



Creating  
brighter  
futures

Suncorp Group  
2012/13  
Corporate  
Responsibility  
Review

One Company  
Many Brands



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*Cover image: Reece Anderson, Cannon Hill Branch Manager, Suncorp Bank*

*Reece joined Suncorp in 2008 as a sales and service assistant. He became a branch manager in 2011 and since then he has aimed to engage the people around him to strive for excellence in their roles.*

*Reece is actively involved in the community. In 2012 he ran the equivalent of 2.5 marathons in one day and raised \$15,000 for Cancer Council Queensland. He recently competed in the Great Wall of China Marathon and placed 14th overall (out of 780 participants).*

*Reece is an event co-ordinator at the South Bank parkrun of which Suncorp is a sponsor.*

# About this Review

**This Review outlines Suncorp Group's approach to Corporate Responsibility (CR) and highlights progress and achievements. The CR Review forms part of the Suncorp Group 2012/13 annual reporting suite.**

Suncorp's approach to CR is the way the business shares its success and profitability to support employees, shareholders, customers and the community. The aim is to create brighter futures by contributing to the long-term financial wellbeing and quality of life of Australians and New Zealanders.

More information about Suncorp Group and its businesses can be found at [suncorpgroup.com.au](http://suncorpgroup.com.au).

# Group CEO's message

This Corporate Responsibility Review details Suncorp's approach and some of the activities we've undertaken to make positive contributions in 2012/13.

I'm proud of the work our teams have been doing on many fronts, including road safety, product transparency, regional and rural recovery, carbon reduction, disaster mitigation and workforce inclusion. We know these are areas where we can have a positive influence, improve lives and ensure the sustainability and growth of our business.

The Suncorp Group has a long and proud history of connection and contribution to its communities. Being a responsible business is a fundamental part of our heritage and critical to our future. As a top 20 Australian company, employing 15,000 people and serving nine million customers, we make a significant economic contribution both in Australia and New Zealand.

We're respectful of our obligations and equally, we're clear about our opportunities to influence positive change. Leading companies make a difference, not only through shareholder returns and valued products and services, but through sharing their success and confronting the issues which impact stakeholders.

**“In the 2013 employee survey, 80% of our people said they feel proud to work for Suncorp, a strong foundation for Corporate Responsibility.”**

We're mindful of the changing expectations of our stakeholders and keen to continue to evolve our Corporate Responsibility approach with their needs and concerns in mind. For us, that means better understanding what's important to our customers, shareholders, employees, policymakers and the communities where we work and live. Canvassing their views in 2013 has allowed us to address the topics of an economic, environmental and social nature where we feel we can make a difference.

Suncorp has always been part of the fabric of its communities through corporate giving, volunteering and sponsorships. We're more committed than ever to that social contribution and we're building on it through our economic and environmental work under our evolving Corporate Responsibility approach.

My thanks go to our hardworking people who represent our Group and what it stands for every day.

I'm delighted to present this Review and I look forward to keeping you updated on our contributions and progress.



**Patrick Snowball**  
Group CEO, 21 August 2013



*Patrick Snowball, Group CEO, spends a significant amount of time speaking directly with investors, employees, customers and other stakeholders to understand their expectations of Suncorp's businesses.*

# About Suncorp Group

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

Suncorp Group Limited is a **Top 20** ASX-listed company.

# 20

## Creating brighter futures

Owned by

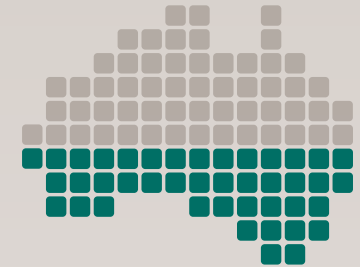
# 170,000

ordinary shareholders



# 25%

of New Zealand adults (18+) have a relationship with one or more of our brands



in Australia it's

# 48%

Customers in Australia and New Zealand total

# 9 million

# 15,000 employees



One Company  
Many Brands



Starts

Our brands are well known and trusted.

**General Insurance**

Suncorp Insurance, AAMI, GIO, Apia, Vero, Shannons, Just Car Insurance, Insure My Ride, Bingle, Terri Scheer, CIL Insurance, Resilium, AA Insurance

**Banking**

Suncorp Bank

**Life Insurance**

Asteron Life, Suncorp Life, Guardian Advice, AA Life

## Claims paid in 2012/13

Personal Insurance 

**\$3.8 billion**

Commercial Insurance 

**\$2.0 billion**

New Zealand 

**\$1.3 billion**

**\$31 billion**



in savings accounts

**\$38 billion**



in loans, helping people to realise the dream of owning their home

**\$1.5m ...every day**



in life insurance claims

and **\$6.5 million**



paid in superannuation every month

# Approach

Suncorp Group's approach to CR is a commitment to operate in a responsible manner and to create value for key stakeholders. It factors into the Group's strategy setting, risk management and stakeholder engagement functions.

Suncorp believes that leading companies go beyond earning profits and providing quality products. They strive to make a difference for the many people their businesses impact by addressing major economic, social and environmental challenges.

Suncorp's CR purpose is to create brighter futures by contributing to the long-term financial wellbeing and quality of life of Australians and New Zealanders.

Milestone achievements of 2012/13 include a 47.3% increase in share price, improved employee engagement scores and a reduction in greenhouse gas emissions. This demonstrates Suncorp's ability to operate efficiently and profitably while taking steps to improve social and environmental conditions.

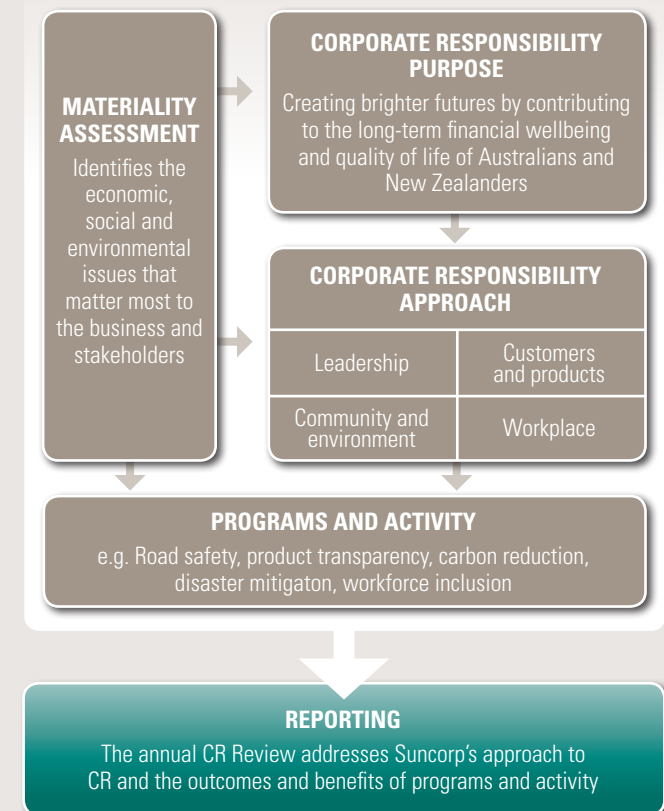
## Stakeholder engagement

Suncorp's key stakeholders are identified as those significantly impacted by the Group's business operations. Engagement with stakeholders occurs regularly via a range of informal and formal methods outlined in the adjacent table. Stakeholder feedback is used to help Suncorp make decisions about the future of the Group.

KEY STAKEHOLDERS	ENGAGEMENT
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Phone surveys</li> <li>• Focus groups</li> <li>• Online feedback channels</li> <li>• Social media</li> <li>• Relationships with employees</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Employee engagement survey</li> <li>• Intranet</li> <li>• Yammer</li> <li>• Focus groups</li> <li>• Regular leader meetings</li> <li>• Performance reviews and development plans</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM)</li> <li>• Financial results presentations</li> <li>• Regular meetings and briefings</li> <li>• Online feedback channels</li> <li>• Social media</li> </ul>
<b>Community groups</b>	<ul style="list-style-type: none"> <li>• Regional roadshows</li> <li>• Not-for-profit partnerships</li> <li>• Meetings with senior management</li> </ul>
<b>Governments and regulators</b>	<ul style="list-style-type: none"> <li>• Regular meetings and briefings</li> <li>• Regulatory reporting</li> <li>• Submissions to inquiries</li> </ul>

## Accountability

Suncorp's CR approach and reporting is managed by Group Finance and Corporate Affairs 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.



# Materiality

This year a CR materiality assessment informed Suncorp's efforts in the development, implementation, performance and disclosure of the CR agenda. The assessment helped identify and prioritise the issues most significant to Suncorp and its stakeholders.

The materiality process included peer, policy, risk and societal reviews as well as a survey of internal and external stakeholders.

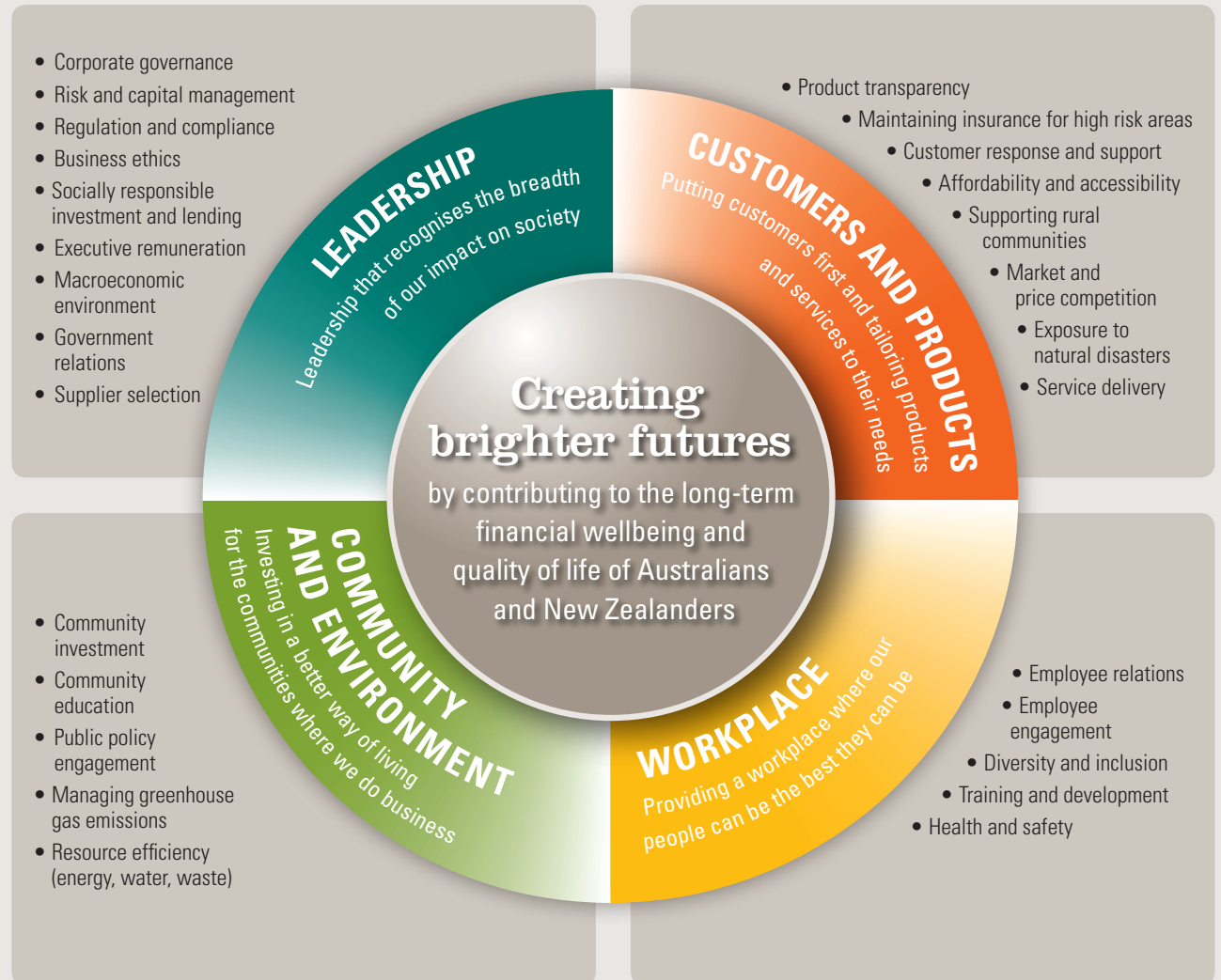
The findings cover a diverse range of topics that relate to the four broad areas of:

- leadership
- customers and products
- improving the workplace
- investing in the community and environment.

A formal materiality assessment will be undertaken annually to ensure Suncorp continues to meet the needs and expectations of its stakeholders.

On an ongoing basis, material issues are monitored via engagement and research that informs the approach to CR and related programs.

This Review reports on the programs and activity that address material issues identified in the assessment.



# Leadership

Leadership that recognises the breadth of Suncorp's impact on society

## Governance

The Suncorp Group Limited Board (the Board) is responsible for ensuring shareholder interests are protected and that market confidence is maintained. The Board monitors governance practices and approves policies that enable Suncorp to meet its regulatory requirements as a company listed on the Australian Securities Exchange (ASX).

Group CEO, Patrick Snowball, is responsible for the day-to-day management of Suncorp Group and is supported by the SLT.

The Board has worked to ensure the right mix of skills, knowledge and experience to support and challenge the SLT to deliver against the corporate strategy and objectives.

They also influence and support the monitoring and management of current and potential risks to the Group's operations.

The Board and SLT are expected to:

- encourage a strong commitment to a values-based culture
- focus on high performance, carrying out business legally, ethically, and with integrity and respect
- promote the widely communicated Suncorp Group values of honesty, courage, fairness, respect, caring and trust.

More information about structure and accountabilities is provided in the Corporate Governance Statement included in the 2012/13 Directors' Report and Financial Statements.

## Risk management

Effective risk management is central to the way Suncorp operates and is factored into the work Suncorp's people do every day.

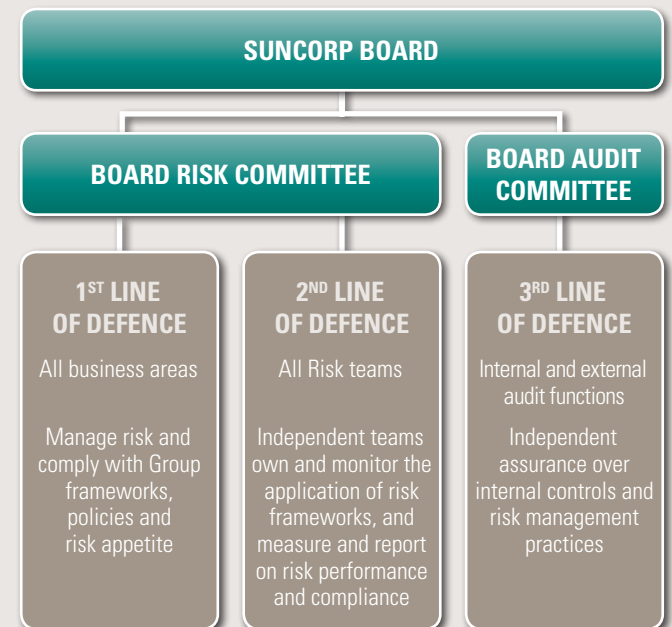
In insurance, understanding the level of risk attached to the damage or loss of assets, livelihoods and health is critical to setting appropriate pricing. In banking, effective management of the financial risks attached to money lent and interest rates set ensures the levels of funding and fees are adequate.

The Group CEO and SLT have overall responsibility for risk, providing executive oversight of the risk management process through the application of Suncorp's Three Lines of Defence model. In this model the first line of defence places responsibility on all business areas and employees to identify and manage risks. Specialist Risk teams are the second line of defence, driving and supporting the identification, understanding and reporting of risk. The third line of defence comprises internal and external audit functions which provide assurance to the Board that the risk management framework is operating effectively.

The Group's dedicated Risk teams report directly to the Group CEO or business unit CEOs. The Group Chief Risk Officer, a member of the SLT, reports regularly to the Board Risk Committee on matters, including risk culture and appetite.

In 2012/13, a key focus for Suncorp's Risk teams has been to develop and foster a common, positive risk culture. The importance of strong risk management and awareness of internal controls and reporting is embedded across the business.

The annual employee engagement survey<sup>1</sup> demonstrates that Suncorp's approach to risk is increasingly well understood and integrated with daily tasks. The responses demonstrated a 10 point improvement in employees feeling safe to raise issues (e.g. breach of compliance, ethical standards or general issues) without fear of reprisal. Additionally, there was a nine point increase in employees feeling encouraged to take reasonable risks to increase the effectiveness of the organisation. Achieving a balance between risk and reward remains an ongoing focus.





### Economic contributions

With 15,000 employees and nine million customers, Suncorp has a significant economic impact. Providing rewarding careers and improving financial security are just two of the ways the business makes a contribution to economic prosperity.

More than 93% of the Group's operating expense budget<sup>2</sup> is spent on goods and services supplied by local businesses in regions where Suncorp's employees and customers live.

More than \$1.5 billion is paid each year in wages, salaries and superannuation to employees in Australia and New Zealand where the majority of the Group's work is performed.

To maintain competitiveness and improve operations, Suncorp partners with both domestic and global service providers. This enables Suncorp to source services that provide 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.

<sup>1</sup> Suncorp use the HayGroup model for measuring engagement and enablement through an annual Group-wide employee survey. Results are used in leader scorecards across the Group.

<sup>2</sup> Operating expense budget includes occupancy and equipment expenses, information technology, advertising, consultancy and legal expenses and relate to Australian operations only.

### Shareholder return

Shareholders, the owners of the Company, deserve sustainable growth and investment return. Suncorp has targeted 7% to 9% growth across each of its lines of business and a Company dividend payout ratio of 60% to 80% of cash earnings. Additionally, capital that is surplus to operating needs will be returned to shareholders.

Dividend payments in 2012/13 were 75 cents per ordinary share, including a special dividend, and reflect the Company's commitment to creating wealth for shareholders and investing in their futures.

### Economic performance data

	2013 (\$m)	2012 (\$m)	2011 (\$m)	2010 (\$m)
Revenue	16,186	16,061	19,033	15,682
Total expenses	15,420	15,098	18,331	14,564
Net profit after tax	491	724	453	780
Operating expenses	2,732	2,603	2,654	2,765
Employee expenses	1,670	1,578	1,561	1,506
General insurance claims expense	6,264	7,122	9,331	5,966
Retained profits	1,245	1,493	1,306	1,241
Shareholder dividends	769	511	444	440
Income tax paid	249	311	176	381

# Customers and products

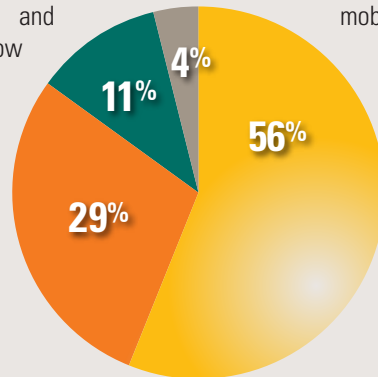
## Putting customers first and tailoring products and services to their needs

Providing simple and accessible products for customers to help them establish brighter financial futures is at the heart of Suncorp's business. Volatile economic conditions and unprecedented natural hazard events have proven Suncorp's ability to deliver on promises and meet emerging customer needs. Suncorp's people have demonstrated they can overcome adversity and deliver improved service and outcomes when customers need it most.

### Customer outreach

The rise of online communication is changing the way Suncorp Group's brands and people interact with customers. This change is important, as is the need to continue to provide personalised service for customers in the places where they live and work.

During the year, the Suncorp Bank agribusiness roadshow visited 17 towns throughout regional Australia to provide valuable banking, agribusiness and disaster recovery information. The roadshow featured experts in international trade, finance and emotional resilience and provided an opportunity for communities to come together and share valuable information and advice.



How Everyday Super accounts are opened

■ BANK BRANCH ■ ONLINE ■ PHONE ■ FINANCIAL PLANNER

Also on the road was the Customer Response Team (CRT) which provides onsite support to customers and communities during major weather events. They arrive within 24 hours of an event to help customers lodge claims, prepare for assessments and start to get back on their feet. Now more than 40-people strong and growing, the CRT is completely mobile and has reached regions in need following major events such as the Tasmanian Bushfires and Ex-Tropical Cyclone Oswald.

The next step in improving the CRT is to establish a customer text messaging service to notify regions of the CRT's arrival.

### Emerging products

Consumers are increasingly looking for products that are easy to understand, deliver on promises and can be accessed at a time and place that suits them. Suncorp aims to meet these needs through simple everyday products and advances in mobile technology.

The new Suncorp Everyday Super product was launched in March 2013 and is available via financial planners, phone, online and Suncorp Bank. It enables customers to view their super balance alongside their bank balance, helping them to better manage one of their most important assets.

*Suncorp employee and bank customer, Maria Antoni, appreciates banking that makes her life easier. The Suncorp Bank mobile app and internet banking mean Maria can pay the bills and manage her money when and where it suits her, such as on the bus travelling to work.*

## Internet and mobile banking

- In-house development: built by Suncorp for customers
- More than 440,000 customers registered
- More than 5 million logins every month
- 48% of traffic is from a mobile device



**“For every one dollar spent on natural disaster mitigation, the community saves between two and ten dollars in rebuilding costs.”**

Patrick Snowball, Group CEO

Internet and mobile banking use continues to gain popularity. The Suncorp Bank mobile app, launched in 2011, was the first of its kind for financial institutions. Suncorp Bank has since attracted more than 140,000 downloads and been recognised for having Australia’s best mobile app<sup>1</sup>.

For the second year running, Suncorp Bank has been awarded Australian Financial Institution of the Year Non-Big Four at the annual *Australian Banking & Finance (AB+F) Awards*.

**Customer performance data**

Promoters <sup>2</sup>	2013	2012	2011	2010
Suncorp Insurance – Home (Qld)	41%	40%	47%	26%
AAMI – Motor (National)	35%	40%	36%	36%
Apia – Home (50+)	59%	57%	51%	43%
GIO – Motor (NSW/ACT)	28%	32%	38%	29%
Vero – Commercial Insurance (National)	22%	21%	13%	17%
Suncorp Bank (Qld)	35%	38%	34%	37%
Asteron Life (Adviser)	44%	55%	61%	49%

**High risk regions**

Suncorp Group understands that maintaining the availability of insurance for high risk regions is an important part of protecting the assets and livelihoods of Australians and New Zealanders. Recent years have demonstrated the impact on towns and regions repeatedly damaged by floods, storms, bushfires, cyclones or earthquakes. The repair can be costly and take years to complete.

Suncorp is aware that insurance affordability is a key issue. Changes to insurance premiums have reflected increased risk and the rising cost of providing insurance. For this reason, the Group has taken a firm stance on the need for risk reduction to support insurance affordability and the sustainability of the industry.

The 2011 summer of natural disasters highlighted the need for greater consideration of flood mitigation planning. Suncorp has led the conversation about the importance of mitigation with local mayors as well as key state and federal government representatives.

Federal funding of \$100 million for community flood mitigation work was announced earlier this year and mitigation works are underway in Charleville, Roma and Emerald. The Group will remain active by investing in education, research and lobbying to reduce natural hazard risk, improve affordability and ensure a sustainable industry for consumers.

In Christchurch, the earthquake recovery is ongoing and complex, involving many different government and private organisations as well as local community groups.

The Group is managing about 29,000 earthquake claims. Over half of these have been completed and up to NZ\$80 million is being paid to customers for completed claims each month.

The insurance industry in New Zealand is changing and the Group’s insurance business, Vero, has taken the opportunity to review its strategy, structure and operating processes. Vero is also active in advocating changes to the New Zealand approach to natural disaster funding, management and mitigation.

<sup>1</sup> Suncorp Bank named Australia’s best mobile app in *Mobile Banking Applications Australia 2013 Report*, produced by BanterMob.

<sup>2</sup> Promoters are the percentage of customers that when asked how likely they would be to recommend our brands on a scale of 0-10, have responded with a 9 or 10.



*Kirsten Wiskar (left) and Simone Taylor (right) have been able to achieve a good balance between work and caring for their children through a job share arrangement. Both women say they are happy they did not need to choose between work and family and feel they have the opportunity to continue to progress within Suncorp.*

# Workplace

Providing a workplace where Suncorp's people can be the best they can be

The Group's people and the culture they develop are among Suncorp's greatest competitive advantages. The ability for Suncorp to provide a safe and fair workplace and rewarding career opportunities supports employees to be the best they can be. It is increasingly important that working conditions reflect the values and goals that people have in their personal lives. The Suncorp Group takes a leadership position on workplace innovation to attract, develop and engage people.

## Employee performance data

	2013	2012	2011
Total FTE (full time equivalent)	14,239	14,890	15,238
Engagement	70	63	63*
Enablement	72	66	65*
Leadership index	79	72	70*
Women in senior leadership roles	32%	33%	31%
Return to work from parental leave	82%	78%	79%
Employee initiated turnover*	13.3%	16%	15.9%
Lost time injury frequency rate*	2	2.8	2.3

*\* Does not include New Zealand  
The maximum score for engagement, enablement or leadership index is 100.*

## Engaging people

Engaged employees are more productive and provide greater value to an organisation than those less engaged. This is important for any company. Suncorp believes engagement factors into people's personal wellbeing and enables them to feel proud of their contributions.

Each year the employee survey is undertaken to understand how employees think and feel about working for Suncorp. In 2012, the results revealed the need for greater emphasis on performance management and demonstrating the link between the work people do every day and Group strategy.

Suncorp has since focused on connecting people's work with Group strategy through a series of CEO town halls in key employee locations. Additionally, a Business Leader Summit was held with more than 450 leaders to reinforce Suncorp's strategic direction and priorities.

More than 2,100 leaders across Suncorp participated in development programs to strengthen their leadership capability and people management skills.

This year's employee survey results show the most improved area is in leaders' ability to communicate openly and honestly, a critical component of maintaining engagement. There has also been a significant improvement in performance management, but there is still some way to go to reach Suncorp's goals.

Suncorp will keep its focus on managing performance, ensuring its strategy is well understood, and developing people and their careers.

## Diversity and inclusion

Suncorp is committed to supporting a culture of inclusion where diversity of thought, lifestyle and background are encouraged. The goal is to ensure people feel they are able to authentically and fully participate at work no matter their circumstances.

Diversity attracts a high level of executive support with Group CEO, Patrick Snowball, chairing the Diversity Council. The Council meets on a quarterly basis to oversee the implementation of the diversity and inclusion strategy and the Board receives quarterly updates.

The current focus is on gender equality and, specifically, increasing the number of women in leadership roles. Key activity has included the launch of the Accelerate Women in Leadership programs with more than 50 women completing the courses in 2012/13. Another 70 are scheduled to commence the program.

Unconscious Bias Awareness training was also delivered to leaders across the Group. It helps leaders identify and be aware of their personal biases, in order to better attract, retain and advance diverse talent.

**“The Women in Leadership program provided great insight on a range of leadership topics and an opportunity to talk through practical ways to become a better leader. I came away from the experience with a greater awareness of leadership theory and a stronger network of talented women.”**

Lisa Harrison, Executive General Manager,  
Customer Distribution

To further support gender equality, Suncorp conducts regular pay equity reviews to ensure people are paid fairly. Through the analysis of performance and reward data, any instances of imbalance can be quickly resolved.

## Flexible working

Suncorp recognises that people will encounter different commitments and preferences at various stages of their life and career. Encouraging flexible ways of working allows people to better manage things like family or study commitments.

Suncorp asks its leaders to think differently about where, when and how work is completed. This incorporates options such as working from home, job sharing and flexible hours. It enables people to complete their work at a time and place that suits their needs and the requirements of the business.

Today, more than 75% of Suncorp’s people have a degree of flexibility in their role and 78% say they are supported in achieving a reasonable balance between their work and personal life.<sup>1</sup>

The Suncorp Work@Home (W@H) Hub, located in Fountain Gate Shopping Centre, Melbourne, supports a team of contact centre consultants who primarily work from home. It is a central point for training, monthly meetings or for anyone who feels like working from the office. All team members live within a 30-minute commute.

The Hub is a great example of flexible working. The pilot has proved to be enormously successful, attracting high-performing individuals, who previously found securing work difficult due to factors such as a disability or their carer role.

1 According to Suncorp’s 2013 Group-wide employee survey respondents.



## Employee survey findings

- Engagement score up 7 points to 70
- 80% of people say they are proud to work for Suncorp
- \$60 million productivity enhancement achieved through increases in engagement and enablement
- Greatest improvement areas: open communication, community program involvement, simplified work processes and business prospects



## W@H Hub quick facts

- Over 100 part-time and casual staff currently employed
- Unprecedented levels of flexibility achieved to meet rostering requirements
- The Hub recorded a 90 point engagement score – one of the most highly engaged teams in Suncorp Group
- Turnover is lower than other contact centre environments

# Community and environment

Investing in a better way of living for the communities where Suncorp does business

Suncorp aims to improve the health and wellbeing of communities in Australia and New Zealand. The focus is on providing support to the many passionate people within Suncorp who make a difference by contributing to community projects and social causes.

## Educating our people and the community

Community health, wellbeing and road safety are some of the causes Suncorp's people feel passionately about.

Through partnerships with The Heart Foundation and Inspire Foundation, Suncorp has been able to deliver a series of employee wellbeing programs to educate people on maintaining healthy hearts and healthy minds.

This year, a six-week program provided employees with the tools to introduce small and sustainable lifestyle changes to improve their heart health. Wellbeing@Work and parenting information seminars delivered tips to improve wellbeing, manage stress and sustain the mental health of young people.

Road safety continues to affect many of Suncorp's people, customers and local communities. The Group has ongoing partnerships with Fatality Free Friday and Road Safety Education's RYDA. This year the Lowndsey Goes Local for Safer Queensland Roads tour was added to the road safety calendar of events. Led by Suncorp road safety spokesman and V8 Supercar driver, Craig Lowndes, the tour shared important road safety messages and sought ideas from the public for safer roads.

The AAMI Skilled Drivers course is offered free to customers under the age of 25 and to the children and grandchildren of customers with AAMI comprehensive motor policies. A discount of 10% applies to comprehensive car insurance premiums once completed. In the past 10 years almost 100,000 customers have participated in the course improving their driving experience and reducing the likelihood of road accidents.

In Australia, the total number of road fatalities has decreased by 23.6% over the past decade<sup>1</sup>. While this is a significant achievement, Suncorp believes there are still too many people seriously injured or killed on the roads. Investment in driver education, awareness and training will help to further reduce the toll.

## Community grants

Suncorp recognises the many worthwhile community and charity organisations working to improve conditions for people in need. The grants Suncorp provided in 2012/13 help Suncorp people and local communities fund solutions to some of their biggest social challenges.

<sup>1</sup> *Road Deaths Australia – 2012 statistical summary, Department of Infrastructure and Transport, [bitre.gov.au/publications/2013/RDA\\_Summary\\_2012.aspx](http://bitre.gov.au/publications/2013/RDA_Summary_2012.aspx).*

<sup>2</sup> *Suncorp will match up to \$500 per employee each year.*

**\$200k** Brighter Futures Community Grants give Suncorp employees the opportunity to apply on behalf of causes close to their hearts. Grants between \$1,000 and \$10,000 are awarded in the area of health and wellbeing. Suncorp has also committed to match funds raised by employees through the Brighter Futures Gift Matching program<sup>2</sup>.

**\$190k** The Safer Queensland Community Grants program is a joint initiative between Suncorp Insurance and Queensland Police Service. During the year 29 grants were awarded to support localised road safety and crime reduction initiatives.

**\$150k** The Youngcare At Home Care Grants program is supported by GIO. Funds provide essential services and equipment for young people who require full-time care and live at home.

### Community performance data

	2013* (\$000)	2012 (\$000)	2011 (\$000)	2010 (\$000)
Cash	5,542	5,080	4,346	3,971
Time	723	703	814	1,302
In-kind support	233	268	517	103
Management costs	297	375	70	419
Total investment	6,794	6,426	5,749	5,795

\* Data yet to be verified by London Benchmarking Group  
Community performance data is for Australian operations only.

### Running for a cause

Lily Miller (pictured with parents Sam and Stephen and brother Gus) participated in the 2km Junior Dash as part of the Gold Coast Airport Marathon weekend. The family also raised funds for a cause close to their hearts, MND and Me. Their efforts assisted the charity reach over \$80,000 in donations, the most funds raised for individuals and groups participating in the marathon events.

MND and Me raises money to help people living with motor neurone disease as well as funding research into a cure. Its founder, Scott Sullivan, was a Suncorp employee for more than 10 years and is living with the disease.

Suncorp is proud of its association with a number of fun runs which help people to reach their fitness goals, meet new friends and raise money for charities they believe in.

Suncorp Bank supports The Gold Coast Airport Marathon, *The Sunday Mail* Suncorp Bank Bridge to Brisbane, The Blackmores Sydney Running Festival, Suncorp Bank Freo Fun Run and parkrun.



# Community and environment

## Protecting the natural environment for the future

### Doing more, with less

Reducing the resources consumed by operations and encouraging the protection of the natural environment is expected of large organisations such as Suncorp. Major efforts centre on minimising electricity consumption and reducing waste to landfill.

The Group has driven a reduction in electricity use through focusing on the consolidation of office space and more efficient technology. The key project for 2012/13 involved consolidating three of Suncorp's Melbourne tenancies to one, reducing the physical footprint by over 13,000 square metres. Expected savings are upwards of 1,500 tonnes of greenhouse gas emissions every year.

The decision to consolidate office space is supported by the roll out of the Desktop Anywhere (DA) initiative which enables employees to access the Suncorp network from their office or remotely. The hardware that supports DA is about half the price

of previous hardware and requires a fraction of the electricity. Approximately 40% of Suncorp's people based in metro centres now work via the DA system.

A number of Suncorp sites use sub-meters to monitor energy consumption patterns over periods of time and within specific areas. This has resulted in some considerable savings by adjusting after hours heating, cooling and lighting.

Any obsolete or broken technology assets are recycled, re-used or donated to charitable organisations and community groups. Toner cartridges are recycled through Planet Ark and general office waste is monitored according to how much is recycled and how much goes to landfill.

**Since 2010, Suncorp has reduced greenhouse gas emissions by more than 25%. The savings are equivalent to annual emissions from 4,300 passenger vehicles.**







*Billal Sidaoui is just one of many apprentices employed by Q-Plus, a joint venture initiative with Suncorp that is leading the way in environmentally sustainable practices. Suncorp invests millions of dollars each year in the smash repair industry funding training courses, apprentice development and TAFE equipment.*

### Supporting supplier environmental standards

Suncorp Group is Australia's biggest user of smash repair services and has joint venture partnerships in smash repair. The industry is traditionally a large energy consumer. For this reason the Group has developed the repair industry's first Vehicle Repair Standard, which will form part of contract agreements with repair partners. The Standard includes requirements for the use of water-based or water-borne paint, Environmental Protection Agency compliance and to be a signatory of a green stamp program or carbon neutral initiative.

Suncorp also conducts repair shop audits to provide energy efficient solutions and help repairers save on energy and their shop bills. Suncorp has implemented a subsidy scheme with leading Australian energy company, Energex, for repairers who make capital investments to reduce their energy footprint.

Suncorp Group's smash repair joint venture partners, Capital S.M.A.R.T Repairs and Q-Plus, are setting new standards in their approach to repair shop environmental sustainability. Both businesses have refined their processes to significantly reduce energy consumption and their environmental footprint. Examples include the use of drive-in paint bays, which draw 80% less energy than traditional processes; recycling water and materials; and using environmentally friendly cleaning agents and non-solvent, water-based paints.

In 2012/13, Capital S.M.A.R.T Repairs received the Australian Business Award for Environmental Sustainability.

### Environment performance data

	2013	2012	2011	2010
Scope 1 CO2-e tonnes	6,584	6,832	7,443	7,140
Scope 2 CO2-e tonnes	51,151	58,616	66,495	71,619
Scope 1 & 2 CO2-e tonnes	57,735	65,448	73,938	78,759
Electricity consumption per FTE KWh	4,429	4,662	5,134	5,792
Fuel used in company vehicles per FTE litres	225	222	234	230
Air kilometres travelled per FTE	4,821	3,744	3,608	3,752
Paper used for print and office tonnes	1,715	1,775	2,358	1,907
Proportion of office waste diverted from landfill	49%	-	-	-

*Environment performance data is for Australian operations only.*



*Stuart Judd, crop farmer and Suncorp Bank customer, operates properties in South Western Queensland. Variable weather and fluctuating crop prices can have a big impact on his business. Stuart appreciates the time his Suncorp Bank Agribusiness Manager, Julian Collins, takes to meet him at his properties and understand firsthand the challenges he faces daily.*

*This is part of Suncorp's commitment to provide personalised service for customers in the places where they live and work. It is supported by initiatives such as the Suncorp Bank agribusiness roadshows and improving the accessibility of products through innovation like the mobile banking app.*

# Additional information

## Report preparation

This report has been prepared to help stakeholders better understand Suncorp's commitment and approach to Corporate Responsibility. Content has been aligned with the issues identified as most important to our stakeholders through a CR materiality assessment.

Suncorp's reporting is also 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. The Guidelines are developed through engagement with global expertise in business, labour, society, finance and with regulators and government agencies in several countries.

An index of the GRI indicators reported by Suncorp is available from [suncorpgroup.com.au](http://suncorpgroup.com.au) under the Reports section.

Suncorp reports to the Carbon Disclosure Project, is a participant of London Benchmarking Group and is globally recognised for Corporate Responsibility by the FTSE4Good Index.

## References, unless otherwise stated

- are at 30 June 2013
- 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 Group', 'Suncorp' or the 'Group' are to Suncorp Group Limited and its controlled entities.

## Calendar

**24 October 2013**  
**Annual General Meeting**

**19 February 2014**  
**Half year results**

**13 August 2014**  
**Full year results**

*To the extent that information in this Review may constitute a forward-looking statement, the information reflects the Company's views at the date of this Review and is subject to known and unknown risks and uncertainties, many of which are beyond the Company'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.*

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



The Suncorp Group 2012/13 Corporate Responsibility Review forms part of the Suncorp Group 2012/13 annual reporting suite

See other publications at [suncorpgroup.com.au](http://suncorpgroup.com.au) or get a copy by calling 1300 882 012

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Many Brands

