer feedback. QuickShare is the most recent release allowing customers to make payments to each other using Quick Response (QR) code technology. In the first week, nearly 3,000 QuickShare payments were made.

Beyond technology advantages, customers are benefitting from new product offerings being designed and deployed in a fraction of the time previously taken. Apia now offers a health insurance product<sup>1</sup> tailored to its customer base – people aged over 50. AAMI has launched a roadside assist<sup>2</sup> service for its customers and around 3,000 are signing up each month. Vero New Zealand has updated its home and contents policy wording to better reflect changing customer needs. It includes more benefits for things such as solar power, reprogramming security systems and replacement cover for laptops and mobile phones<sup>3</sup>. By listening to customers and being genuinely responsive to their needs, Suncorp is able to grow new markets and provide a more holistic service for Australians and New Zealanders.



\* refers to Personal Insurance customer complaints in 2013/14 compared to 2012/13

<sup>1</sup> The Apia health insurance product is underwritten by nib health funds.

<sup>2</sup> The AAMI roadside assist benefit is provided by International SOS Australasia (PCC) Pty Ltd.

<sup>3</sup> Replacement cover is for laptops and mobile phones less than three years old.

<sup>4</sup> Measuring Financial Exclusion in Australia, The Centre for Social Impact for National Australia Bank, June 2013.

*" We know the cost of insurance is now the fifth biggest concern for Australians<sup>4</sup>. We want to resolve affordability issues with actions rather than just words."*

Lisa Harrison, Suncorp Executive General Manager, Product and Pricing

# Corporate Responsibility

## Workplace

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

#### IMPLEMENTED:

##### Gender equality

- > 36% of women in senior leadership roles
- > Improved balance between men and women considered for leadership positions

#### FOCUS AREAS:

##### Mature aged workers

- > Develop flexible work options that meet their unique needs
- > Provide career development programs
- > Repackage employee benefits to suit
- > Develop knowledge transition processes

##### People with a disability

- > Partner with organisations that can help Suncorp reach talented people with a disability
- > Provide training to leaders and teams
- > Perform access and equity reviews

Suncorp aims to provide a workplace that enables people to thrive. One that is inclusive, safe, customer focussed and innovative.

A positive workplace culture translates to improved productivity and a sense of pride that often results in better customer service. Caring for employee wellbeing and creating professional development opportunities is good for Suncorp's customers and its people.

The Group promotes open dialogue between its people and their leaders. This assists the design of benefits and policies that will have a positive effect on the way people feel about working at Suncorp.

#### FLEXIBLE WORKING CONDITIONS

Many organisations are exploring the benefits of more flexible working conditions, realising that people's lives and priorities are changing. Suncorp prides itself on being an innovator in flexibility. Offering a variety of options for working hours and locations as well as a wide range of benefits has broadened the pool of talent available to Suncorp and helped retain high performers.

Suncorp's Work@Home (W@H) model is one example of workplace innovation and flexibility. W@H supports contact centre environments and enables people to predominantly work at their home. Employees are able to nominate the time of day and number of hours in a week they want to

work. They all live within a 30-minute commute of a W@H Hub – a connection point where training and team meetings occur. Suncorp's W@H options are attracting high-performing individuals who previously found securing work difficult due to factors such as study, a disability, charity work, their carer role or a commitment to elite sports.

In the Group's annual employee survey, 82% of respondents said their work schedule is flexible enough to allow them to meet family and personal responsibilities. Flexible work practices are available across the Group and are underpinning strategies to support gender equality, mature aged workers, people with a disability and employee engagement.

#### DIVERSITY AND INCLUSION

Suncorp's Diversity Council is chaired by Group CEO, Patrick Snowball. The Council's remit is to oversee the implementation of the diversity and inclusion strategy as approved by the Board.

A far-reaching program to enhance gender equality is now embedded in the way Suncorp operates. Recruitment practices, training and development opportunities and performance reviews all feature gender equality principles. The Group has reached 36% of women in senior leadership roles in 2013/14, exceeding its target by 3%. The focus on gender equality has led to an improved balance between men and women being considered for senior leadership positions.

Suncorp values a diverse workforce that reflects the communities where it does business. Focus is now being placed on ways to attract and retain mature aged workers and those with a disability. The Diversity Council has recommended a number of ways Suncorp can better support these groups to confidently gain employment and be the best they can be, professionally and personally (focus areas listed far left).

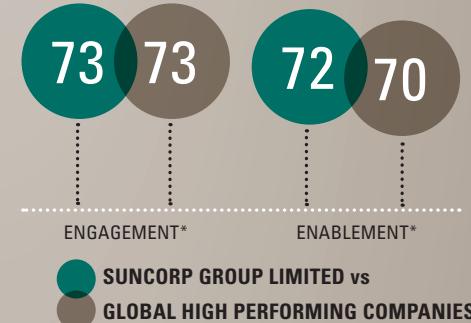
#### EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

Suncorp conducts an annual employee survey to assess how its people think and feel about working for the Group. It provides a measure for a range of factors that contribute to employee wellbeing and business performance.

In 2013/14, the results improved on the previous year and placed Suncorp's people among the most engaged and enabled employees in the world<sup>1</sup>. Engagement is influenced by indicators such as the level of confidence people have in their leaders, their belief the business has a clear direction and that their career goals can be met. Enablement is influenced by the type of work, processes and level of collaboration people experience.

<sup>1</sup> Global high performing norms are provided by Hay Group who administer the Suncorp Employee Engagement (SEE) Survey. They represent the comparative scores of high performing organisations and are based on data collected over the past five years from more than 30 companies around the world.

## EMPLOYEE ENGAGEMENT & ENABLEMENT



\* the maximum score achievable for engagement and enablement is 100

Suncorp uses the survey results to determine what is working well and identify new opportunities. The focus has been on managing performance, ensuring business strategies are well understood, and developing people and their careers. All these areas demonstrated significant improvement over the year.

Following the 2013/14 results, Suncorp is developing plans to further build leadership capability and provide far-reaching career opportunities. The business will also look to encourage employee advocacy to broaden its customer base.

### TRAINING AND DEVELOPMENT

Developing its employees is a key priority for Suncorp and one that was identified in the 2013 employee survey.

Training and development takes many forms. It includes a range of options such as on-the-job training, secondments, in-house learning and external studies. Development goes beyond building technical skills. It incorporates things like health and safety, leadership behaviours and communications capability.

Safety and wellbeing has been a particular focus with improved communications and activities assisting people to be safe at work. Greater awareness and a focus on risk management across the Group has increased the reporting of hazards and incidents. This more accurate representation will enable a more targeted approach to improving the health and wellbeing of Suncorp's people.

The Code of Conduct is a simple guide that outlines the standards of behaviour and conduct expected of Suncorp's people and associates. This year the Code has been refreshed to better reflect the Group's values, purpose and strategy. It is an important part of working for Suncorp and features guidance on matters such as personal integrity, working with external stakeholders and setting appropriate boundaries between work and play.

There is a natural expectation that Suncorp's people will follow the Code and any other policies or standards that come with their employment. If they do not comply, the Group can take disciplinary action, including formal warnings, limiting increases to fixed pay, short or long-term incentives and benefits, or even termination of employment.

A copy of the Group's Code of Conduct is available from [suncorpgroup.com.au/about us/governance](http://suncorpgroup.com.au/about-us/governance)

*Right: Samantha Isaacs, Sari Stamenkovic, Shirlene Cosgrove and Susan Duncalfe (left to right) are just some of the many talented women at Suncorp to have completed the Accelerate Women in Leadership program.*



# Corporate Responsibility

Suncorp's people have a strong record for being involved in the communities where they live and work. It is a proud heritage and one the Group aims to uphold.

## Community

Investing in a better and more sustainable way of living

Community investment ranges from fundraising and volunteering to tackling serious social issues and addressing environmental challenges.

Suncorp seeks out strategic community partnerships to find solutions to problems that impact the business and its stakeholders. In 2013/14, Suncorp Group invested more than \$7 million in the community. This has included a range of activities including donations, grants, communications, volunteering and marketing support.

### SMASH REPAIR SOCIAL ENTERPRISE

Suncorp Group has partnered with Mission Australia and the National Motor Vehicle Theft Reduction Council to provide a promising future for troubled youths, reduce vehicle theft, and address a skills shortage in the repair industry.

*"It is no secret that not enough young people are coming into the repair industry which is why we have been working with our recommended repairers to find alternative sources of recruitment. Synergy is good for repairers and good for young people, with strong support and high quality training opportunities."*

Suncorp Group CEO, Patrick Snowball

Together, these organisations have launched Synergy Smash Repairs. It is a social enterprise offering quality non-structural smash repair services, while providing on-the-job training for young people who have a history of vehicle related offences, such as theft, vandalism and reckless driving.

The Synergy training program is offered to people aged 16 to 20 and runs for six months. In that time, participants undergo a combination of training and work experience supervised by trade-qualified spray painters and panel beaters. On completion, participants will have the skills to commence a smash repair apprenticeship and will get assistance to secure ongoing employment through Suncorp's network of repairers.

### PARTNERSHIPS FOR SAFER ROADS AND COMMUNITIES

This year Suncorp has expanded its relationship with the Queensland Police Service (QPS) to fund solutions for safer Queensland roads and communities. In addition to the established Safer Queensland Community Grants initiative – which has donated over \$500,000 to more than 75 local Queensland community groups and police in the past three years – Suncorp now offers the Suncorp Scholarship. This \$20,000 scholarship will be awarded annually to QPS staff or police officers to undertake professional development, research or studies that directly benefit the QPS and the Queensland community in relation to road safety, crime prevention or disaster management.

The inaugural Suncorp Scholarship was awarded in 2014 to Senior Sergeant Barry McErlean, who used

the funds to attend a study tour in North America and Canada focussing on best practice alert systems for child protection and abduction.

### BRIGHTER FUTURES COMMUNITY GIVING

The Brighter Futures Community Giving program has reached its third year and awarded its 120th community grant. Community groups, charities and individuals across Australia have received grants totalling more than \$650,000 to fund health and wellbeing services, programs and equipment.

The work of major charity partners, the Heart Foundation and ReachOut.com by Inspire Foundation, has encouraged many of Suncorp's employees to fundraise, donate or participate in wellbeing programs. They have brought awareness and education in their respective areas of heart health and mental health to Suncorp's people.

The Group's gift matching program has proved popular with employees having up to \$500 of their fundraising matched during a year. Over \$180,000 in matched funds have been donated to the community causes Suncorp's people are most passionate about.

### ENVIRONMENTALLY RESPONSIBLE MOTOR REPAIR PRACTICES

Suncorp's joint venture smash repair facilities are leaders in setting environmental standards with their approaches to energy efficiency, water recycling and waste reduction. Now, Suncorp is supporting the provision of recycled parts through its new parts and recycling joint venture business, ACM Parts<sup>1</sup>.

<sup>1</sup> ACM Parts is a joint venture with LKO Corporation, a North American based global leader in the provision of recycled, aftermarket and reconditioned automotive parts.

# Smart Environments

Recycled parts are undamaged parts harvested from cars either involved in an accident or no longer driveable. Every year, around 600,000 vehicles retire from Australian roads producing as much as 195,000 tonnes of waste. Suncorp sees great opportunities to reduce waste, energy, resources and emissions associated with the manufacture and import of new parts. Quality is the highest priority with all recycled parts going through a rigorous quality assessment before being catalogued and available for purchase.

Suncorp is also leading a more environmentally responsible approach in the smash repair industry with the development of environmental standards. The Suncorp Vehicle Repairer Standard is a contractual agreement in place with all recommended repairers. The use of water-based paints and energy-efficient methods are just some inclusions.

## SMART ENVIRONMENTS

Over many years, and through mergers and acquisitions, Suncorp's office footprint became disaggregated. Gradual consolidation as part of the Smart Environments strategy is reducing the total office space required and more teams are now co-located encouraging better collaboration. It is also achieving cost and environmental benefits.

A Smart Environment is designed to suit people's work styles and preferences, harness technology and reduce environmental impacts. These are being rolled out across the Group in new and existing locations.



Left: Barry McErlean, Senior Sergeant Queensland Police Service, is the first recipient of the Suncorp Scholarship. The scholarship funded Senior Sergeant McErlean's trip to North America to study child abduction alert procedures and systems. This is just part of Suncorp's contribution to creating safer roads and communities.

MORE TEAMS ARE NOW CO-LOCATED REDUCING TRAVEL TIME BETWEEN OFFICES AND ENCOURAGING COLLABORATION.

Office buildings  
**REDUCED**  
from 3 to 1

THE BUILDING IS EQUIPPED WITH A SENSOR BASED LIGHTING SYSTEM AND LOW ENERGY TECHNOLOGY EQUIPMENT. THERE IS PHYSICALLY LESS SPACE THAN PREVIOUSLY TO POWER.

**46%**  
**REDUCTION**  
in electricity use

Melbourne  
Smart  
Environments  
project

**50% LESS**  
**PAPER**  
used for printing

FIND ME PRINT IS A FEATURE THAT HOLDS ALL PRINT JOBS UNTIL RELEASED WITH A SECURITY ACCESS CARD AT THE PRINTER. THIS REDUCES PRINTING BEING ACCIDENTALLY TAKEN BY OTHER USERS OR LOST BECAUSE IT IS SENT TO THE WRONG DEVICE.

**47%**  
**REDUCTION**  
in water use

WATER SAVING FIXTURES AND 5 STAR RATED APPLIANCES HAVE BEEN INSTALLED. THE REDUCED SPACE REQUIRES LESS CLEANING SERVICES THAT USE WATER.

Concrete  
**RECYCLED**

SOME OF THE CONCRETE THAT WAS CUT OUT OF THE NEW MELBOURNE OFFICE TO BUILD VOIDS AND STAIRS NOW LAYS ON A FREEWAY EXTENSION.

# Board of Directors



Pictured from left to right: Michael Cameron, Douglas McTaggart, Audette Exel, Ziggy Switkowski (Chairman), Ewoud Kulk, Geoffrey Ricketts, Ilana Atlas, Patrick Snowball (Group CEO), Bill Bartlett.

## **Dr Ziggy E Switkowski AO**

**BSc (Hons), PhD, FAICD, FTSE**

Chairman. Ex officio member Audit, Risk and Remuneration Committees, Chairman Nomination Committee. Chairman since 2011; director since 2005.

## **Ilana R Atlas**

**BJuris (Hons), LLB (Hons), LLM**

Chairman Remuneration Committee and Member Risk Committee. Director since 2011.

## **Michael A Cameron**

**FCPA, FCA, FAICD**

Member Remuneration Committee. Director since 2012.

## **Ewoud J Kulk**

**BEcon, FAICD**

Chairman AA Insurance Limited. Chairman Risk Committee and Member Remuneration Committee. Director since 2007.

## **Geoffrey T Ricketts CNZM**

**LLB (Hons)**

Chairman Vero Insurance New Zealand Limited. Member Audit Committee. Director since 2007.

## **Patrick J R Snowball**

**MA, Hon. LL.D**

Executive director and Group CEO. Director since 2009.

## **William J Bartlett**

**FCA, CPA, FCMA, CA (SA)**

Member Audit Committee, Risk Committee and Remuneration Committee. Director since 2003.

## **Audette E Exel AO**

**BA, LLB (Hons)**

Member Risk Committee. Director since 2012.

## **Dr Douglas F McTaggart**

**BEcon (Hons), MA, PhD, DUniv**

Chairman Audit Committee. Director since 2012.

Directors' full names and 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)

# Senior Leadership Team

## **Patrick J R Snowball**

**MA, Hon LL.D**

Group CEO. Joined Suncorp 2009.

## **Anthony Day**

**B Bus, GAICD, ANZIIF (Fellow)**

CEO Commercial Insurance. Joined Suncorp 2008.

## **Gary Dransfield**

**MAICD**

CEO Vero New Zealand. Joined Suncorp 2009.

## **Clayton Herbert**

**B Bus, CA**

Group Chief Risk Officer. Joined Suncorp 1999.

## **Steve Johnston**

**B Bus (Mgmt), B Bus (Pub Admin)**

Group Chief Financial Officer. Joined Suncorp 2006.

## **Anna C Lenahan**

**BA (Hons), MA (Psych)(Hons), LLB (Hons)**

Group Executive Group General Counsel and Company Secretary. Joined Suncorp 2011.

## **Mark Milliner**

**B Comm, MBA**

CEO Personal Insurance. Joined Suncorp 1995.

## **John Nesbitt**

**B Fin Admin, FCA**

CEO Suncorp Bank. Joined Suncorp 2010.

## **Matt Pancino**

**BSc**

CEO Suncorp Business Services. Joined Suncorp 2010.

## **Mark Reinke**

**B Bus**

Group Executive Customer, Data and Marketing. Joined Suncorp 2004.

## **Amanda Revis**

**BSc (Hons), GAICD**

Group Executive, Human Resources. Joined Suncorp 2010.

## **Geoff Summerhayes**

**B Bus, GMQ**

CEO Suncorp Life. Joined Suncorp 2008.



Pictured from left to right: Gary Dransfield, Mark Reinke, Anthony Day, Anna Lenahan, Mark Milliner, Steve Johnston, Matt Pancino, Patrick Snowball (Group CEO), Amanda Revis, John Nesbitt, Geoff Summerhayes, Clayton Herbert.

## AUSTRALIA

One Company  
Many Brands



## Suncorp Group

Includes leading general insurance, banking, life insurance and superannuation brands in Australia and New Zealand



A LEADING BRAND PROTECTING THE QUEENSLAND WAY OF LIFE; FOR PEOPLE WHO WANT TO FEEL PROTECTED AGAINST THE UNEXPECTED AND VALUE A SUPERIOR CLAIMS PROCESS. SUNCORP INSURANCE HAS A RANGE OF PREMIUM PERSONAL INSURANCE PRODUCTS.



AN ICONIC AUSTRALIAN BRAND FOR PEOPLE WHO WANT GOOD VALUE, SIMPLE PRODUCTS AND GREAT SERVICE. AAMI HAS A SUITE OF MOTOR, HOME, LIFE AND COMMERCIAL INSURANCES.



APIA UNDERSTANDS THE INSURANCE NEEDS OF AUSTRALIANS OVER 50 BY 'REWARDING EXPERIENCE' WITH PRODUCTS, BENEFITS AND SERVICES GEARED TO THEIR LIFESTYLE.



A LOW-COST, SIMPLE AND EASY INSURANCE BRAND FOR AUSTRALIANS WHO WANT AFFORDABLE CAR INSURANCE.



AUSTRALIA'S LEADING REGIONAL BANK FOR FAMILIES, SMALL BUSINESS AND AGROBUSINESS CUSTOMERS WHO ASPIRE TO GET AHEAD FINANCIALLY. SUNCORP BANK HAS A SUITE OF FINANCIAL SERVICE AND SUPERANNUATION SOLUTIONS WITH A STRONG HERITAGE IN QUEENSLAND AND EXPANSION INTERSTATE.



A TRUSTED BRAND FOR FAMILIES AND BUSINESS OWNERS WHO WANT BETTER PROTECTION AGAINST UNCERTAINTY; SO CUSTOMERS CAN ENSURE LIFE GOES ON, EVERY DAY. GIO HAS COMPREHENSIVE PERSONAL, BUSINESS AND LIFE INSURANCE PRODUCTS.



A MAJOR BUSINESS INSURANCE BRAND IN AUSTRALIA SOLD THROUGH THE BROKER CHANNEL. IT PROVIDES A GENUINE FOCUS ON COMMERCIAL AND PERSONAL INSURANCE WITH NATIONAL SCALE.



AUSTRALIA'S BRAND FOR ADVISED CUSTOMERS WHO WANT TO PROTECT WHAT THEY LOVE ABOUT LIFE. IT PROVIDES SPECIALISED LIFE INSURANCE AND ADVICE SOLUTIONS.



## NEW ZEALAND



A MAJOR INTERMEDIATED BRAND FOR NEW ZEALANDERS WHO WANT EXPERT BROKER ADVICE. VERO HAS A RANGE OF COMMERCIAL, PERSONAL, MARINE AND STATUTORY INSURANCE THROUGH A NETWORK OF TRUSTED BROKERS.



A FINANCIAL ADVISER BRAND FOR PEOPLE WHO WANT PERSONALISED ADVICE AND SERVICE ON INCOME PROTECTION, TPD AND LIFE INSURANCE.

## GLOBAL REPORTING INITIATIVE

This report has been prepared to help stakeholders better understand Suncorp's business strategy, how the Group has performed and its commitment to Corporate Responsibility (CR). Content has been aligned with the topics identified as most important to Suncorp's business and its stakeholders through a materiality assessment.

Suncorp's reporting is influenced 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](http://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.

## DISCLAIMER

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 2014
- 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 2014 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 2013/14 Directors' Report and Financial Statements and full year results announcement. For a more complete understanding of the financial performance, financial position, operating and investment activities of Suncorp Group, please refer to the statutory 2013/14 Directors' Report and Financial Statements available from [suncorpgroup.com.au/investors/reports](http://suncorpgroup.com.au/investors/reports)

## CALENDAR

### 20 August 2014

Ex-dividend date for final ordinary dividend

### 22 August 2014

Record date for final ordinary dividend

### 1 October 2014

Payment date for final ordinary dividend

### 23 October 2014

Annual General Meeting

### 11 February 2015

Half year results announcement

### 18 February 2015

Ex-dividend date for interim ordinary dividend

### 20 February 2015

Record date for interim ordinary dividend

### 1 April 2015

Payment date for interim ordinary dividend

Suncorp Group Limited  
ABN 66 145 290 124

### Registered office

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07 3362 1222



## Investor relations app

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

## Contact the share registry

Link Market Services

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## Contact Suncorp Group

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[@SuncorpGroup](https://twitter.com/SuncorpGroup)

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Many Brands

