



A Responsible Approach

# Corporate Social Responsibility Review

May 2011



# About this Review

This Review discusses the Suncorp Group's approach to Corporate Social Responsibility (CSR).

Our approach started with the question: How can a major financial services group meet its commercial and social responsibilities? Our answer is to create a working environment that enables all Suncorp people to act responsibly.

That is why this Review – the first of its type for Suncorp – highlights some of the many ways Suncorp people act responsibly towards their colleagues, customers, shareholders, communities and the environment.

We call this A Responsible Approach and believe it is the way Suncorp's stakeholders benefit from our ongoing operations.

For more information about the Suncorp Group and its businesses visit [www.suncorpgroup.com.au](http://www.suncorpgroup.com.au)

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Cover: The Queensland floods were devastating for communities and families. Suncorp customers Paul and Nora Miller were thankful the floods did not rise above the floorboards of their Brisbane home. Still the damage was severe and included the loss of their prized garden after three years of hard work. Suncorp Client Manager, Hayley Wells (left) was part of the team helping the Millers with their insurance claims and recovery.

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For more information about the Suncorp Group approach to Corporate Social Responsibility contact [responsible@suncorp.com.au](mailto:responsible@suncorp.com.au)

The Suncorp Group is comprised of Suncorp Group Limited ABN 66 145 290 124 and its subsidiaries and related companies.

A reference in this Review to Suncorp is a reference to Suncorp Group Limited and its subsidiaries and related companies collectively and individually.

Products and services including banking, superannuation and insurance (including life insurance and car and home insurance) are provided by separate companies in Our 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.

# A responsible Group

CSR is the way we try every day to meet the commercial and social responsibilities we have for our key stakeholders.



Welcome to Suncorp's first Corporate Social Responsibility (CSR) Review. This is a major milestone in our ongoing effort to ensure we run our businesses in a responsible manner and continually highlight the way our people go about doing that.

CSR for Suncorp is the way we try every day to achieve a balance between the commercial and social responsibilities we have for our key stakeholders – particularly our employees, customers and the communities where we conduct our business. I genuinely believe that if we get this balance right we will ensure we have a sustainable organisation that returns significant value to our shareholders and others who have a financial and personal investment in our Group.

During the past 18 months we have been hard at work on major programs designed to improve our ability to meet the challenges of a changing and highly competitive business environment. As part of this work, we developed a CSR approach that emphasises how our leadership, stakeholder engagement and investment combine to enable us to run a socially responsible financial services organisation. The tragic floods, cyclones and earthquakes in Australia and New Zealand have certainly tested not only the important business changes we have made, but also our CSR approach.

Our Suncorp people were amongst the first to be actively involved in helping individuals, families and communities recover. We have developed innovative ways of managing the unprecedented volume of insurance claims that followed the events in Australia and New Zealand. We have also stepped up our local community support of families and businesses. These are examples of the way the concepts of CSR are put to a practical test when running very large businesses.

The Suncorp Group is a financial services leader with a portfolio of unique general insurance, banking, specialist life insurance, superannuation and investment brands and highly experienced and capable people. We have an estimated nine million customer relationships and 16,000 employees in our businesses throughout Australia and New Zealand. We have around 200,000 shareholders who are the owners of our businesses.

It would be impossible to get the balance between Suncorp's commercial and social responsibilities right all of the time for all of these stakeholders. It is even harder when you are managing the aftermath of major floods, cyclones and earthquakes. Yet, the fact is that Suncorp would not be a financial services leader and a Top 25 ASX listed company if we didn't take our approach to CSR seriously.

CSR for Suncorp is the result of a collective daily effort by all of us who work for the Group to do the basics right – the things we are responsible for and the things that ultimately contribute to meeting stakeholder expectations. The fact that our businesses are already well regarded leaders does not reduce our need to promote responsible behaviour across our Group. To the contrary, it increases that need and that is why we are committed to continually refining and promoting our approach to CSR.

Suncorp is part way through a major transformation of its strategies, structures and business operations that is the foundation for our growth and future success. As this Review demonstrates, we see a sensible and practical approach to CSR as being integral to our transformation.

**Patrick Snowball**  
Group Chief Executive Officer

# Suncorp snapshot

Suncorp is an Australian and New Zealand financial services Group with leading general insurance, bank, specialist life insurance, superannuation and investment brands. Our Group includes:

- The largest general insurance business in Australia
- The second largest general insurance company in New Zealand
- The fifth largest bank in Australia
- 16,000 employees
- Relationships with nine million customers
- More than 34% of Australians aged 14 years and over using our products and services
- Over 100 offices and 250 retail branches across Australia and New Zealand
- Around 200,000 ordinary shareholders
- Nearly \$6 million of cash, time and in-kind support contributed to community causes and organisations in 2010



"Suncorp is devoting more resources to managing claims from the Queensland floods than any event in its history. We have over 2,500 people involved in claims management and have over 100 assessors in the field to speed up the claims process that runs for 24 hours seven days a week. We also have flood recovery teams comprising 200 specialists who travel to areas most affected by Cyclone Yasi and the floods. This is the priority for Suncorp – a massive logistical effort designed to get people back to their normal lives as quickly as possible given the extraordinary circumstances we are faced with."

# Our approach

## During 2010 Suncorp launched a new CSR approach

Suncorp's CSR approach aims to create the conditions for our Group and its people to responsibly manage our various businesses.

We decided that if we wanted to better meet our commercial and social responsibilities, we would need:

1. Clarity about our corporate direction; business and financial targets; governance models; and risk management systems. These would enable us to effectively **lead** our Group through periods of rapid change and difficult operating conditions
2. To actively **engage** with our key stakeholders including employees, customers, shareholders and communities through ongoing consultation and research
3. To financially and materially **invest** not only in our commercial operations, but also in minimising our impact on the environment and maximising the support of our employees and the communities where we conduct business

Suncorp's approach to CSR incorporates these characteristics - it is the way we lead our businesses; engage with our stakeholders; and invest in communities, employees and managing our impact on the environment.

We believe our commercial responsibilities are to run an efficient and profitable business that provides quality products, meaningful careers and attractive shareholder returns. We also have social responsibilities which include supporting our communities through partnerships and sponsorships, and resourcing programs to manage our impact on the environment.



The way Suncorp meets its commercial and social responsibilities



# Leadership

## Suncorp is clear about strategic direction and business priorities

Companies need to be clear about their direction, where they want to be and how they want to be seen by their stakeholders. During the past year we have developed a succinct strategic direction for Suncorp. We have also communicated the long-term challenges our Group faces, as well as our short-term priorities.

## Our strategic direction

### *One Company. Many Brands*

Our Group has a unique portfolio of leading general insurance, banking, specialist life insurance, superannuation and investment brands. During the past year we have been active in communicating Suncorp's strategy to gain the cost savings and efficiency benefits of a large group, as well as the commercial benefits that come from having leading brands that appeal to different customer segments. For this strategy to be a success we have been working to create the conditions that will encourage a unified culture across Suncorp. We have also been introducing consistent policies and practices in areas such as Group leadership and the management of our people and customers.

The Suncorp Group includes leading general insurance, banking, specialist life insurance, superannuation and investment brands. Suncorp Bank is expanding its business and branch network to meet customer demand. In Sydney are (from left) Rodney Jago, Michael Hoy, Tony Semerci, Fatima Robertson, Paola Alfred-Castro.

We believe responsible companies need to be clear about their direction – where they want to be and how they want to be seen by their stakeholders.

## Making progress with our long term challenges

In 2009 our Group identified three long term challenges. These were:

- Restore credibility
- Rebuild confidence
- Create the conditions for a unified culture

During the past year we have made good progress with all of these. We now have the strategies, structure and programs in place to enable us to meet these and other challenges that emerge in a highly competitive and rapidly changing economic environment.

## Our priorities

As with many companies, the global financial crisis created some significant issues for Suncorp. During the past year we have been hard at work on these priorities:

1. Stabilise our businesses
2. Appoint a new executive team
3. Strengthen the Group balance sheet
4. Simplify our businesses
5. Outline a plan for future growth

## Our business model

Suncorp has five core businesses: Personal Insurance; Commercial Insurance; New Zealand; Banking; and Life Insurance. It also has a small corporate centre and specialist services areas.

## Effective corporate governance and risk management are essential for Suncorp's CSR approach

### Governance

Suncorp's businesses are large and complex. Our Group has a corporate governance framework that influences our corporate objectives, strategies and operations. It also influences the way our Group monitors and manages current and potential risks to our operations.

There is no single model of good corporate governance and most companies adopt policies and practices that take into account the nature of their business, structure and strategies.

Suncorp's corporate governance approach is consistent with the principles and recommendations of the ASX Corporate Governance Council. Our New Zealand businesses have further developed the Fit and Proper Persons policy specifically for the New Zealand environment.

Our governance framework outlines the role, appointment and responsibilities of Suncorp's Board and senior executives.

### Risk management

The Suncorp Group has an enterprise risk management framework that supports the commitment of our Board and senior management to effective risk management. We define a risk as any threat to the achievement of our Group's objectives.

Our Board is ultimately responsible for Suncorp's risk management framework through its Risk Committee. Suncorp management is accountable for the identification, assessment and management of risk.

We have appointed a Group Chief Risk Officer as well as Chief Risk Officers for each of our five operating businesses – Personal Insurance;

Commercial Insurance; New Zealand; Banking; and Life Insurance. We also appointed a Chief Investment Officer to oversee capital management across our Group.

Suncorp has adopted what is known as the 'Three Lines of Defence Model' to assign responsibility for identifying and managing risks across our Group. This includes ensuring compliance with regulatory, legal and Group policies.

Suncorp's three year strategic and financial plans include risk appetite statements and capital management plans for each of our businesses. In this way we ensure alignment of strategy, risk and capital planning across our Group.

## Broad engagement with our stakeholders is the foundation for Suncorp's CSR approach

### Engagement

Suncorp has a broad range of formal and informal ways of engaging with key stakeholders including employees, customers, shareholders, governments, regulators, consumers and community groups. These include research, stakeholder meetings and ongoing surveys about how our Group is performing.

Federal, State and Local Government laws and regulations govern the way we conduct business at Suncorp. There are also voluntary financial services industry codes we support because they are consistent with the values important to us. Additionally, we have internal policies to guide our people in their conduct at work and their relations with our stakeholders.

Responsibility for ongoing engagement with our key stakeholders is spread across our businesses, corporate centre and services areas.

# Employees





Our employees are the strength of our business. They enable Suncorp to serve our customers, provide a return for our shareholders and contribute to the broader community. That is why our Group aims to create an inclusive and engaging workplace.

Today, the Suncorp Group represents more than a decade of mergers and acquisitions. That is why we are focused on creating the conditions for a unified culture. We recognise that the achievement of Suncorp's corporate and business objectives depends on capable and engaged employees. The focus of our people strategy is to lift current levels of engagement through improvements to our leadership, work environment, systems and processes.

## Enterprise Agreement

A key achievement in building a unified culture for the Group was the approval of the 2011 Suncorp Group Enterprise Agreement. This means all Suncorp Group employees now benefit from a consistent approach to conditions and pay. It resolves the previous problems incurred by having multiple employment agreements and policies throughout Suncorp.

Our new approach also means we have clearer development opportunities for our people to move and progress throughout the Group. By improving employee development prospects we hope to retain talent and build overall capability levels.

The implementation of our new Agreement is a pleasing result that enables a more equitable and easily understood approach to Suncorp employment terms and associated benefits.

Left: The One Team Program has been a successful effort to provide consistent, clear and equitable employment arrangements for Suncorp people. Kelly Barnes (left), Nathan Taylor and Christine Johnson are members of the team that delivered the Program.

Right: Improving leadership is a priority for Suncorp. Removing obstacles to effective leadership and improving productivity is the topic of conversation for this Suncorp Personal Insurance Contact Centre team. From left: Alex Taliu, Victoria Trojczak, Greg Bertoldi, Lynette Macks, Sapphire King and Alonso Vasquez.

## Leadership Canvas

Another important initiative has been the introduction of what we call the Suncorp Leadership Canvas. This is an ongoing program designed to improve understanding of what being a leader at Suncorp means.

We believe we need to accommodate and develop different leadership styles. We also need to ensure we have a leadership framework that enables us to meet our corporate and business objectives.

Last year we formed a working group to review leadership at Suncorp. We also gained the views of 1000 of our employees about their experience of leadership at Suncorp and the expectations they have of the Group's leaders.

The result is the creation of three profiles – Strategic Leaders; Business Leaders; and Firstline Leaders. Each profile provides the opportunity for our current and aspiring leaders to develop their capabilities. Collectively, the profiles also provide Suncorp with a range of leadership attributes designed to help us meet our aspirations.

## Engagement surveys

Suncorp regularly conducts employee engagement surveys to ensure we understand the response to the various changes underway across our Group. These compare the attitudes, satisfaction and level of engagement of our people with the norms of other leading financial services companies in Australia and overseas.

Our findings help us to shape the way we implement change and communicate with our people to promote a positive and engaged workforce.



## Our workforce

Suncorp recognises that strong skills and experience come from people with diverse backgrounds and needs. To maintain competitiveness as an employer of choice and retain talent, Suncorp employees can apply for flexible work arrangements where it is appropriate to their role.

Flexible working arrangements can assist employees who may reside a considerable distance from our offices, have family commitments or are looking to reduce their hours in preparation for retirement. In turn, it has been demonstrated that flexibility in our workplaces can reduce absenteeism and turnover as well as improve productivity.

In cases where employees do some work from home, we can decrease costs and our impact on the environment by occupying less CBD real estate and reducing travel.



Kristen Nuttall's flexible work arrangements minimise her travel and allow her to work additional hours at short notice.

Suncorp's employees may be eligible for a range of flexible arrangements including part-time and job sharing; working from home; change in work hours; project work; and mentoring roles.



Continued investment in new technology to improve response time and administration efficiency contributes to high levels of customer satisfaction. Melinda Dick (left) and Vanessa Borg are shown in Melbourne during training for Suncorp's new ClaimCenter system.

# Customers

Suncorp brands enjoy some of the highest customer satisfaction levels in the Australian and New Zealand financial services sectors. We understand it is customer patronage and support that underpin our commercial success.

The success of Suncorp's general insurance, banking, specialist life insurance, superannuation and investment brands has been built on tailoring products and services to meet customer preferences. It has also been the result of our Group's ability to meet customer needs during emergencies or crises such as major weather events or earthquakes.

Through the relationships we have with our customers and by monitoring broader industry issues we have found affordability, accessibility and self-service to be key concerns for customers when choosing a financial services product.

## Customer satisfaction

During the past year customer satisfaction for our mass personal insurance brands – AAMI, Suncorp, GIO and Apia – reached 82%. Collectively, our brands account for 33% of the home and motor insurance markets in Australia.

Suncorp Bank is a leader in customer service. Roy Morgan data during 2010 showed our Bank ahead of the major banks and listed as number two nationally for total customer satisfaction among personal banking customers.

## Affordability

To improve affordability Suncorp Bank has increased the number of transaction accounts with no monthly account keeping fees. Over the past year, these accounts comprised 88% of all new Suncorp Bank transaction accounts opened. We work with customers on a regular basis to help them minimise the fees they pay for personal and business banking services.

We also have low cost insurance brands such as Bingle. By having the purchase process wholly online and focusing on simplicity, our budget conscious customers can be covered.

## Insurance claims management

We have been able to improve efficiency and speed of response by having a single approach to the way we manage the claims for our major insurance brands and their home and motor insurance customers. Sophisticated and specialised claims processing technology known as ClaimCenter is reducing the time required for claims administration and increasing the time our people can spend with customers.

These innovations have proved critical as we manage over 100,000 claims worth more than \$2 billion from floods in Queensland and Victoria and Cyclone Yasi. We are also managing claims from the two earthquakes in Christchurch.

We have improved the way we price insurance policies for our customers. This enables us to deliver insurance at an appropriate price for properties that may be exposed to flood, bushfire or theft risk. That is why Suncorp has been able to provide full flood insurance for personal customers and businesses in Queensland and other areas.

## Doing business to suit our customers

Many customers are seeking higher levels of service from their financial service providers. Being able to access products online, speak with a real person or avoid unnecessary processes are all important options customers tell us they want.

Suncorp Bank has offered our customers a dedicated phone number to be connected to a real person as the first point of contact. Since the introduction of this more personal service, our banking contact centres have experienced a 42% drop in the number of people hanging up.

Our Bank branch services are being made available to more Australians with expansions in New South Wales and Western Australia. In addition to being more accessible to new and existing customers Suncorp Bank is also building its capabilities in segments including personal, agribusiness and small business.

For customers who want a self service option, Suncorp brands continue to innovate solutions such as the AAMI My Policy Manager, Just Car Insurance Claims Application (for iPhone) and the Suncorp Bank Budget Tracker.

Another example of the way we are working to make our products more accessible is our life risk products which provide cover without the need for medical records.

## Million Dollar Woman

Suncorp's new Million Dollar Woman brand provides unique financial solutions for Australian women. The aim is to assist women achieve greater financial security and independence.

Million Dollar Woman is the first Australian product that insures homemakers and stay at home parents for unpaid housework. It covers the costs of household duties in cases of sickness or injury.

We believe this is an important product to provide, with 1.4 million Australian women hurt so badly in the last six months they were unable to perform essential housework.

## Simpler super and life insurance

Suncorp Life is a leading provider of life insurance and superannuation. It has been active in assisting customers understand the benefits of life insurance and superannuation and in simplifying product information.

Research conducted by Suncorp found that many Australians believed superannuation was too complicated and beyond their control. In response, we developed WealthSmart, a product designed to meet superannuation needs and be more clearly understood by our customers. We also reduced the size of the product disclosure statement from 200 pages to 24 and re-wrote over 100 customer letters to make them more customer-friendly.

To expand on the benefits usually provided by life insurance, Asteron has developed a health and wellbeing program for our Asteron Lifeguard customers. The program gives customers access to nutrition, fitness and health information as well as tailored wellbeing programs.

## Australian attitudes to super survey

- Almost half of those surveyed believed super was too complicated
- Many felt super was not their own money
- One in three felt they would not have enough to retire.



There has been a lot of talk about people wanting to switch banks. Megan Blake (left), Yoon Hong (James) Min and Lisa Matthews from the Suncorp Bank North Sydney Branch have been putting words into action with their 'Big Switch' campaign.



Research continually shows Australians find it hard to make sense of their superannuation. Sydney financial planner Ash Thadani is ready with some simple super solutions.

What is included in:

- Suncorp WealthSmart™
- GPO Box 2185
- Brisbane QLD 4001
- 1300 172 893
- [suncorpwealthsmart@suncorp.com.au](mailto:suncorpwealthsmart@suncorp.com.au)

Customers - 13 11 66 and ask for Super  
Suncorp Financial Products, Authorised Representatives  
and Independent Financial Advisors - 1800 066 741

[www.suncorp.com.au](http://www.suncorp.com.au)

**SUNCORP**

**Suncorp WealthSmart™  
Business Super**  
Disclosure Statement - Employer





It is easy being green. Lloyd Kasper and Leona Conolly are showing how easy it can be with smarter use of technology. They are part of a small team making changes to the way we use our computers to be more energy efficient.

## Environment

Suncorp aims to effectively manage our impact on the environment. Through our extensive customer network and our industry leadership, we know we also have the opportunity to promote environmental awareness.

Suncorp's environmental management approach has three stages. First, we need to understand the environmental impact of our operations. Second, we will find ways to reduce this impact. Third, we will work with our employees, customers and the communities where we conduct our businesses to promote environmental awareness.

### Measuring our environmental impact

Our main impact on the environment is through carbon emissions generated by the electricity consumed in the buildings we occupy. During the past year we conducted energy audits on our major buildings and have an energy efficiency plan in place for 2011.

We believe we can reduce our electricity usage by around 3,000 megawatts a year through simple, cost effective changes like sensor lighting, heating and cooling upgrades and hot water timers.

Our Real Estate partner, Jones Lang LaSalle has provided a reporting platform that captures energy data from our property portfolio. This enables us to record costs, consumption and related carbon emissions information more accurately. It will assist us report our emissions and energy consumption to the Federal Government.

### Reducing our energy consumption

Energy efficient buildings are one way to reduce carbon emissions. Smarter use of equipment is another. Suncorp has 20,000 computers and these consume energy even when they are not being used. Computer screens consume around 40% of the total energy required to run a computer, so screen efficiency translates into energy savings. Suncorp is achieving an estimated 3,000 tonnes in annual carbon emissions savings by replacing screen savers with blank screen technology. That's the emissions saving equivalent of taking 540 cars off the road every year.

We are seeking further savings by powering down computers when they are logged off for 10 minutes or more. Implementing this 'sleep mode' is expected to save 4,500 tonnes of carbon emissions a year.



AAMI is not only an insurance industry leader but also a well known advocate of ways to reduce the environmental impact of Australia's drivers and homeowners. Annabelle Butler (left) and Rebecca Hart oversee a number of corporate social responsibility projects for Suncorp's insurance brands including the AAMI Green Index.

**In 2010, we made sure we could measure and track the ways our business impacts on the environment in Australia. We now have a benchmark to improve on:**

- Scope 1 & 2 CO<sub>2</sub>-e = 54,851 tonnes
- Electricity consumption (per FTE) = 4,388 KWh
- Fuel used in company vehicles (per FTE) = 48.6 litres
- Air kilometres travelled (per FTE) = 3,752
- Paper used for print and office = 1,907 tonnes

## AAMI Green Index

The AAMI Green Index is an example of the way Suncorp companies assist community education about reducing environmental impacts.

The 2010 AAMI Green Index research found that 87% of Australians are committed to reducing their impact on the environment, and are keen to make better choices about how they live and drive to reduce their carbon footprint. It also revealed a healthy trend in green investment emerging, with many Australians embracing energy-efficient appliances, technology and other ways to reduce their household greenhouse emissions.

This research was commissioned in conjunction with Greenfleet, one of our key environmental partners.

The full report is available from [www.aami.com.au](http://www.aami.com.au)

## Replacements that do not cost the earth

Suncorp and GIO are helping customers reduce their energy consumption. They provide customers whose homes are 80% damaged by a weather event with up to \$2,500 for rainwater storage or solar power. They also replace white goods with new products that have a minimum three star energy efficiency rating.

## Smarter technology at Suncorp

- Blank screen technology saves 3,000 tonnes of carbon annually
- Sleep technology saves 4,500 tonnes of carbon annually
- Combined, the technology will save \$1.1 million annually

# Community

Community engagement has always been a feature of the way Suncorp conducts business.

Suncorp partners with many community projects, activities and organisations in Australia and New Zealand – some well-established, others just starting out. Our employees provide support by volunteering and fundraising in the communities where they live and Suncorp conducts business.

We know that our customers and shareholders encourage us to be active in supporting community activities. Our internal research shows our employees want us to focus more on health and well-being. Their views and our ambition to help create brighter futures will influence how we invest in the community in the years ahead.

## Community partnerships

Our community partnerships allow us to positively impact the communities where we live and work. Some of the causes we support include road safety, youth education and health.

A major cause of young people needing high level care is acquired brain injury, often the result of a motor accident. Suncorp CTP (Compulsory Third Party) Insurance has partnered with Youngcare to raise awareness and funds to better accommodate the estimated 6,500 young Australians with high care needs who live in aged care nursing homes. Since 2007, Suncorp has helped raise close to \$2 million to assist Youngcare.

Youth road safety awareness is a priority for our Group. In Queensland, RYDA (Rotary Youth Driver Awareness) is a road safety education program we support involving thousands of students. Another example is the AAMI P.A.R.T.Y program. It is based at Australia's busiest trauma

hospital, The Alfred in Melbourne and shows the devastating impact of trauma first hand. Last year, more than 570 high school students, young driving offenders and others participated in the program that will hopefully encourage them to drive safely.

In New Zealand, our Vero team are part of a television series called The Claim Game that investigates all types of insurance claims at the front line. It aims to highlight many important insurance issues such as underinsurance, item specification and valuation and the importance of being insured. Over 500,000 viewers have tuned in to each episode, making it the second highest rating show for its time slot.

Two out of every three Australians will be affected by skin cancer. We have developed the SunWise program to help educate the community about the dangers of sun exposure. Since 2005 we have contributed more than \$8 million for skin cancer prevention education, grants and research.

## Protecting our communities

As a leading insurer in Australia and New Zealand, our people are experienced in responding to serious events such as recent flooding and cyclones in Queensland and the Christchurch earthquakes.

When there are serious community crises, Suncorp is a major contributor to government and other appeals. We also arrange emergency funding for many of our customers and employees impacted by these types of events.

We support other service providers that assist in emergencies with funding and in-kind support. Suncorp is a long time supporter of the Victorian SES. Through this partnership, AAMI funds an innovative program to equip branches and promote the work of the SES throughout Victoria. GIO and Fire and Rescue NSW use their combined expertise to help NSW residents prevent, prepare and protect their homes against fire.

## Involving our people and customers

Thousands of our employees volunteer annually for local community projects that are personally important or support existing Suncorp community partnerships. We provide our employees with one paid volunteer day each year to assist them to do this.

We help our customers raise funds by providing the opportunity to donate to some charities and appeals through Suncorp Bank branches and online banking.

We support our people and customers to participate in a variety of fundraising events. An example is The Sunday Mail Suncorp Bridge to Brisbane that has raised nearly \$4 million for various Queensland charities.

"We'd like to say a big thank you to the team at Suncorp Insurance, not just for supporting Youngcare but for truly believing in our cause."

Youngcare Australia





They say 'a picture is worth a thousand words'. Well this one certainly is. Leah Craven (left) Larry Stewart, Cory Lundy and Julie Williams of Suncorp's finance and tax department were some of the hundreds of volunteers who took on the tough task of helping distressed homeowners clean out their properties after the Brisbane floods.



Suncorp is a London Benchmarking Group member and uses this global standard to assess the value of the contributions we make to communities. In 2010, we contributed nearly \$6 million to community causes and organisations through cash, time and in-kind support.





Having your possessions spread across flooded paddocks has been the grim reality for many Queenslanders. Mark Vayro is an Agribusiness Manager at Suncorp's Toowoomba Business Centre. He is shown here with customer Debbie Harm sifting through salvaged items.

## Responsible flood action

The unprecedented scale of floods in Queensland and Victoria required fast, effective and innovative responses from Suncorp's claims management people. These ranged from well coordinated office networks across Australia to the use of highly mobile teams that could be deployed to the most damaged areas. At the height of the Queensland and Victorian floods and Cyclone Yasi, we had over 2,500 of our people involved in claims management.

### Customer response

Responding to our customers quickly and in a way that was most helpful was a critical priority following the floods. We deployed our customer response teams (CRTs) rapidly (most within 24 hours), in Brisbane, Toowoomba and Lockyer Valley to help begin the recovery process.

Our customers tell us they like face to face interaction and despite the continuing heat, rain and insects they came to our CRT sites to speak personally with our claims experts.

One CRT even set up in an Indian restaurant for a week, helping up to 30 customers a day alongside the lunch rush!

### Assistance for employees

With more than 7,000 employees in Queensland, many of our own people were impacted by the floods. Suncorp provides a range of services for our people to assist them in times of personal crisis. Following the floods, professional counselling, financial recovery packages and hardship grants were provided.

Many Suncorp employees from all parts of Australia stepped in and raised funds for their Queensland colleagues (which were matched by Suncorp) and the Premier's Disaster Relief Appeal.

## Rapid response

Claims specialist officers (Australia-wide)	2,500
Assessors in the field	100
Roving CRTs deployed immediately following floods	5 teams



“I don’t believe you are fully aware of just how much public support and good will you are generating through the actions of your fine staff...a very fine company... that almost sums it up...”

Letter from Suncorp Insurance customer and Queensland flood victim, Paul Miller (pictured above)

## Volunteering and community support

The Suncorp Group donated \$100,000 to the Queensland Premier’s Disaster Relief Appeal. In addition, donations from our employees and customers through our branch network contributed over \$2 million.

Small business recovery has been assisted by a number of Suncorp Bank projects. These included the provision of up to 50 grants of \$5,000 to small businesses and the sponsorship of disaster a recovery program with David Koch on Sky News.



Customer response teams set up in mobile locations to reach as many customers as they could following flooding in Queensland and Victoria and Cyclone Yasi.

In 2010 our Group introduced a new approach to CSR and identified some of the many ways we work to meet our commercial and social responsibilities.

## 2010 performance summary

### Suncorp Group

- ✓ Identified our long term challenges and immediate priorities
- ✓ Communicated our strategic direction – *One Company. Many Brands* – and began implementing changes to achieve this
- ✓ Built a new business model for the Suncorp Group comprising five core businesses, a small corporate centre and specialist services areas
- ✓ Implemented comprehensive governance and risk management policies and procedures

### CSR approach

- ✓ Developed *A Responsible Approach*. This is the Suncorp Group approach to CSR or the way we manage our commercial and social responsibilities
- ✓ Developed a CSR model based on our belief that to be a responsible company we need to demonstrate leadership, engage with our stakeholders and invest in our employees, customers and communities

### Employees

- ✓ Gained approval for the 2011 Suncorp Group Enterprise Agreement
- ✓ Introduced a comprehensive program to improve understanding of leadership responsibilities and improve leadership capabilities across our Group
- ✓ Employees can now apply for a hardship grant of up to \$5,000 if they have been impacted by natural disaster or personal crisis
- ✓ Provided up to \$250 annually to Vero New Zealand employees for costs related to fitness and leisure activities that support personal development and wellbeing

### Customers

- ✓ Continued to achieve industry leading levels of customer satisfaction in insurance and banking
- ✓ Simplified claims administration and customer contact by introducing new claims processing technology (ClaimCenter)
- ✓ Improved risk assessment and pricing capabilities
- ✓ Provided full flood cover through our Suncorp brand
- ✓ Launched a major program involving 2,500 Suncorp people to manage the extraordinary volume of insurance claims from floods in Queensland and Victoria and Cyclone Yasi
- ✓ Continued to benefit our customers through simplified and innovative life insurance and superannuation products and support services
- ✓ Developed a dedicated Earthquake Team to manage the claims from Christchurch earthquakes in September 2010 and February 2011

### Environment

- ✓ Stepped up Group environmental impact management through auditing of carbon emissions and energy consumption
- ✓ Launched energy savings initiatives in our major buildings
- ✓ Introduced changes to our 20,000 computers that can achieve up to 7,500 tonnes of carbon emission savings each year
- ✓ Assisted customers and others in the community to reduce their environmental impact through projects such as the AAMI Green Index

### Community

- ✓ Nearly \$6 million of cash, time and in-kind support contributed to community causes and organisations in 2010
- ✓ Employees continue to volunteer their time to local issues and organisations – as well as supporting bushfire and flood relief efforts