



Annual Review 2016-17

—

Create a better today



Suncorp Group Limited
ABN 66 145 290 124

About Suncorp

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Suncorp Group Limited is a trusted provider of financial services and solutions, helping customers make good choices and take positive action to improve their financial wellbeing.

We are a top 20 ASX-listed company with \$97 billion in assets. Today, we employ approximately 13,400 people and serve close to nine million customers across Australia and New Zealand.

Our Marketplace of products, services and experiences is designed to make it easier for our customers to meet their financial needs. It brings together our strong portfolio of banking, wealth management and insurance solutions from across our many brands including Suncorp, AAMI, GIO, Apia and Shannons, as well as those from our partners.

Since 1902, Suncorp has created value for stakeholders while being a responsible and resilient business. During 2016-17 we delivered a cash return on average shareholders' equity of 8.4 per cent, achieved customer satisfaction of 82 per cent across our consumer brands, reached gender parity in our leadership roles and further reduced our greenhouse gas emissions by 11 per cent.

Highlights



OUR BUSINESS PERFORMANCE

Net profit after tax

\$1,075m

Cash return on average shareholders' equity

8.4%

Customer satisfaction across our consumer brands

82%



OUR PEOPLE AND SOCIETY

Women in leadership

49%

Investment in local communities

\$9.8m

Engagement of our people

62%



OUR ENVIRONMENT

Reduction in greenhouse gas emissions

11%↓

Reduction in fuel used in company vehicles

15%↓

Reduction in air travel

22%↓

A MESSAGE FROM OUR CHAIRMAN



“ WE KNOW THAT PRODUCING SUPERIOR AND SUSTAINABLE RETURNS REQUIRES US TO CONTINUE TO EARN THE TRUST AND SUPPORT OF OUR CUSTOMERS AND STRIKE THE RIGHT BALANCE BETWEEN OUR FINANCIAL, SOCIAL AND ENVIRONMENTAL OBLIGATIONS.”

DR ZIGGY SWITKOWSKI AO
CHAIRMAN
3 AUGUST 2017

Since its beginnings in 1902, Suncorp has demonstrated its resilience by embracing change, leveraging technology and meeting evolving customer needs through offering relevant products and services.

Over time, our unique culture has led to Suncorp becoming one of Australia’s most trusted financial services companies.

The strength of our convictions and quality of our processes are regularly tested and reinforced as we respond to the key moments that matter in the lives of our customers.

We know that producing superior and sustainable returns requires us to continue to earn the trust and support of our customers and strike the right balance between our financial, social and environmental obligations.

To that end, in 2016-17, the CEO & Managing Director Michael Cameron and his Senior Leadership Team accelerated the transformation of Suncorp to pivot around customers. Our 13,400 people embraced the shift and sharpened their focus.

We are re-imagining the future of our organisation and driving change so we may continue to prosper in a dynamic and connected world.

Results

Overall, against a background of extensive organisational change, Suncorp delivered good results for the year with pleasing revenue growth and a solid net profit after tax of \$1,075 million, an increase of 3.6 per cent from 2015-16.

The Board has declared a final ordinary dividend of 40 cents per share, bringing the total dividend for 2016-17 to 73 cents per share fully franked. This contributes to a total shareholder return of 28 per cent for the year and takes the total five-year

return to 151 per cent, suggesting a return to sustainable long-term value creation.

Suncorp has further strengthened its capital position and our core operating entities have maintained their credit rating of A+ and A1 with a stable outlook.

Corporate responsibility

Through our new Corporate Responsibility Framework, we are improving our business practices to actively manage the material environmental, social and governance risks and opportunities. We aim to build trust by communicating honestly, being transparent and offering financial products responsibly, as well as supporting our people and their communities.

It is pleasing to report that Suncorp has gender balance across all leadership roles, with 49 per cent female and 51 per cent male. The direct reports to the CEO & Managing Director are distributed 50 per cent female and 50 per cent male. By walking the talk, we are paving the way for a more inclusive workplace and a culture that values diversity and flexibility, and which rewards the right behaviour and performance outcomes.

In 2016-17 we invested over \$9.8 million in partnerships with community organisations to have a positive impact on the issues that are important to our business.

We continue to reduce our environmental footprint and have decreased our greenhouse gas emissions by a further 11 per cent.

This year we farewelled Geoff Ricketts from the Suncorp Group Board. I would like to thank Geoff for 10 years of dedicated service to Suncorp that helped shape the organisation we are today. Geoff is Auckland-based and continues to serve as the Chairman of Vero Insurance New Zealand Limited and Asteron Life Limited. I would also like to acknowledge the contribution of fellow Board directors William Bartlett

and Ewoud Kulk who will retire at this year's AGM. Both have been long serving members since 2003 and 2007 respectively and I thank them for their dedication and service.

This year we welcomed Simon Machell to the Board and he is seeking your support at the AGM. Simon brings more than 30 years' experience in the insurance industry throughout Europe and Asia.

I would like to thank my fellow Board members for their support, expertise and many insights, the CEO & Managing Director for his leadership and partnership, the executive team and all of our people for their hard work and dedication.

And importantly, our loyal customers and shareholders — thank you for the trust you place in us as we continue on this journey to create shared value for all.

BOARD OF DIRECTORS



DR ZIGGY SWITKOWSKI AO

BSc (Hons), PhD, FAICD, FAA, FTSE
Independent director since September 2005. Board Chairman since October 2011. Chairman Nomination Committee. Ex-officio member of each of the Audit, Risk and Remuneration Committees.



AUDETTE EXEL AO

BA, LLB (Hons)
Independent director since June 2012. Member Risk Committee.



CHRISTINE MCLOUGHLIN

BA, LLB (Hons), FAICD
Independent director since February 2015. Chairman Remuneration Committee, Member Risk Committee.



MICHAEL CAMERON

FCPA, FCA, FAICD
CEO & Managing Director since October 2015. Non-executive director from April 2012 to September 2015.



SALLY HERMAN

BA, GAICD
Independent director since October 2015. Member Audit Committee.



DR DOUGLAS MCTAGGART

BEcon (Hons), MA, PhD, DUniv, FAICD, SF Fin
Independent director since April 2012. Chairman Audit Committee, Member Remuneration Committee.



WILLIAM BARTLETT

FCPA, FCA, FAICD, FCMA, CA (SA)
Independent director since July 2003. Member Remuneration, Audit and Risk Committees.



EWUOD KULK

BEcon, FAICD
Independent director since March 2007. Chairman Risk Committee, Member Remuneration Committee. Chairman AA Insurance Limited (NZ).



SIMON MACHELL

BA (Hons), FCA
Independent director since April 2017.

GEOFFREY RICKETTS CNZM*

LLB (Hons), LLD (Honoris Causa), FInstD
Independent director from March 2007 to September 2016. Chairman Vero Insurance New Zealand Limited and Asteron Life Limited.

Directors' biographical details, including their company directorships and other appointments, are available at suncorpgroup.com.au/about-us/our-leadership-team
All independent, non-executive directors serve on the Nomination Committee.

NOTES *Retired from the Board of Suncorp Group Limited in September 2016.

A MESSAGE FROM OUR CEO & MANAGING DIRECTOR



“OUR MARKETPLACE STRATEGY AND ONE SUNCORP OPERATING MODEL, PLACE OUR CUSTOMERS AT THE CENTRE OF OUR BUSINESS, DELIVERING NEW OPPORTUNITIES FOR SUNCORP TO CREATE VALUE FOR OUR CUSTOMERS.”

MICHAEL CAMERON
FCPA, FCA, FAICD
CEO & MANAGING DIRECTOR
3 AUGUST 2017

In a year of transformation, we have laid the foundations of a resilient organisation at a time when technology is disrupting traditional business models and consumer behaviour is rapidly changing.

As a unique financial services group spanning insurance, banking and wealth, Suncorp is at the forefront of this changing landscape. Our Marketplace strategy and One Suncorp operating model, place our customers at the centre of our business, delivering new opportunities for Suncorp to create value for our customers.

Our strategy is working, with a 3.6 per cent increase in the Group's top line growth for 2016-17 and a net profit after tax of \$1,075 million. We have grown the number of customers by 399,000, our customer satisfaction is 82 per cent across our consumer brands and we have improved customer retention.

We have also retained a strong capital position, realigned the investment portfolio and benefited from the introduction of an aggregate cover for significant natural hazard events. These actions have contributed to reducing earnings volatility and delivered a more resilient and sustainable business.

Our vision has been refined, to be the destination for the moments that matter. Enabled by the Suncorp Marketplace, we are meeting more customer needs by making it easier to interact with our brands in simple and convenient ways. We are also partnering with industry-leading third party providers so that customers can benefit from a greater range of services.

A physical example of our Marketplace is our two concept stores that we opened in Parramatta and Carindale this year. These retail stores, open seven days a week, bring our brands together and offer unique propositions to deliver more personalised experiences for our customers. We also launched our refreshed branding for Suncorp. With the sun at its core, the new logo looks back on our history and reflects our purpose of creating a better today for all stakeholders.

Our people are inspired by our vision and empowered to put customers at the heart of everything they do. Our employee engagement scores have been recalibrated to an international benchmark that shows Suncorp is above the average for companies globally, and in Australia and New Zealand.

Strengthening our Senior Leadership Team has been a priority this year. We welcomed David Carter as CEO Banking & Wealth, Sarah Harland as Chief Information Officer, Pip Marlow as CEO Strategic Innovation, Kate Olgers as Chief Legal Officer and Fiona Thompson as Chief Risk Officer.

Through the depth of experience and expertise of our senior leaders, together with our talented people, we are building a more resilient Suncorp — one that is trusted by our customers, admired by the industry and respected by our people.

SENIOR LEADERSHIP TEAM



DAVID CARTER

BCom, GDipAppFin, GDipFinPlan,
FCPA, F Fin, GAICD
Chief Executive Officer
Banking & Wealth



ANTHONY DAY

BBus, FAICD, ANZIIF (Fellow)
Chief Executive Officer
Insurance



GARY DRANSFIELD

MAICD
Chief Executive Officer
Customer Platforms



SARAH HARLAND

BA (Hons), MBA, GAICD
Chief Information Officer



LISA HARRISON*

BCom, MBA, GAICD
Chief Program Excellence
Officer



STEVE JOHNSTON

BBus (Management),
BBus (Public Administration)
Chief Financial Officer



PIP MARLOW

MAICD
Chief Executive Officer
Strategic Innovation



KATE OLGERS

BEcon, LLB, GAICD
Chief Legal Officer



MARK REINKE

BBus
Chief Customer
Experience Officer



AMANDA REVIS

BSc (Hons), GAICD
Chief People
Experience Officer



PAUL SMEATON

BBus (Management)
Chief Executive Officer
Suncorp New Zealand



FIONA THOMPSON

BEc, LLB
Chief Risk Officer

Create a better today

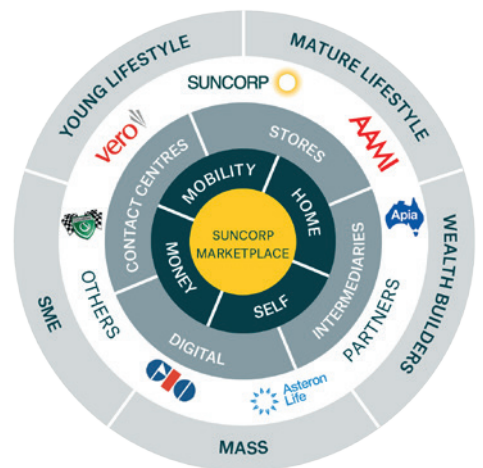


During the past year, we have evolved Suncorp’s vision to be the destination for the moments that matter. By placing the customer at the centre of everything we do, we will have a deeper understanding of their needs and be in a better position to support them when they need us most.

ONE SUNCORP

We continue to live our purpose and achieve our vision by working as One Suncorp and collaborating across the business. We have increased our focus on building partnerships with third parties to extend the range of solutions for our customers and to drive growth for our business.

Our Suncorp Marketplace



SUNCORP'S PURPOSE IS TO CREATE A BETTER TODAY FOR OUR CUSTOMERS, COMMUNITIES, SHAREHOLDERS AND OUR PEOPLE. WE HELP PEOPLE LIVE THE LIFE THEY WANT NOW AND PLAN FOR THE LIFE THEY WANT TOMORROW.

STRATEGIC PRIORITIES

To achieve our vision, Suncorp is focused on four strategic priorities:

Elevate the customer:

We use insights to understand and meet customer needs, and continue to embed a customer-centric culture.

Our goal is to deliver seamless and valuable customer experiences that are consistently great, and brilliant in the moments that matter.

Create the Marketplace:

By creating a connected network of brands, partners, solutions and channels, we are making it faster, simpler and easier for our customers.

Through the Suncorp Marketplace, customers will have greater choice from a suite of personalised solutions

and integrated offers, to support them in the key moments in their lives.

Maintain momentum and grow:

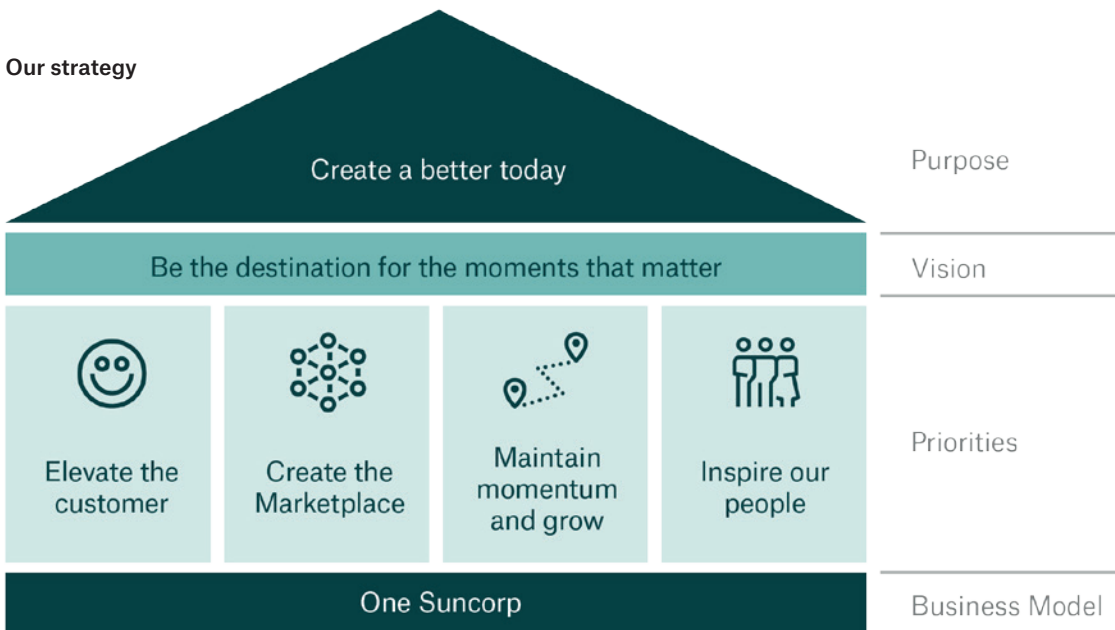
We are building and protecting Suncorp's reputation for excellence in manufacturing financial services solutions for customers in Australia and New Zealand.

We focus on targeted revenue growth opportunities, operational excellence including simplification and digitisation, and disciplined portfolio management.

Inspire our people:

We are fostering a diverse, inclusive and highly engaged workforce.

We are committed to empowering, engaging and creating an environment where our people have the support, capability, technology and workspace to be their best.



Value for our stakeholders

Being truly customer-centric and embedding a culture of innovation and collaboration underpin our success.

PUTTING CUSTOMERS AT THE CENTRE

We use insights to help us connect customers to the right products and services. We harness data and analytics to improve outcomes, create new solutions and equip customers to make good choices.

Making it easier for our customers

A key strategic priority is to elevate the customer — creating value for customers by meeting more of their needs. Our dedicated Customer Experience team works in partnership across Suncorp to identify customer needs and develop new solutions.

Our customer facing teams are the face and voice of Suncorp, supporting customers to interact with us in the way they choose. Through our Elevate the Customer program, we have made good progress on deepening customer relationships and helping our people to have more meaningful conversations.

During the year, we explored a range of new offers including a Suncorp home loan for AAMI customers, a Suncorp home repair service and transaction account for Apia customers, an AAMI learn-to-drive app, health insurance, and new tools to start and grow a business. In the coming year, the customer experience will be further enhanced as we continue to build the Suncorp Marketplace and deliver additional customer solutions.

WE OPERATE AS ONE SUNCORP, WORKING TOGETHER TO DELIVER BETTER OUTCOMES THAT CREATE VALUE FOR ALL STAKEHOLDERS.

Providing flexibility through multi-channels

The Suncorp Marketplace puts customers first and will allow them to interact with all our brands and channels in a simple, easy and convenient way. Our stores, digital assets, contact centres and intermediaries are the doors to the Suncorp Marketplace. Here, customers can access a broad range of brands, products, services and solutions including those from third-party providers.

This year, we launched Suncorp's first concept stores in Parramatta, New South Wales and Carindale, Queensland. The response from customers has been overwhelmingly positive, highlighting the value of bringing our brands together to offer unique solutions and a more personalised customer experience.

We continue to optimise the location of our stores and align our services to the needs of the community. We have recently joined the rediATM network, which will provide our customers with access to more than double the number of fee-free ATMs at more locations across Australia.

BROADENING OUR CAPABILITY

We are complementing our expertise in banking, wealth management and insurance solutions with third-party offers that meet more of our customers' needs.

Meeting more needs

Suncorp is developing a global network of third-party partners to extend our range of solutions for customers and to create new revenue streams for our business.

At the same time, we are identifying longer-term risks and opportunities, exploring next generation business models and effectively responding to changes in our external environment.

During the year, we expanded our partnership with nib, which delivers a suite of health insurance products for customers across the Apia, AAMI and Suncorp brands. We also partnered with Challenger to launch a new annuity product and increased our investment in US-based technology provider, Trōv.

BUILDING RESILIENCE

Advances in technology are making it easier to interact with customers in ways we never thought possible. Through our Business Improvement Program we are driving operational excellence, streamlining processes, and prioritising investment in our Marketplace to provide a better customer experience.

In 2016 we opened our first Innovation Lab in Brisbane. It enables collaboration with partners and rapid testing and learning to accelerate the development of new products and services.

We are also investing in our people to develop new capabilities and new skillsets. We continue to build an inclusive work environment so our people can be their best every day. We are making great strides in creating the workforce and workspace of the future. Our new premises in Sydney has brought our teams together and is enabling greater collaboration.

Across the business we are embedding a culture of smart risk taking and sound decision making. This ensures we balance financial outcomes with the needs of our customers and the expectations of our stakeholders.

Our One Suncorp operating model



Over the year we generated strong results, provided customers with valuable services, invested in operational excellence and reinforced our financial strength.

INSURANCE

Suncorp is one of Australia's largest general insurers by gross written premium and the largest personal-injury insurer combining compulsory third party (CTP), workers' compensation and life insurance. We have more than 100 years of experience in providing insurance through trusted brands including Suncorp, AAMI, GIO, Vero, Apia and Shannons.

In 2016-17 our Insurance business in Australia achieved a net profit after tax of \$723 million, an increase of 30 per cent compared to the previous year. This was driven by growth in our consumer and personal-injury portfolios and strong claims management in our General Insurance business.

We experienced a total of 20 weather events in Australia, five of which resulted in total claims of more than \$50 million each. Our processes and reinsurance program helped us to manage these events well, showing that even when weather is volatile, our business can be stable and resilient.

During Cyclone Debbie, we leveraged our scale to provide an unequalled response to our customers. We were the first insurer on the ground and more than 1,000 Suncorp people came together to support the lodgement of claims in the first few weeks. Approximately 18,800 claims were received across the country, including around 9,000 in north Queensland. Within three months, approximately 50 per cent of these claims were finalised, including repairs to more than 1,500 homes.

We also implemented measures to boost our claims management capability. In motor insurance, we improved utilisation of our SMART repair shops and enhanced motor assessment processes. In home insurance, we increased the resourcing and rigour around claims processing, which has reduced the time taken to settle home claims.

On 1 July 2016 we successfully entered the CTP market in South Australia, introducing 252,000 new customers to the Suncorp Group under the AAMI brand.

The changing regulatory environment for statutory insurance schemes presents both risks and opportunities for our business. We continue to work closely with governments and regulators on reforms that better protect customers, are affordable and are sustainable.

We are in the final stages of our simplification program, which has brought together our back-end systems and capabilities. The program has delivered improved products, better tools for our staff, and an improved interface for our brokers called VeroEdge. We are also implementing a new customer and pricing engine, which builds on our strong pricing and risk selection capability.

Suncorp remains focused on optimising our Life Insurance business to deliver strong value and sustainable returns. We are looking at the key value drivers of the business and are exploring efficiency savings through process redesign and technology solutions.

BANKING & WEALTH

Suncorp has a long and proud history supporting customers and communities to meet their financial needs, having commenced operations in 1902 as the Queensland Agricultural Bank. Today, we are one of Australia's leading banking and wealth providers serving one million personal, small-to-medium enterprise and agribusiness customers.

In 2016-17 our Banking & Wealth business achieved a net profit after tax of \$400 million.

This is a result of our focus on sustainable lending growth that delivers profitability, while balancing capital and funding requirements. We responded early to improve our position in relation to changes to macro-prudential measures and we are monitoring this closely.

Over the year, we continued the migration of loans to the Core Banking Platform, with Suncorp becoming the first company globally to roll out and operate Oracle's new end-to-end loan origination and servicing platform. The value of the platform is being realised by customers and the business. The migration of deposits and transaction banking products has been paused pending further system enhancements.

We have simplified our processes to make things easier for customers. In our superannuation business we have consolidated our product offerings from 43 to 10, enhanced digital capability and provided more protection for our customers from cyber risk.

We recognise transactional banking as the most important service we provide for customers and are focusing on accelerating our payments technology and digital banking capabilities to deliver increased functionality. This includes simplifying our account opening process so the majority of customers no longer need to visit a store to open a personal transaction account.

Achieving Advanced Accreditation remains a key priority. We are already operating as an Advanced Bank, with strong risk management practices in place, demonstrating compliance, resilience and strength.

We are committed to delivering the Australian Bankers' Association's Better Banking initiatives and continue to advocate for a strong, competitive and sustainable banking sector in Australia.

NEW ZEALAND

This past year represents the first full year of operations as One Suncorp in New Zealand. We have well respected brands including Vero, Vero Liability and Asteron Life, and joint venture businesses, AA Insurance and AA Life. We distribute through intermediaries and corporate partners, as well as directly to customers via our joint ventures.

In 2016-17 our New Zealand business achieved a net profit after tax of A\$82 million. This was impacted by several natural hazard events including the Kaikoura earthquake in November 2016 and Cyclones Cook and Debbie in 2017.

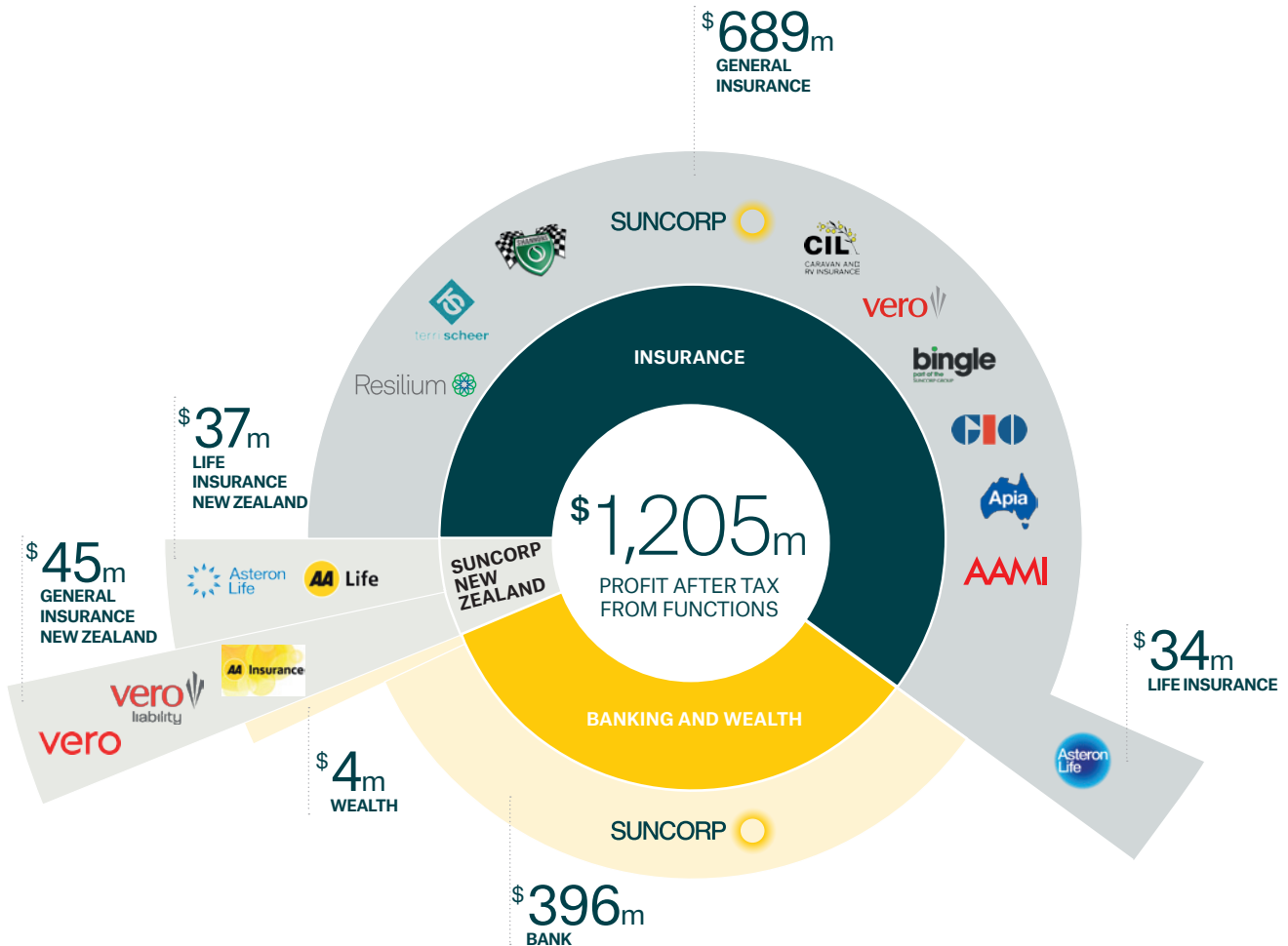
By the end of May 2017 Suncorp had assessed 49 per cent of claims from the Kaikoura earthquake, above the industry level of 40 per cent. We continue to assess claims quickly and by the end of June 2017, 63 per cent of claims had been assessed.

We also continue to work closely with the New Zealand Earthquake Commission to identify and finalise over-cap claims from the 2010-11 Canterbury earthquakes.

An additional two SMART motor repair centres were opened during the year, in Auckland and Christchurch, to improve turnaround times on repairs and reduce the cost of motor insurance claims.

In addition to our traditional distribution channels, we are taking a digital-first approach with our corporate partners. We successfully launched a new digital app with AMP and intend to leverage this technology with other corporate partners in the future.

We are also exploring complementary opportunities in New Zealand. For example, we are looking at partners in health insurance to extend our service offerings to better meet customer needs. This supports our vision to be the number one choice for New Zealanders and our strategy to connect customers to products, services and experiences that enhance and protect their financial wellbeing.



Resilience for tomorrow



Suncorp conducts regular materiality assessments to help identify and prioritise the topics of most significance for our business. This process helps us make more informed and balanced decisions that reflect the needs and expectations of our business, stakeholders and society, both now and in the future.

OUR APPROACH

We engage with a broad range of stakeholders to identify the most material topics impacting our business. These include our customers, our people, shareholders, business partners and suppliers, government, industry and regulatory bodies, consumer advocacy groups, academics and non-government organisations. We also conduct in-depth interviews with our senior leaders.

Suncorp evaluates how important these topics are to stakeholders and the impact they may have on the sustainability of our business. Effectively responding to these risks and opportunities ensures we build a more resilient organisation.

OUR PROCESS

Suncorp's 2016 materiality assessment included the following:

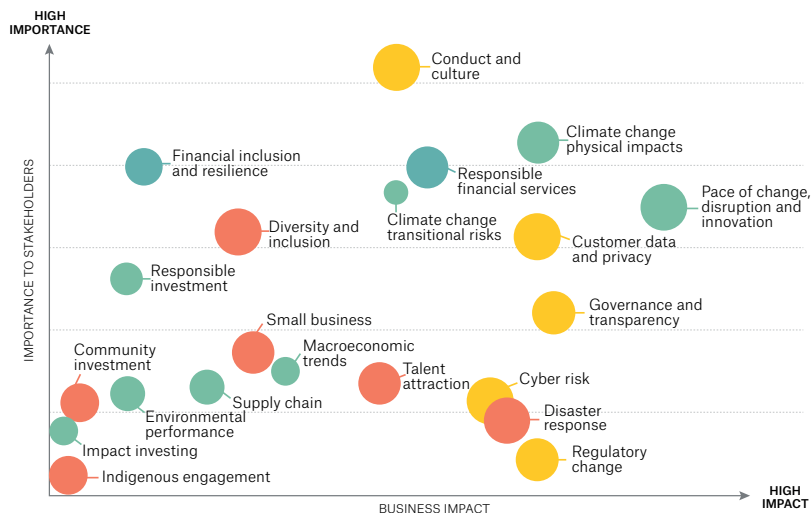
- A detailed examination of media and peer activities across Australia and New Zealand, including industry megatrends.

OUR MATERIALITY ASSESSMENT

Suncorp is proactively managing material environmental, social and governance risks and opportunities as identified by our key stakeholders and our business.

- A review of responses from a reputational research survey of more than 2,000 members of the public, and more than 20 in-depth interviews with industry stakeholders.
- Analysis of 95 survey responses from external stakeholders, regarding what they considered to be the most material environmental, social and governance topics Suncorp should address. The survey was managed by an independent sustainability consultant, who also conducted several in-depth interviews with a selection of respondents.
- In-depth interviews with 28 senior internal stakeholders including the Board, Senior Leadership Team and Executive General Managers. These interviews were conducted by an independent sustainability consultant.
- An internal workshop attended by a broad cross-section of Suncorp employees, to validate the topics found to be of most significance. The potential impact of these topics on Suncorp in the short, medium and long-term was considered.
- The development of a matrix of the top 21 most material topics, depicting the importance of the topic to our stakeholders and the potential impact on our business.

The outcomes of this materiality assessment shape our overarching approach to corporate responsibility, including our framework, principles and roadmap.



- Trust and Transparency
- Responsible Financial Services
- Longer term Impact
- Sustainable Growth
- Resilient People and Communities
- Shorter term Impact

TOP 10 MATERIAL ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES

- 1 CONDUCT AND CULTURE**
Addressing customer and societal trust issues with financial service providers.
- 2 CLIMATE CHANGE PHYSICAL IMPACTS**
Adapting to the physical impacts of climate change such as severe weather events, rising sea levels, shifting temperature zones.
- 3 PACE OF CHANGE, DISRUPTION AND INNOVATION**
The increasing pace of change, disruption and innovative responses.
- 4 RESPONSIBLE FINANCIAL SERVICES**
Responsible banking, insurance, and product development.
- 5 CUSTOMER DATA AND PRIVACY**
Consumer control of data, privacy and data use ethics.
- 6 CLIMATE CHANGE TRANSITIONAL RISKS**
Addressing risks and opportunities from the global economic and regulatory transition to a zero-carbon economy by 2050.
- 7 GOVERNANCE AND TRANSPARENCY**
Governing and reporting on environmental, social and governance issues and performance.
- 8 FINANCIAL INCLUSION AND RESILIENCE**
Access to suitable and affordable financial services.
- 9 DIVERSITY AND INCLUSION**
Respect for differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion.
- 10 RESPONSIBLE INVESTMENT**
The impact of our investment decisions on the environment and society.

OUR CORPORATE RESPONSIBILITY FRAMEWORK

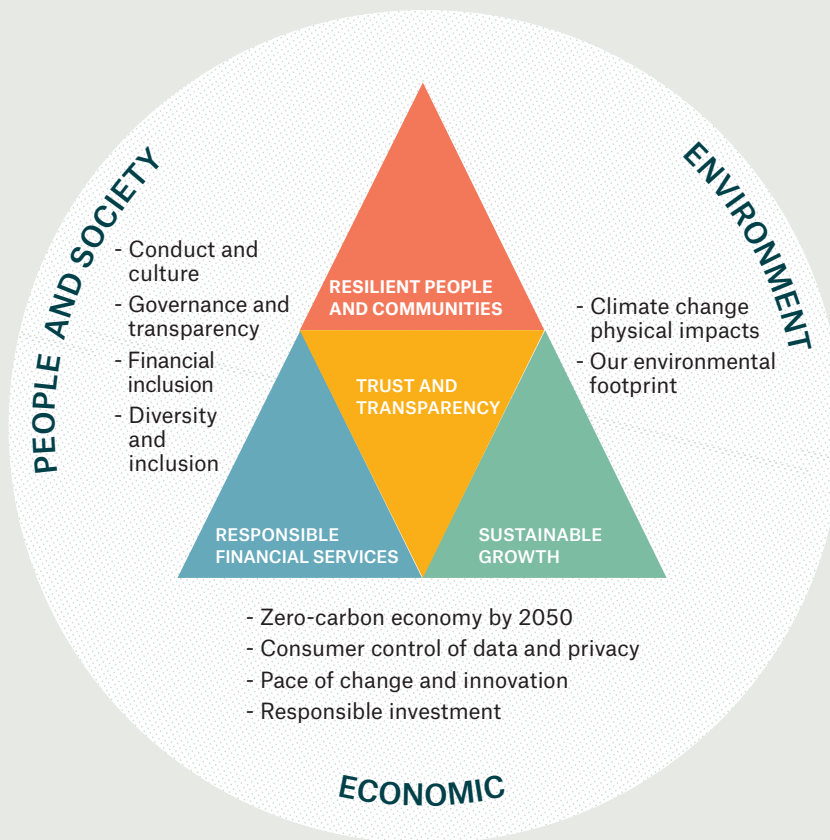
OUR APPROACH

Creating and preserving value for all of Suncorp's stakeholders

is fundamental to our approach to corporate responsibility. We continually strive to improve our business practices to optimise outcomes, earn trust and maintain our social licence to operate.

Our Corporate Responsibility Framework helps us achieve Suncorp's purpose to create a better today for all stakeholders. Through the

Corporate Responsibility Framework, we will actively manage the environmental, social and governance risks and opportunities we face as we conduct business. It reflects our most material topics which are represented through the four key themes of Trust and Transparency, Sustainable Growth, Responsible Financial Services, and Resilient People and Communities.



THE PRINCIPLES WE ASPIRE TO:



TRUST AND TRANSPARENCY

We are committed to building trust and doing the right thing. We are open and transparent in our dealings with our stakeholders.



RESPONSIBLE FINANCIAL SERVICES

We put our customers at the heart of everything we do and help them make good choices. We provide customers with access to affordable financial services that meet their needs.



SUSTAINABLE GROWTH

We seek to innovate and optimise economic, social and environmental outcomes throughout our business and value chain.



RESILIENT PEOPLE AND COMMUNITIES

We respect human rights and invest in the wellbeing and resilience of our people and communities. We are there for our people and our communities in times of need.

GOVERNANCE AND CORPORATE RESPONSIBILITY

Suncorp is strengthening its oversight, disclosure and response to material sustainability risks and opportunities.

Suncorp's Board believes the highest standards of corporate governance are essential for sustaining long-term company performance and creating value for its shareholders and key stakeholders. The Board is committed to maintaining a robust governance system and promoting a culture that values responsible, ethical behaviour and integrity.

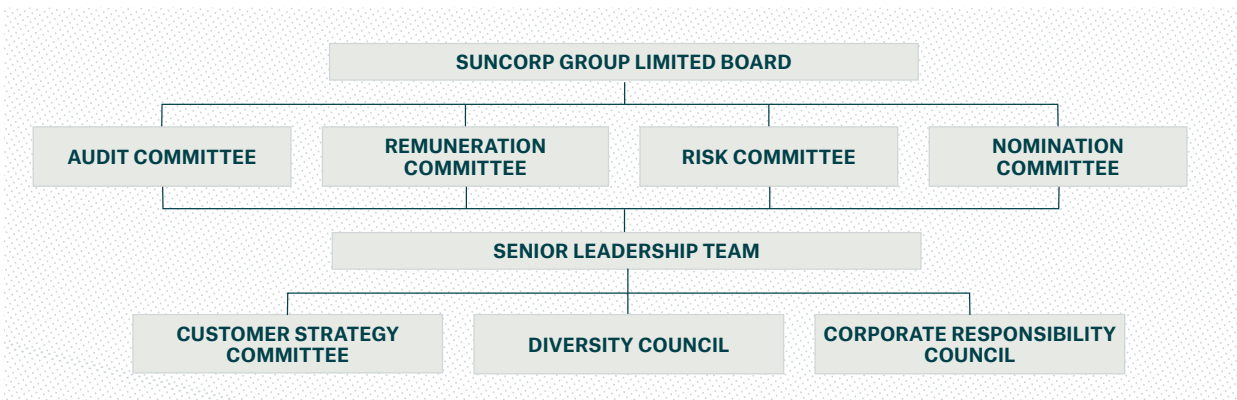
The Board and its committees regularly review the governance

framework, associated practices and charters to ensure Suncorp is keeping pace with regulatory change and policies are consistent and accurate. In 2016, the Board endorsed the addition of a Corporate Responsibility Council to Suncorp's governance structure, as a sub-committee of the Senior Leadership Team.

The Corporate Responsibility Council, chaired by Suncorp's Chief Financial Officer, is an internal decision making body responsible for the formal oversight of the Corporate Responsibility Framework and program of work. This includes the development of objectives and strategies to address social, environmental and governance risks and opportunities, as well as driving performance against agreed expectations.

The Corporate Responsibility Council works alongside Suncorp's existing Diversity Council and Customer Strategy Committee and is comprised of senior representatives from across the business. The Diversity Council guides diversity and inclusion initiatives that foster an environment where our people can be their best. The Customer Strategy Committee is responsible for oversight of the design, development and implementation of initiatives that support our strategy to elevate the customer.

Further information on Suncorp's approach to corporate governance is provided in the Suncorp Corporate Governance Statement, available at suncorpgroup.com.au/about-us/governance



BALANCING RISK, PERFORMANCE AND CUSTOMER FOCUS

Suncorp's approach to governance and corporate responsibility is supported by our culture. The Suncorp culture is reflected in the behaviour of our people and is driven by our shared beliefs, symbols and systems. Our overall culture is built on three core elements:

Customer culture: empowering our people to put customers at the heart of every decision. Our customer culture is critical at all stages of the customer life cycle, including claims management.

Risk culture: having the ability to identify, understand, discuss and manage Suncorp's current and future risks within our risk appetite.

Performance culture: helping our people understand the behaviours and outcomes that are valued and rewarded at Suncorp.

The relationship between these elements is at the heart of Suncorp's culture. Together, they shape the behaviour of our people and optimise the outcomes for all stakeholders.

The Board and senior management recognise the importance of developing and maintaining a positive culture, including:

- the alignment between Suncorp's strategy, behaviours and policies
- the role played by the Board, senior management and all leaders in modelling appropriate behaviours
- clear accountabilities between the Board, senior management, leaders and all employees
- the alignment between a positive culture and Suncorp's recruitment, induction, training and reward and recognition structures
- regularly monitoring Suncorp's culture through metrics and feedback mechanisms, such as engagement surveys.

Further information on Suncorp's approach to corporate governance is provided in the Suncorp Corporate Governance Statement, available at suncorpgroup.com.au/about-us/governance



TRUST AND TRANSPARENCY



We are committed to building trust and doing the right thing. We are open and transparent in our dealings with our stakeholders.

OUR APPROACH

As a financial services provider, maintaining the trust of our stakeholders is essential to doing business. We take seriously the trust our stakeholders place in us and engage with them to understand the things that matter most. We aim to increase the transparency of our business operations and performance, and the decisions we make for our stakeholders every day.

Suncorp's key stakeholders include our customers, our people, shareholders, regulators, government, investors, consumer advocates, the media, analysts, industry associations, credit rating agencies, community organisations and environmental groups.

INDUSTRY REFORM

Suncorp regularly engages with different levels of government and industry associations on matters of public interest. Prominent industry associations we work with include the Australian Bankers' Association (ABA), Insurance Council of Australia, Financial Services Council and the Business Council of Australia.

Suncorp proactively engages these organisations on issues that are important to stakeholders, with the aim of achieving better outcomes for customers and improving industry standards. Over recent years, Suncorp has worked with stakeholders to deliver positive public policy outcomes in a number of important areas. These include building natural disaster resilience to improve insurance affordability, statutory insurance scheme reforms to improve customer outcomes, and financial services regulatory reform.

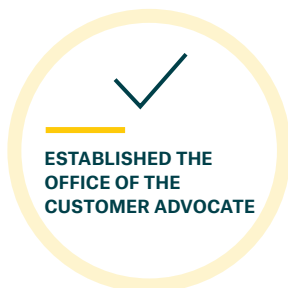
In 2016-17 Suncorp focused on reforms in banking and in the motor and life insurance industries, as well as disaster resilience. We continue to implement both the Life Insurance Code of Practice and the ABA's Better Banking Program, including establishing our office of the Customer Advocate.

STAKEHOLDER ENGAGEMENT

Building meaningful stakeholder relationships is critical to the success of Suncorp's business. We regularly gain valuable feedback from our stakeholders through briefings and meetings, industry conferences, surveys, research and direct engagement. This enables us to make important decisions for our business.

At the core of our engagement with stakeholders are the following principles:

- We are committed to creating value for our customers and stakeholders.
- We seek to build positive relationships with every interaction and involve stakeholders in our strategy.
- We are proactive, respectful and display the highest standards of ethics and transparency.
- We manage engagement in a considered manner with clear relationship owners.



GOVERNMENT ENGAGEMENT AND POLITICAL DONATIONS

Suncorp works constructively with elected representatives and officials in local, state and federal government, to help deliver outcomes which are in the best interests of Suncorp's customers, shareholders and the broader community.

Suncorp does not make direct cash donations to political parties or candidates and only attends political events for public policy reasons. In managing our approach to political donations, Suncorp is committed to high standards of ethics and transparency, and complies fully with all legal obligations. In 2016-17, Suncorp's financial contributions to political parties included \$44,500 to Labor and \$47,602 to the Liberals and Nationals. These amounts are publicly disclosed through the Australian Electoral Commission. Suncorp's position statement on Political Engagement is available at suncorpgroup.com.au/about-us/governance

REGULATORY AFFAIRS

Suncorp operates in a highly regulated industry and we take our compliance obligations seriously. We actively manage relationships with key regulators including the Australian Securities and Investments Commission (ASIC), the Australian Prudential Regulation Authority, the Australian Transaction Reports and Analysis Centre, the Australian Securities Exchange, the Reserve Bank of New Zealand, the Financial Markets Authority in New Zealand and others. In Australia, we also have a range of regulators at a state level and are a member of the Financial Ombudsman Service Australia for dispute resolution.

In the coming year, we will work with the Australian Government on implementation of the new Australian Financial Complaints Authority, to strengthen outcomes for customers and provide greater access to resolutions for small business.

Suncorp has a range of measures in place to ensure compliance with our obligations and to manage conflicts of interest. This includes a Code of Conduct which sets out expectations for the conduct and training of our people, and controls to ensure we meet our commitments to customers and other stakeholders. The Board has ultimate accountability for the oversight of compliance management at Suncorp, and actively promotes a risk-aware culture.

TAX TRANSPARENCY

Suncorp adopted the Australian Board of Taxation's Voluntary Tax Transparency Code and released its first Tax Transparency Report. This report details the tax contributions we made in Australia and New Zealand for the 2015-16 financial year. A copy of Suncorp's Tax Transparency Report is available at suncorpgroup.com.au/investors/reports

OUR PERFORMANCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Engage meaningfully with our stakeholders	<ul style="list-style-type: none"> ✔ Conducted a stakeholder materiality assessment of environmental, social and governance topics ✔ Continued regular and meaningful engagements with regulators, industry associations and governments ✔ Established the office of the Customer Advocate 	<ul style="list-style-type: none"> ➔ Periodically review our materiality assessment ➔ Explore a measure for social licence to operate
Respond strategically to material environmental, social and governance topics	<ul style="list-style-type: none"> ✔ Developed a Corporate Responsibility Framework, strategically addressing material environmental, social and governance topics ✔ Established a corporate responsibility governance structure 	<ul style="list-style-type: none"> ➔ Implement our Corporate Responsibility Roadmap
Communicate transparently on our non-financial performance	<ul style="list-style-type: none"> ✔ 32.5% effective income tax rate in 2016-17 ✔ Published 2015-16 Suncorp Tax Transparency Report 	<ul style="list-style-type: none"> ➔ Publish our 2016-17 Tax Transparency Report ➔ Establish baseline measures and targets for reporting of non-financial performance on material topics



TRUST AND TRANSPARENCY

Building a culture that earns the trust of our customers, people, shareholders and communities.

OUR COMPASS

Over the past year, our people came together to create a set of core behaviours that bring our purpose to life and help to create a better today for our stakeholders. We refer to these behaviours as Our Compass.

Our Compass guides us every day in the way we work together, make decisions and meet the needs of our customers, intermediaries and partners.

Our Compass behaviours are embedded in our people practices and the Suncorp Code of Conduct.

CODE OF CONDUCT

Suncorp's Code of Conduct, together with Our Compass, reflects the unique culture of Suncorp. This year, we refreshed our Code of Conduct to embed Our Compass behaviours and to align with our focus on elevating the customer.

The Code of Conduct ensures that we do the right thing by Suncorp, our people, customers, suppliers, partners, intermediaries, shareholders and each other. It guides how we work, and sets the standards of behaviour and conduct that we expect of our people, strategic partners and associates.

Abiding by the Code of Conduct helps to ensure: our people feel valued, respected and supported; we conduct our business activities honestly and with integrity; and we comply with the law, industry codes of practice, and corporate governance principles and practices.

Underpinned by our policies, standards, procedures and guidelines, the Code of Conduct is a guide to being the best company we can be. It is approved by the Suncorp Board, and all employees complete Code of Conduct compliance training annually. A copy of our Code of Conduct is available at suncorpgroup.com.au/about-us/governance

BETTER BANKING

Over the year, Suncorp participated in the design and launch of the ABA's Better Banking program. Together with our new strategy to elevate the customer, our support of the ABA's Better Banking initiatives will bring positive change for Suncorp customers. Suncorp has already implemented a number of these initiatives including:

- The appointment of a Customer Advocate who serves as our own internal champion for customers, challenging us on processes, identifying areas for improvement and making it easier for customers when things go wrong.
- An updated Whistleblower Policy that provides greater protections and confidence for our people who may identify and report breaches and misconduct in our organisation.
- Compliance with ASIC guidance on how and when to conduct client reviews and remediation, in the event of misconduct or compliance failure by financial planners.



There are four behaviours that make up Our Compass:

THINK BIG

We shoot for the stars.
We make things easy.
We strive to do better.

KICK GOALS

We take action. We deliver.
We own it.

SHOW YOU CARE

We are one team. We are trustworthy and do the right thing. We are genuine and treat everyone fairly.

BE YOUR BEST

We are curious. We find solutions. We have the courage to be different.

In the coming year, Suncorp will continue to work with the ABA on the following:

- Changing how we incentivise our people and partners who sell our banking products, to align with good customer outcomes.
- Reviewing the Code of Banking Practice and implementing improvements to ensure it is more customer-focused, gives more regard to small business and has a financial hardship focus.
- Making it easier and simpler for small businesses to do business with us.
- Collaborating with the Australian Government on a new financial service complaints system, which will see an easier and simpler one-stop-shop for customers with disputes about their financial service provider.

Suncorp will also work closely with the ABA and the Australian Government on implementation of the new Banking Executive Accountability Regime.

SUNCORP'S CUSTOMER ADVOCATE

In January 2017, Suncorp announced the office of the Customer Advocate, as part of the broader Customer Experience function. The office works proactively across banking, wealth and insurance to drive better outcomes and experiences for Suncorp's nine million customers.

The office is focused on ensuring key strategic decisions are informed by customer insights and provides fair and ethical outcomes for our customers. It has the power to recommend and instigate changes to our current processes, identify areas for improvement and make it easier for customers when things go wrong.

The office has prioritised a focus on supporting vulnerable customers across Suncorp. It has direct access to the Suncorp CEO & Managing Director and builds on our culture of customer advocacy by increasing accountability and transparency at all levels.

LIFE INSURANCE INDUSTRY REFORM

Suncorp continues to support life insurance industry reform, including measures that address remuneration and advisor standards.

In October 2016, the Financial Services Council, in consultation with the insurance industry, introduced a Life Insurance Code of Practice. Suncorp was a major contributor to development of the Code of Practice and adopted it on 30 June 2017.

Suncorp has made changes to business systems and processes, which will help our people to deliver better experiences for our customers. We are committed to the key promises in the Code of Practice, including having a transparent framework, with the aim of creating an improved level of customer service and support.

BUILDING CAPABILITY TO MEET THE NEEDS OF OUR CUSTOMERS

CASE STUDY

TRAINING OUR PEOPLE TO BETTER SERVE VULNERABLE CUSTOMERS

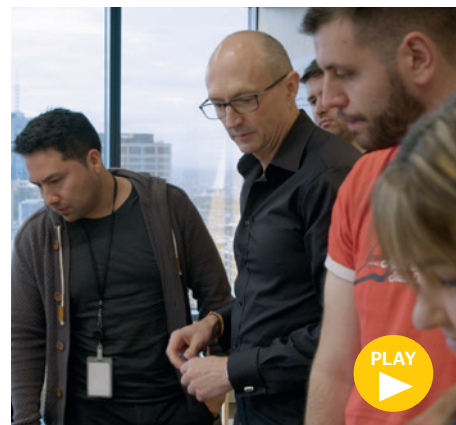
Suncorp is committed to meeting the needs of all customers, including those who are vulnerable or experiencing financial hardship. In May 2017, our Consumer Insurance Recoveries Team completed training specifically designed to help them support vulnerable customers and their families.

By participating in Uniting Kildonan's CareRing program, we are better equipping our people to identify and understand the needs of vulnerable customers, and to connect our customers with the information and support services they need.

"I'm really excited about this training. It acknowledges the customers we work with and the situations they are in, which at times can be really challenging," said Andrew Webb, Manager Consumer Insurance.

"Through CareRing we'll be providing a support service that will truly make a difference to the lives of our customers and their families."

Suncorp plans to run a similar program for people in customer-facing roles across the business, to further build our capability to meet the needs of all customers.



Participants in the CareRing program

Uniting



SUSTAINABLE GROWTH



We seek to innovate and optimise economic, social and environmental outcomes throughout our business and value chain.

OUR APPROACH

To create sustainable value, we adapt our business to evolving market conditions. Suncorp takes a long-term view, makes balanced business decisions and actively responds to changing economic, social and environmental conditions. We manage our own economic, social and environmental impacts to ensure the sustainable growth of both our business and the communities in which we operate.

We also submit information on our climate-related risks and opportunities to CDP, formerly known as the Carbon Disclosure Project. CDP is an independent, international not-for-profit organisation focused on transparency and environmental sustainability.

RESPONSIBLE INVESTMENT

In 2017, Suncorp developed our approach to responsible investment management. The approach was endorsed by the Board for implementation across our portfolios over the coming year.

Suncorp believes that successful long-term investing involves allocating capital to enterprises with sustainable business practices. Suncorp's investment decisions are guided by our Corporate Responsibility Principles, in ways that are consistent with Suncorp's responsibilities to customers and investors.

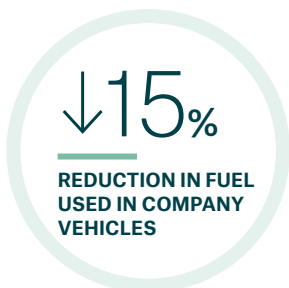
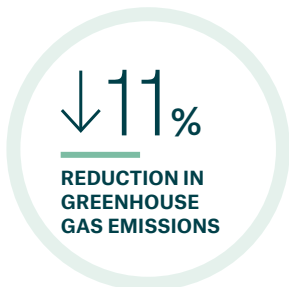
Under our responsible investment management approach, we will integrate environmental, social and governance considerations into our investment practices, including manager selection and the evaluation of investment risks and opportunities. We will vote our proxies and engage with companies in which we invest, to encourage best practice approaches to managing environmental and social impacts. We will seek to make investments with positive environmental or social impacts, where it is prudent and appropriate to do so.

SUNCORP'S ENVIRONMENTAL FOOTPRINT

Suncorp believes in conducting business in a way that protects and sustains the environment for current and future generations. We actively seek to minimise the environmental impact of our own activities.

Over the past five years, we have significantly reduced our environmental footprint through fleet vehicle efficiency, consolidation and higher sustainability standards across our real estate portfolio, and new technology and work practices. A new, three-year Environmental Performance Plan is being developed to further reduce our environmental impacts associated with carbon, energy use and disposal of waste.

Every year Suncorp reports greenhouse gas emissions and energy consumption in Australia, under the *National Greenhouse Emissions Reporting (NGER) Act 2007* (Cth).



Direct investment opportunities will be evaluated on governance and human capital practices, and social and environmental impact management. Suncorp will review and report annually on environmental, social and governance risk factors in investment portfolios.

RESPONSIBLE VALUE CHAIN

Suncorp is committed to assessing the environmental, social and governance risks and opportunities in our banking and insurance portfolios, and in our supply chain and

procurement practices. The same underlying principles that we apply to our investments, will be applied across the business more broadly. In 2017-18, Suncorp will be engaging with stakeholders to progress our approach to responsible banking, insurance and procurement.

OUR PERFORMANCE

ENVIRONMENTAL SUSTAINABILITY

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Reduce Suncorp's environmental footprint	<ul style="list-style-type: none"> Established our Environment and Sustainability Working Group 	<ul style="list-style-type: none"> Develop our strategic approach to environmental sustainability
Reduce office waste to landfill	<ul style="list-style-type: none"> 51% of waste diverted from landfill 	<ul style="list-style-type: none"> Publish our Environmental Performance Plan

CLIMATE CHANGE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Build customer and community resilience to natural disasters	<ul style="list-style-type: none"> Launched Cyclone Ready Streets with over 200 households participating 35,000 customers received a premium reduction through <i>Cyclone Resilience Benefit</i> 	<ul style="list-style-type: none"> Continue to implement our Protecting the North and Cyclone Ready Streets programs
Reduce Suncorp's greenhouse gas emissions	<ul style="list-style-type: none"> 11% reduction in greenhouse gas emissions 	<ul style="list-style-type: none"> Develop our Climate Change Action Plan
Reduce air travel	<ul style="list-style-type: none"> 22% reduction in air travel 	
Contribute to climate change mitigation	<ul style="list-style-type: none"> Established partnership with Climate-KIC Australia 	
Prepare for a zero-carbon economy	<ul style="list-style-type: none"> Established our Climate Change Working Group to progress risk and opportunity assessment 	

RESPONSIBILITY IN OUR VALUE CHAIN

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Optimise our social and environmental impact across our value chain	<ul style="list-style-type: none"> Developed our approach to responsible investment management 	<ul style="list-style-type: none"> Publish our Responsible Investment Policy Develop our approach to responsible procurement Develop our approach to responsible banking and insurance



SUSTAINABLE GROWTH

DATA SECURITY AND PRIVACY

Suncorp's approach to data security evolves in line with new and emerging technologies, risks and consumer trends. Security is being integrated into all aspects of our business to ensure an appropriate balance between value and risk to Suncorp and its customers. We have a highly capable team of employees and partners, who continually develop practices and technologies in response to the changing security landscape. We aim to ensure that Suncorp's corporate assets and customer information are protected, and to drive a security-aware culture.

Suncorp is committed to protecting the privacy of our customers' personal information and preventing financial crime. We have a Privacy Policy which

sets out how Suncorp manages and secures the personal information that it holds. The Policy describes the way in which we collect, use, disclose, store and secure personal information. Suncorp employees complete mandatory privacy training annually, to help embed a strong risk culture and good business practice. A copy of our Privacy Policy is available at suncorpgroup.com.au/about-us/governance

DATA ACCESS AND OWNERSHIP

Reforms proposed by the Productivity Commission to Australia's approach to data and privacy, indicate greater consumer control of data and changes to access, disclosure and sharing arrangements into the future. Key



**LAUNCHED OUR
NEW CONCEPT
STORES**



Suncorp Concept Store Parramatta

reforms proposed include providing consumers with more control over their data and enabling broad access to public and private sector data.

Suncorp supports greater access to data where there are clear benefits and protections for consumers. Our recent technology simplification program and Marketplace strategy position us well to work with customers, the public sector and other stakeholders, to use data to provide security and value for consumers. Greater access to public sector data has the potential to help companies drive innovative product development, more accurate risk-based insurance pricing, and consumer education about risk. Suncorp supports these efforts while advocating for robust governance, privacy, security and transparency.

INNOVATION

Suncorp is investing in innovation to deliver genuine solutions that meet our customers' needs.

In 2016, Suncorp created a dedicated Innovation Lab in Brisbane and appointed a Chief Executive Officer of Strategic Innovation.

We continue to work with a global network of partners to understand the technological, social and economic shifts that are rapidly changing the way we live. Adapting to the changing landscape creates opportunities to accelerate new ideas and provide industry-leading services for our customers.

During the year, Suncorp brought together teams with expertise in customer experience, strategic innovation, technology and platforms to carry out rapid, in-market experiments that test new ideas for customers and support the future direction of our business.

These teams collaborated to build the Suncorp concept stores that bring our Marketplace strategy to life. The Parramatta and Carindale Concept Stores showcase our banking, insurance, health and wealth products

from across our brands through a mix of digital and people-driven services.

Suncorp also launched Property Explorer, a digital solution that helps customers view property values and risk information, gain loan pre-approval, and connect with conveyancing or inspection services.

We experimented with a virtual reality tool for property owners to experience property risks, an online fitness tool to help our customers live well, and a website to connect small business owners with everything they need to start or grow their company. Visit suncorpstartcompany.com.au

Suncorp is exploring new frontiers such as artificial intelligence and machine learning, to navigate complex information and simplify the way we work.

Blockchain technology, smart devices and emerging digital assets are also being examined, to help us deliver in the moments that matter to our customers.



Suncorp Concept Store Carindale



SUSTAINABLE GROWTH

Preparing for a changing climate and economy.

A CHANGING CLIMATE

Suncorp accepts the findings of the Intergovernmental Panel on Climate Change, that the Earth’s mean surface temperature is increasing and that it is extremely likely that the dominant cause of the observed warming is the effect of human activity on the climate system. We believe we have a responsibility to minimise the environmental impact of our direct business activities, and more broadly across our value chain.

Suncorp has an important role to play in helping our customers and communities prepare for and recover from extreme weather events. We will continue to advocate for and invest in strategies that promote natural disaster resilience.

Climate change is a global challenge which needs to be addressed by governments, businesses and individuals. Suncorp is committed to playing its part in limiting carbon emissions, as well as preparing for the physical and economic impacts of climate change. We are developing a Climate Change Action Plan that will further detail our response to climate-related risks and opportunities that impact Suncorp.

A CHANGING ECONOMY

Recent global and political developments are driving climate change risks and opportunities.

The historic UNFCCC Paris Agreement was reached in 2015, to limit global temperature rise to well below two degrees Celsius.

The Australian Government has ratified the Paris Agreement and set a target to reduce Australia’s emissions by 26-28 per cent below 2005 levels, by 2030.

In response to a request from the G20, the Financial Stability Board established a Taskforce on Climate-related Financial Disclosures, which released recommendations during the year. Through our Climate Change Action Plan, we will examine the recommendations to take account of climate-related issues and the financial impact that climate risks could have on our organisation.

RISK AND OPPORTUNITY ASSESSMENT

Suncorp’s stakeholders have identified both the physical impacts of climate change, and the transition to a zero-carbon economy, as among the top environmental, social and governance topics impacting our business.

Climate change is captured within Suncorp’s Strategic Risk Framework, which provides an avenue for regular reporting across the organisation.

We will continue to develop our assessment, management and disclosure of climate change risks and opportunities through the development of a Climate Change Action Plan.

CLIMATE CHANGE ADAPTATION STRATEGIES

Suncorp supports natural disaster resilience through our Protecting the North initiative. This program combines research, public policy

advocacy and community engagement to support cyclone resilience and improve insurance affordability.

Suncorp’s work with James Cook University has led to a better understanding of the cyclone vulnerabilities in homes and what can be done to address them. Since the launch of the Suncorp *Cyclone Resilience Benefit* in 2016, we have reduced the premiums of more than 35,000 customers who have reported roof upgrades, covered windows, stronger doors and property maintenance at their homes. This was supported by the introduction of a low-cost loan to help customers in cyclone-prone areas of Queensland make their homes more resilient.

CLIMATE CHANGE MITIGATION STRATEGIES

The transition to a zero-carbon economy by 2050 will create opportunities for innovation on climate change and carbon emissions reduction.

As a founding partner of Climate-KIC Australia, Suncorp can help to develop innovative and practical solutions to address climate change risks and opportunities. Climate-KIC Australia is a national, cross-sector partnership completely focused on climate change mitigation and adaptation. Areas of focus include low carbon energy pathways and plans for sustainable and resilient cities.

Suncorp’s approach to responsible investment management will create a mandate to further support climate mitigation through environmental impact investment.

ADAPTING AND MITIGATING CLIMATE RISK

CASE STUDY

CYCLONE READY STREETS

Cyclone season in north Queensland is a major event and can cause significant damage to people and property. However, during Cyclone Yasi we found that nine out of 10 insurance claims involved damage that could be prevented by proper weather-event planning.

Last cyclone season, Suncorp worked closely with the Townsville City Council to encourage locals to get cyclone-ready. "We're pleased to partner with Suncorp on this important initiative. To make it easier we've also launched a 3x3 action plan which people can access on the website," Local Disaster Management Group deputy chair, Cr Kurt Rehbein said.

The plan is a simple step-by-step checklist of what to do 3 weeks, 3 days and 3 hours before a cyclone hits.

In 2016, we launched a special event called Cyclone Ready Streets. We encouraged locals to get together with four other households from their street to get cyclone-ready on the event day, and provided them all with a barbecue that afternoon.

Over 200 households signed up to get more than 50 streets cyclone ready.

Cyclone Ready Streets is part of Suncorp's Protecting the North initiative. We plan to roll the campaign out again next storm season.



Cyclone Ready Streets



CASE STUDY

CLIMATE-KIC

In early 2017, Suncorp became a founding partner of a new organisation called Climate-KIC Australia. The term 'KIC' refers to knowledge innovation community.

Climate-KIC Australia is based on a successful European KIC model, which is the world's largest climate-focused, public-private research group.

Climate-KIC Australia's platform is consistent with Suncorp's Marketplace strategy, which aims to facilitate and build deep connections with customers and communities. We will be able to work with others including entrepreneurs, other large companies, governments, universities and local communities, to pioneer effective climate

change initiatives in technology, innovation and community engagement.

"Our purpose is to help bring innovative climate change solutions to market, by connecting key players across sectors," said Climate-KIC Australia CEO, Chris Lee.

"We look forward to working with Suncorp to focus on innovative, practical, community led initiatives for climate change mitigation and adaptation."





RESPONSIBLE FINANCIAL SERVICES

We put our customers at the heart of everything we do and help them make good choices. We provide customers with access to affordable financial services that meet their needs.

OUR APPROACH

As an essential services provider, Suncorp has a responsibility to provide access to affordable financial solutions that meet the needs of customers. We are committed to delivering the right solutions for our customers and helping them to build their financial resilience and wellbeing.

implementing a company-wide Voice of the Customer program including customer research, feedback and action plans. This will help us to measure the value we provide to customers and continually find ways to improve our customers' experiences.

ELEVATE THE CUSTOMER

At Suncorp, we are passionate about creating deeper, more meaningful relationships with our customers, and meeting more of their needs.

Through our Elevate the Customer program, we provide coaching and tools for our customer-facing people, to enable them to create the best experience for customers at every interaction. We aspire to deliver great experiences consistently, and to be brilliant in the moments that matter.

We also strive to continuously improve. Hundreds of our people, from senior leaders to team members, have participated in our Customer Immersion sessions to make sure they have the right knowledge, attitude and skills to put the customer at the heart of everything they do. We focus on making things easy, taking action, being genuine and finding solutions to better meet the needs of customers, stakeholders, intermediaries and partners.

To better understand and create value for our customers, we are

BUILD THE MARKETPLACE

Suncorp's Marketplace is the way we connect brands, solutions, information and channels to empower customers to make good choices and improve their financial wellbeing. It is a way of delivering our services in moments that matter, when our customers are making big decisions.

Our Marketplace brings together our stores, digital platforms, contact centres and distribution partners so customers can easily navigate our services and have a seamless, connected and personal experience.

We are leveraging our capabilities to deliver our Marketplace including simplified core systems, data insights, a strong brand portfolio, our partner network, and most importantly, our people.

FINANCIAL INCLUSION, RESILIENCE AND WELLBEING

Meeting the needs of people who are vulnerable, experiencing financial hardship or from diverse backgrounds has always been part of our customer service.



In 2016 Suncorp proudly became one of the first companies to participate in the Financial Inclusion Action Plan program, led by the Australian Government and Good Shepherd Microfinance. The program is designed to help Australians who are at risk, due to exclusion from access to financial services.

Suncorp's Financial Inclusion Action Plan aims to improve and extend our current practices around financial

inclusion, and to help build the financial resilience of everyday people.

We offer both insurance and banking products specifically designed for disadvantaged and low income families. Our award-winning *Essentials by AAI* ensures people on low incomes have access to affordable insurance, and our *Everyday Essentials Bank Account* is designed to provide good-value banking services to all customers.

Implementing the Financial Inclusion Action Plan is a great opportunity for our people to contribute in a meaningful way to the financial wellbeing of all Australians. Suncorp's Financial Inclusion Action Plan is available at suncorpgroup.com.au/responsibility/reports



OUR PERFORMANCE

CUSTOMER SATISFACTION AND ADVOCACY

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Improve the satisfaction and advocacy of our customers	<ul style="list-style-type: none"> ✔ 82% customer satisfaction across our consumer brands* 	<ul style="list-style-type: none"> ➔ Review our dispute resolution processes to improve our customer experience

FINANCIAL INCLUSION AND RESILIENCE

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Improve the financial inclusion and financial resilience of our customers	<ul style="list-style-type: none"> ✔ 1,055 customers with <i>Essentials by AAI</i> insurance ✔ 235 customers provided financial relief following natural disasters ✔ Published our Financial Inclusion Action Plan ✔ Established Financial Inclusion Working Group to improve processes and services for excluded, vulnerable and culturally diverse customers ✔ Established a trial of CareRing with Uniting Kildonan 	<ul style="list-style-type: none"> ➔ Implement Financial Inclusion Action Plan and develop shared value partnerships ➔ Implement improvements to internal processes that impact the customer experience ➔ Implement an internal campaign to build employee understanding of financial inclusion and wellbeing ➔ Incorporate financial inclusion into customer service training, to build our people's capability to serve vulnerable and diverse customers

NOTES * The weighted average of satisfaction for personal banking and personal insurance brands (AAMI, Suncorp, GIO, Apia).



RESPONSIBLE FINANCIAL SERVICES

Being there for the moments that matter.

What we do following a natural disaster is one of those moments that matter most to our customers and communities.

CUSTOMER RESPONSE TEAMS

When a natural disaster strikes, we mobilise our Customer Response Teams (CRTs) to the worst-affected areas as quickly as possible.

Suncorp CRTs are experienced employees who help customers with their claims on the spot. Customers can talk about their personal situation with our people face-to-face, allowing the recovery process to begin immediately.

Our CRTs have been a part of Suncorp's response to major disasters such as Cyclones Yasi and Marcia, the 2014 Brisbane hailstorm and the 2011 Queensland floods.

In the days following Cyclone Debbie's landfall in March 2017, our CRTs were deployed to Townsville, Mackay, Ayr, Proserpine, Bowen, Cannonvale, Rockhampton, Lismore, Beenleigh and Murwillumbah. Many of the people within these teams were redeployed across multiple locations for continuous coverage and service to our customers.

During the year, Suncorp CRTs have been deployed four times in Australia in response to major events. The team is made up of 70 members from

across Australia who are dispatched to the hardest-hit areas. All members apply to join the CRT and hold other roles within the business.

In New Zealand, Vero Insurance's highly experienced claims people dealt with a number of major events, including the Kaikoura earthquake and Cyclone Debbie. Vero was the first insurance company on the ground in Kaikoura, opening an office to support customers affected by the earthquake.

FINANCIAL HARDSHIP PACKAGES

To further assist with the recovery process, Suncorp activates a financial relief package for customers impacted by a natural disaster. This provides customers with flexible finance options during times of hardship when extreme natural disasters hit.

We care about the emotional impacts natural disasters have on our customers and strive to maintain a high level of customer service. The Suncorp Customer Support Team ensures a timely response to customer requests for financial assistance, with many requests approved the same day.

Following Cyclone Debbie, Suncorp responded to 186 requests for hardship relief from impacted customers and families from northern Queensland through to northern New South Wales.

Following the Kaikoura earthquake in New Zealand, Asteron Life provided

premium relief for up to three months to residents experiencing financial hardship as a result of the earthquake.

DISASTER RELIEF

As part of Suncorp's commitment to building resilient communities, we are there both before and after disaster strikes.

In response to Cyclone Debbie, Suncorp donated \$150,000 to the Australian Red Cross to help impacted communities in Queensland and New South Wales. During this crisis, Suncorp and the Australian Red Cross teams worked together to ensure people affected were safe and their basic human needs were met. Now we continue to work together with these communities on their journey to recovery.

Suncorp employees have a proud history of lending a helping hand and also pledged their support for communities impacted by Cyclone Debbie. We witnessed our people taking incredible actions including volunteering their time, raising funds and donating through their pay.

Suncorp also donated \$50,000 to the Lismore Flood Appeal to assist this community in immediate and long-term recovery efforts.

Suncorp works in partnership with the Australian Red Cross on an ongoing basis as part of our commitment to disaster preparedness and response.

SUPPORTING AND PROTECTING OUR CUSTOMERS AND COMMUNITIES

CASE STUDY

CYCLONE DEBBIE

Cannonvale residents and lifetime Suncorp customers, Stephen and Julie Seidel, were one of the many homeowners to experience the wrath of Cyclone Debbie.

Julie explains, "I woke in the middle of the night just as the water began to creep under our doors. Before Stephen and I knew it, the speed at which the water was entering our home grew until it was roughly the height of our shins."

The Seidels describe the experience as frightening and stressful. So when it came time to contact Suncorp to lodge their insurance claim, they were relieved that the process was simple and immediate action was taken by our team. The

Seidels' home was assessed to ensure it was safe and secure, and within less than a week of Cyclone Debbie, their claim was allocated to a repairer to coordinate repairs using local tradespeople.

"At first, we didn't know what to expect because we had never lodged a claim before. Thankfully the process was free of the bureaucracy you'd expect from an insurance company. We were very impressed," said Stephen.

Within two months of Cyclone Debbie, the Seidels were able to return to their home. Restorations were completed throughout their home including a new kitchen, a fresh coat of paint and reflooring.



Julie and Stephen Seidel



Kaikoura earthquake

CASE STUDY

KAIKOURA EARTHQUAKE

Following a 7.8 magnitude earthquake that affected Kaikoura and the surrounding areas in November 2016, Kaikoura was cut off by road and there was severe damage to buildings and infrastructure.

Suncorp formed a partnership with My Food Bag and Goodman Fielder to get food bags delivered to impacted people and emergency service workers in Kaikoura, and surrounding rural areas. We worked with organisations including the Salvation Army, local Marae, Maori Wardens, the local church, the Fire Service, the Police, the Rural Support Trust,

District Nurses and Plunket, to ensure that we reached people who had their homes damaged and needed some economic relief.

Between December 2016 and February 2017, 800 households received our food bags and enjoyed 16,000 hot meals.

Annie McLean, Manager of the Waiiau Earthquake HUB Committee said, "Not only were the food bags brilliant, they provided the opportunity to connect with people who we could help in other ways."



RESILIENT PEOPLE AND COMMUNITIES

We respect human rights and invest in the wellbeing and resilience of our people and communities. We are there for our people and our communities in times of need.

OUR APPROACH

Suncorp prospers when our communities and people prosper too. Suncorp is committed to building the social and financial resilience of our people and the communities we are part of. We aim to have a diverse workforce and inclusive workplace where our people can be their best. We back our people in their passions and support their involvement in the community causes they care about.

environment where our people can be their best. The Diversity Council guides diversity and inclusion initiatives that help our people feel involved and connected, and encourages them to be themselves at work.

Suncorp's policy on diversity is contained within our Equal Employment Opportunity and Diversity Policy, a summary of which is available at suncorpgroup.com.au/about-us/governance

DIVERSITY AND INCLUSION

At Suncorp, we promote and celebrate our differences, valuing and respecting the diversity of thought, lifestyle and background that makes us who we are. We seek to reflect and be a part of the communities in which we operate and live.

We pride ourselves on flexible work offerings and 82 per cent of our people access flexible working arrangements. We continue to review our people practices to remove any that inhibit gender equality.

A diverse, inclusive and caring workplace isn't just good for our business, it's good for our people. In the 2016 Engagement@Suncorp survey, 88 per cent of respondents agreed that we have an open work environment that accepts individual differences.

Suncorp's Diversity Council, chaired by our CEO & Managing Director, is committed to fostering an

EMPLOYEE ENGAGEMENT

In 2016, Suncorp adopted a new methodology to measure employee engagement, using Aon Hewitt's internationally recognised *Say, Stay and Strive* model. More than 87 per cent of our people had their say, demonstrating they care about Suncorp and know that their feedback matters.

Our first Engagement@Suncorp survey resulted in an engagement score of 62 per cent. This is above the average for Aon Hewitt companies globally and in Australia and New Zealand.

Our people highly rate many aspects of the Suncorp workplace, including our inclusive culture, flexible work arrangements, the effectiveness of immediate leaders, and our strong risk management focus. They also told us that they would like to better connect with the new strategy and have more visibility of our senior leaders.



SAFETY AND WELLBEING

The safety and wellbeing of our people remains a critical focus for Suncorp as we strive for a workplace free from preventable injury or illness.

In 2016, we released a new online safety management resource, Safety Centre, to further support our people in managing their safety and wellbeing and that of others. Embedding safety and wellbeing into our workspace design will continue to be a key driver in decisions about our workspaces, facilities and technology.

Suncorp runs an annual awareness program aimed at encouraging our people to prioritise their mental, physical and financial safety and wellbeing. This includes a monthly toolbox with compliance and educational activities, and high-profile campaigns focused on wellbeing and safety.

COMMUNITY INVESTMENT

At Suncorp, we respect our people and communities and invest in their resilience and wellbeing. In 2016-17 we made a community investment of \$9.8 million. This was made up of community partnerships, commercial initiatives, and charitable donations. We maintained our focus on health, financial literacy, disaster preparedness and response, road safety and crime prevention.

In 2016, Suncorp began a five-year partnership with Netball Australia to support the sport at all levels. Participation in sport is key to building confidence in young girls, and confidence ultimately contributes to positive wellbeing. Through the #TeamGirls program, we have begun a genuine conversation with our community on the topic of wellbeing. #TeamGirls, in partnership with ReachOut, provides parents with valuable resources to

encourage conversations with their teenagers about positive behaviours to nurture their confidence.

Suncorp also continued to offer our employee giving program, Brighter Futures. This year, we distributed more than \$537,000 in grants to 34 individuals and 121 charities, schools, community groups and sports clubs nominated by our employees.

Guided by our Corporate Responsibility Framework, Suncorp will review its approach to community investment next year. We will establish a program to engage customers, shareholders and communities in addressing social issues such as financial resilience and social connectedness. We will also refresh our employee giving program to ensure we reach more of our people across all our sites, with more relevant opportunities.



OUR PERFORMANCE

SAFETY AND WELLBEING

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Keep our people safe and well	<ul style="list-style-type: none"> ✔ 1.6 lost-time injury frequency rate ✔ 62% engagement score 	<ul style="list-style-type: none"> ➔ Maintain our lost-time injury frequency rate ➔ Increase employee engagement

DIVERSITY AND INCLUSION

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Ensure our workplace is inclusive and our workforce reflects the diversity of our community	<ul style="list-style-type: none"> ✔ 49% of leaders are female and 51% are male ✔ 33% of Board members are female ✔ 10.6% of employees aged 55 years or over ✔ 2.3% of employees identify as having a disability 	<ul style="list-style-type: none"> ➔ Implement our Diversity and Inclusion Plan to improve gender balance in leadership, and improve the cultural diversity of our workforce ➔ Develop a Reconciliation Action Plan to create social change and economic opportunities for Aboriginal and Torres Strait Islander people

COMMUNITY INVESTMENT

OBJECTIVE	PERFORMANCE HIGHLIGHTS	FUTURE ACTIVITY
Build the financial, physical and social resilience of our people and communities	<ul style="list-style-type: none"> ✔ \$9.8m invested in the community ✔ 1,638 people involved in volunteer activities ✔ 1,256 people engaged in other giving activities* 	<ul style="list-style-type: none"> ➔ Maintain the value of our community investment ➔ Develop social impact and community engagement strategy, with a focus on local community partnerships and broader employee participation

NOTES * Includes fundraising, payroll giving and community grants.



RESILIENT PEOPLE AND COMMUNITIES

Including a diverse range of people and skills in our organisation.

GENDER EQUALITY

Gender equality is important for Suncorp and we have a range of initiatives to achieve this. Suncorp has achieved relative gender balance across total leadership roles, with 51 per cent male and 49 per cent female.

Suncorp has a number of initiatives to support gender equality:

- Our career resiliency leadership programs build our pipeline of female leadership talent. Since 2013-14, 530 women have participated in this program.
- We offer and promote workplace flexibility.
- We consider gender in all employee practices such as recruitment and talent management.
- We undertake gender pay equity reviews twice per year.

We are proud to have established new leadership development programs this year, with almost 400 leaders participating and balanced representation by gender. In December 2016, Suncorp was recognised as an Employer of Choice for gender equality by the Workplace Gender Equality Agency, for the fourth year running.

AGE DIVERSITY

Suncorp values the expertise of our mature-age employees who have significant industry and company insights, and specialist knowledge to share with others. We are focused on attracting, retaining and engaging our mature-age employees. The Horizons program supports mature-age employees by providing time to reflect on their career, health and financial wellbeing. It was designed based on feedback from employees in their mid-to-late careers, although many elements are relevant for all employees as they seek a better work-life balance. Since inception, over 520 people have participated in the Horizons program across the business.

CULTURAL AND LINGUISTIC DIVERSITY

Suncorp is committed to increasing cultural and linguistic diversity to continue to reflect the communities in which we work and live, and the customers we serve. We have started to explore employment pathway opportunities for distinct groups, including Aboriginal and Torres Strait Islander people and migrants and refugees, as part of our Financial Inclusion Action Plan.



BUILDING AN INCLUSIVE WORK ENVIRONMENT

At Suncorp, we encourage our people to bring fresh ideas and perspectives. We support the creation of Employee Resource Groups, which are self-forming collections of people who are passionate about a social issue or topic. As a result, the following groups have formed in the past year:

CASE STUDY

LEAN IN

Suncorp's Lean In Circles commenced with a clear purpose to bring women and men together to strive towards gender equality. This group is now actively influencing the broader agenda at Suncorp through their research and events, providing a tangible impact on the careers and lives of Lean In members.



Lean In panel discussion with Suncorp senior leaders

AMPLIFY

In late 2016, a group of passionate employees conducted a survey to gauge interest in starting a resource group for lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) employees and allies. Amplify was officially launched in March 2017 and following engagement with Pride in Diversity, work commenced on a plan for the next year that includes training and events across Suncorp.



Amplify launch event

CASE STUDY

A TASTE OF HARMONY

At Suncorp, 40 per cent of our people trace their heritage to countries other than Australia and New Zealand. In 2017, we supported the Taste of Harmony initiative to celebrate this. This workplace event encourages people to organise a lunch or morning tea and bring a plate of food that represents their cultural background to share with colleagues. Over 4,000 of our people participated in more than 150 Taste of Harmony events across Australia and New Zealand.

MARRIAGE EQUALITY

At Suncorp, in line with our strong focus on diversity and inclusion for all, we provide a work environment for our LGBTIQ+ employees that is free of prejudice and discrimination. Suncorp announced support for Marriage Equality in February 2017.



PERFORMANCE SUMMARY

OUR BUSINESS PERFORMANCE

PERFORMANCE		2017	2016	2015	2014	2013
Return on average shareholders' equity	(%)	7.9	7.8	8.5	5.3	3.5
Basic earnings per share	(cents)	83.84	81.19*	88.61	57.11	38.42
Cash return on average shareholders' equity	(%)	8.4	8.2	8.9	9.4	4.1
Basic cash earnings per share	(cents)	89.30	85.18*	93.14	102.01	45.08
Return on average total assets	(%)	1.11	1.08	1.19	0.77	0.51
Reported insurance trading result	(%)	11.8	9.9	11.4	15.5	13.1
Underlying insurance trading result	(%)	11.5	10.6	14.7	14.3	13.5
General Insurance expense ratio	(%)	22.1	22.0	22.6	23.0	24.0
Bank net interest margin	(%)	1.83	1.86	1.85	1.72	1.64

FINANCIAL STRENGTH

Total assets	(\$m)	97,109	95,748	95,651	94,429	95,905
Net assets	(\$m)	13,790	13,570	13,518	13,799	13,983
Net tangible assets backing per share	(\$)	6.20	6.02	6.05	6.32	6.11
Net profit after tax attributable to shareholders	(\$m)	1,075	1,038	1,133	730	491
Group Excess to Common Equity Tier 1 target	(\$m)	377	346	570	831	847
General Insurance gross written premium	(\$m)	9,456	9,031	8,872	8,870	8,589
General Insurance Group Total Capital ratio	(times)	1.77	1.67	1.86	2.16	1.96
Bank total lending	(\$m)	55,324	54,280	51,918	49,956	48,198
Bank Common Equity Tier 1 ratio	(%)	9.23	9.21	9.15	8.54	7.68
Life Insurance individual in-force annual premium	(\$m)	1,039	1,032	900	852	785

SHAREHOLDER SUMMARY

Ordinary share price at end of year	(\$)	14.82	12.18	13.43	13.54	11.92
Number of ordinary shares at end of period	(million)	1,285	1,279	1,279	1,279	1,278
Market capitalisation	(\$m)	19,158	15,671	17,279	17,421	15,336
Dividend per ordinary share, fully franked	(cents)	73	68	88	105	75

CUSTOMER SATISFACTION

Suncorp Bank	(%)	85	88	89	88	84
Suncorp Insurance	(%)	80	81	83	81	79
AAMI	(%)	81	82	82	83	80
GIO	(%)	80	78	83	78	76
Apia	(%)	88	89	88	86	87
Vero (broker satisfaction)	(%)	43	45	51	47	49
Asteron Life (adviser satisfaction)	(%)	73	75	75	75	66
Asteron Life New Zealand	(%)	74	75	75	74	-

NOTES *Restated in 2016-17

OUR PEOPLE AND SOCIETY

		2017	2016	2015	2014	2013
EMPLOYEES						
Total FTE (full time equivalent)		13,374	13,441	13,843*	13,738	14,239
Engagement**	(%)	62	Results history using different methodology can be viewed in previous reports			
Women in leadership roles	(%)	49	47	46	45	-
Women in senior leadership roles	(%)	43	38	37	36	32
Return to work from parental leave***	(%)	93	91	82	85	82
Employees that identify as having a disability	(%)	2.3	-	2.1	2.2	-
Employees aged 55 years or over	(%)	10.6	10.7	10.3	10	-
Employee-initiated turnover***	(%)	12.1	13.0	12.6	12.2	13.3
Lost-time injury (LTI) frequency rate		1.6	1.8	2.0	3.2	2.0
COMMUNITY INVESTMENT						
Volunteering	\$000	625	1,385	842	556	723
Gift matching	\$000	219	275	228	191	-
Community grants	\$000	1,810	1,938	1,463	1,147	-
Total community investment	\$000	9,835	8,866	7,619	7,010	6,794

OUR ENVIRONMENT***

Scope 1 greenhouse gas emissions	CO2-e tonnes	4,519	5,306	5,926	6,311	6,584
Scope 2 greenhouse gas emissions	CO2-e tonnes	25,480	28,378	43,343	47,194	51,151
Electricity consumption	KWh per FTE	2,340	2,556	4,178	4,348	4,429
Fuel used in company vehicles	litres per FTE	145	170	214	221	225
Air travel	Km per FTE	2,735	3,497	4,936	4,461	4,821
Paper used for print and offices	tonnes	659	900	1,503	1,389	1,715
Proportion of waste diverted from landfill	(%)	51	60	54	50	49

Global Reporting Initiative (GRI)

This material references GRI Standards *GRI 101: Foundation*, 2016; *GRI 102 General Disclosures*, 2016; *GRI 103: Management Approach*, 2016. A GRI Content Index is available at suncorpgroup.com.au/responsibility/reports

NOTES *Re-stated in 2016-17 **In 2016-17, Suncorp adopted Aon Hewitt methodology to measure employee engagement ***Excludes New Zealand

Our people in the community

Following many Suncorp senior leaders before him, Rob Moffat, participated in the 2017 Simpson Desert Trek to raise funds for our charity partner, Youngcare.



Sydney employees join our charity partner, Wheelchair Sports NSW, and some of the world's greatest wheelchair athletes for a day of simulated wheelchair racing.



Suncorp employees volunteer at the Oz Day 10K wheelchair race to show their support for our charity partner, Wheelchair Sports NSW.

Netball Australia powered by Suncorp



Suncorp's partnership with Netball Australia will support and benefit netball from a grassroots level right through to national representation with the Australian Diamonds.

Along with the naming rights of the Suncorp Super Netball national competition and major partnership of the Australian Diamonds, Suncorp will also support Netball Australia's introductory program, Suncorp NetSetGo.



Awards



Inside Retail Customer Experience Store Design of the Year 2017



Australian Insurance Awards General Insurance Company of the Year 2016



ANZIIF Award for Intermediated Insurance Company of the Year 2016 - Vero Insurance

SHARED VALUE PROJECT

Best Shared Value Project by an Organisation or Collaboration 2016 - *Essentials by AAI*



Australian Business Award for Service Innovation 2016 - ACM Parts



Australian Retail Banking Awards Chief Risk Officer of the Year 2017

FINANCIAL CALENDAR AND KEY DIVIDEND DATES*

16 AUGUST 2017	Ex-dividend date for final ordinary dividend
17 AUGUST 2017	Record date for final ordinary dividend
20 SEPTEMBER 2017	Payment date for final ordinary dividend
21 SEPTEMBER 2017	Annual General Meeting, 2.30pm, Sofitel Brisbane Central, 249 Turbot Street, Brisbane
15 FEBRUARY 2018	Half-year results announcement
21 FEBRUARY 2018	Ex-dividend date for interim ordinary dividend
22 FEBRUARY 2018	Record date for interim ordinary dividend
5 APRIL 2018	Payment date for interim ordinary dividend

* The financial calendar may be updated from time to time throughout the year. Please refer to suncorpgroup.com.au for up-to-date details. Dates for dividends may be subject to change.

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DISCLAIMER

This report contains general information which is current as at 3 August 2017. It is information given in summary form and does not purport to be complete.

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

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

References, unless otherwise stated:

- are as at 30 June 2017
- 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 2016-17 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 2016-17 Directors' Report and Financial Statements and full year results announcement. For a more complete understanding of the financial performance, financial position, and operating and investment activities of Suncorp Group, please refer to the statutory 2016-17 Directors' Report and Financial Statements available from suncorpgroup.com.au/investors/reports

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