



Financial Inclusion Action Plan 2022-25

End of plan disclosure

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Acknowledgement of Country

Suncorp acknowledges
the Traditional Custodians
of the lands on which
we operate and pay our
respects to Elders
past and present.



Statement from CEO, Suncorp

Suncorp's third Financial Inclusion Action Plan (FIAP) 2022-25 has been delivered through a steadfast commitment to our purpose of building futures and protecting what matters, and making insurance more accessible, affordable, and inclusive for our customers, our people, and our communities. Over the past three years, we have taken significant steps to improve our support for those facing vulnerability, empower financial wellbeing, and embed accessibility into the core of our operations.

The period since our FIAP's launch in May 2022 has brought considerable change, both for our business and in the broader operating environment. The sale of Suncorp Bank to ANZ Banking Group in August 2024 marked a major shift in our strategy and operating model, focusing our plan sharply on our core general insurance capabilities.

We have responded to a more challenging economic environment with increased cost-of-living pressures by embedding accessibility standards into our practices and processes, evolving our approach to reflect best practice and the needs of our customers.

Suncorp has made substantial investments in our Digital Insurer (DI) program, a core transformation program driving significant upgrades to both customer-facing and internal systems to provide a more seamless experience for our customers and our people. We continue to work through our commitment to delivering digital experiences that are built around our customers' needs.

Our journey has seen the rollout of more inclusive product and service design, including digital tools such as the My Home app, providing customers with practical home maintenance support and timely disaster alerts, as well as features that protect those in vulnerable situations. We have strengthened our Personal Injury team's ability to identify and address claimants' vulnerabilities, ensuring recovery journeys are met with empathy, tailored support, and enhanced referral pathways. Our governance provides clear frameworks and dashboards to monitor our support for customers experiencing hardship.

Through meaningful partnerships and engagement with community organisations, including Queensland, New South Wales and Victoria State Emergency Services (SES), First Nations Foundation and the Foundation for Rural and Regional Renewal, we have strengthened financial capability and resilience for communities across Australia. We are helping impacted and at-risk communities recover from severe weather events and better prepare for the future through education and the provision of targeted grants.

Advocacy has remained a cornerstone of our approach and is key to improving insurance accessibility and affordability. We actively engage with government, industry, and community groups to pursue policy reform, such as advocating for the removal of insurance taxes and charges.

Suncorp continues to encourage and support financial wellbeing among our employees, and we have strong uptake of the access we provide to financial advice platforms, dedicated coaching, and informative benefits expos.

I am proud of the progress we have made, and of the collective effort of our teams, partners, and communities to build a more resilient, financially secure future for all. Looking forward, our commitment to our purpose and core focus on providing simpler, more personalised, and affordable products and services, will ensure accessibility, affordability and inclusivity is at the heart of how we show up for customers and communities.

Steve Johnston
Chief Executive Officer and Managing Director
Suncorp



Statement from Good Shepherd, CEO

Financial stress can impact us all, at any stage in our lives. FIAP members are important cross sector coalitions working to reduce inequalities and promote inclusive growth in Australian communities. Through the FIAP program, our aim is for organisations across all sectors to understand the impact of financial vulnerability and hardship on people's lives and commit to providing timely and effective responses to support them.

As a trusted FIAP member since 2017, we congratulate Suncorp on their efforts to complete and verify their Build FIAP and for committing to strengthening financial wellbeing. The verification process has highlighted Suncorp's approach to building partnerships for impact across Suncorp brands, with a focus on disaster preparedness and resilience. This work ultimately enables more Australians to access information, capability and support when they need it most.

By building capacity, awareness, and greater access to appropriate products and services, Suncorp contributes to better social and economic outcomes for their customers, employees and the wider community.

There is still much to do in an environment of growing inequality and financial strain. We will continue to support systems work alongside services, sharing learnings and insights to strengthen the individual and collective journey of FIAP partners. We eagerly welcome future collaborations with Suncorp that will promote greater equity and inclusion and support the financial health and well-being of all Australians.

Stella Avramopoulos
Chief Executive Officer
Good Shepherd Australia New Zealand
On behalf of the FIAP Program



Resilience in focus

In May 2025, Suncorp launched an innovative digital tool designed to help homeowners understand their properties' vulnerability to extreme weather and how to protect it. This initiative is a clear reflection of Suncorp's commitment to building futures and protecting what matters. Drawing on a century of expertise in responding to severe weather events and utilising the latest technology, Suncorp continues to find new ways to help customers, and all Australians, stay safe and become more resilient.

Suncorp data shows that more than 2.7 million Australian addresses are at high-risk of at least one extreme weather peril, such as bushfires, floods, cyclones, and storms. This includes:



1.3 million addresses are at high-risk of bushfire



Almost 40,000 are at high-risk of flood



More than 1.5 million are at high-risk of storm damage



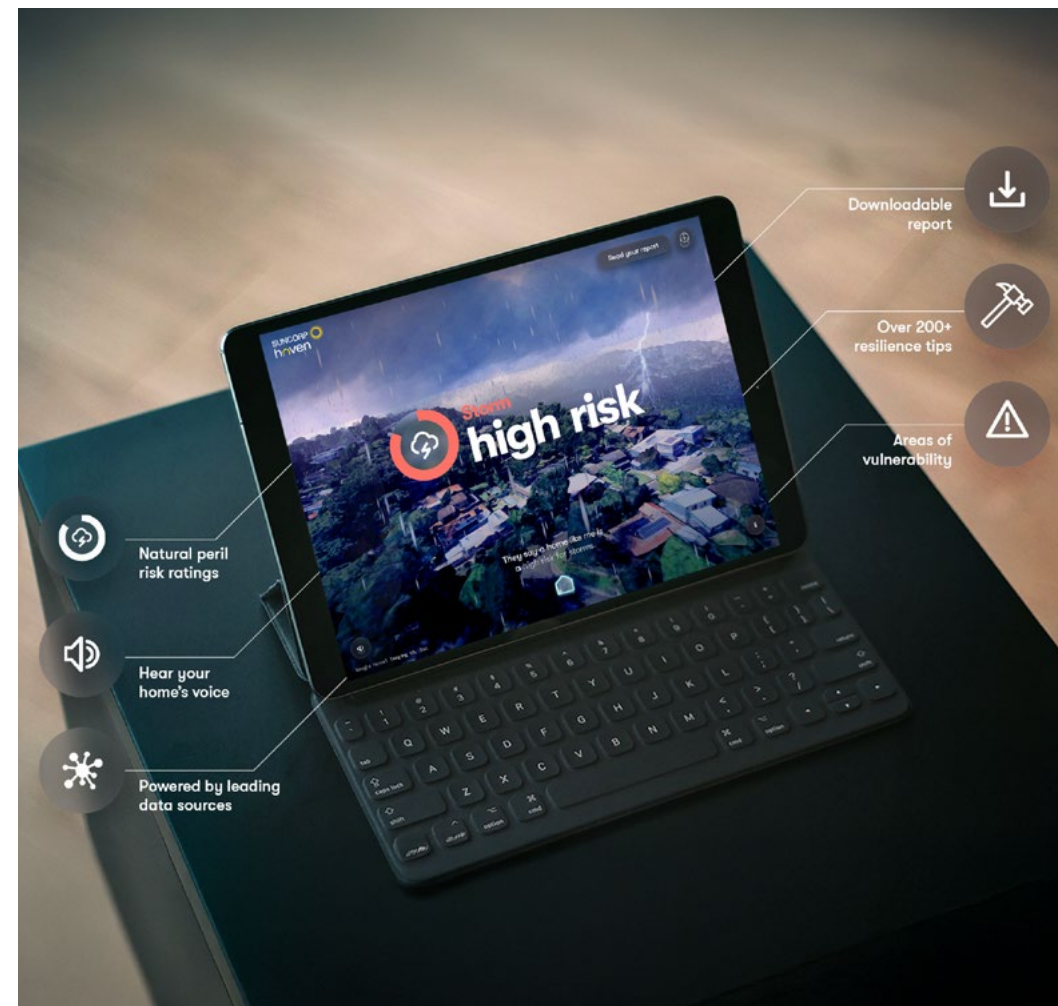
Almost 38,000 are at high-risk of cyclone

Introducing Haven - giving every home in Australia a voice

Haven allows Australian homes to talk about cyclone, flood, bushfire and storm risks, and the resilience actions that can be taken to help make the home stronger.

- Homeowners can listen to their home "talk" about its weather risks, including estimated risk levels (low, medium, or high) for bushfire, flood, cyclone, and storm.
- Information is provided on how to make the home stronger and more resilient, with a range of tips tailored to the property's estimated risk levels.
- Each homeowner can access a tailored Resilience Report, which outlines the home's weather risks and recommended actions to improve resilience. The report can be downloaded and kept as a helpful guide for future reference.

Haven builds upon Suncorp's commitment to raise awareness and education about home resilience through initiatives such as One House, a Suncorp partnership with experts from James Cook University's Cyclone Testing Station, CSIRO, and Room11 Architects to design and test one of Australia's most natural disaster-resilient homes.



Leadership action

Action statement

We will collaborate with our customers, communities, and key decision makers to explore and design a lower-cost home insurance solution that will support reducing the barriers to insurance.

Output

- Summary of research findings from consultation with key external stakeholders, including vulnerable groups, to understand current economic barriers that prevent people from obtaining insurance for their home.
- Continued education and advocacy campaign for communities focused on improving understanding of home insurance coverage.
- Lower-cost insurance solution concept designed and tested for homeowners.
- Roadmap for the implementation of the go-to-market strategy for the solution.

Desired Outcome

- Improved access to appropriate financial products and services.
- Advocacy for policy and regulatory change.

Proposed Measurement

- Number of people consulted, ensuring people with lived experience of a range of vulnerabilities are engaged.
- Number of engagement opportunities with external stakeholders, including government and community groups to collaborate and discuss solutions.
- Vulnerabilities considered through research and product design and testing.

Suncorp remains committed to exploring options that help reduce barriers to insurance. While there is no simple solution, reducing or mitigating the underlying risk remains key to addressing these issues.

Understanding insurance solutions for lower-cost home insurance

Suncorp developed a number of product concepts that focused on natural disaster risk as the main driver of premiums. We conducted an in-depth review, including a global market scan and collaboration with experts, to analyse pricing and claims data. We then prioritised opportunities based on trends, feasibility, and viability, and tested the products to gauge their appeal to Australian customers.

Testing the concepts

Suncorp tested three home insurance concepts with over 1,500 customers from a diverse range of demographic backgrounds, including those recently affected by natural disasters. The testing involved various methods such as prototypes, interviews, focus groups, surveys, and feedback from Consumer Advocates representing vulnerable groups, to gather insights and refine products to improve suitability for different customer needs.

Conclusion and next steps

The research highlighted challenges in product design and coverage, showing that reducing coverage to achieve better affordability received a mixed reaction. Therefore, it was essential to carefully consider the intended customer groups and the specific value propositions when developing products. Suncorp continues to explore opportunities to introduce new insurance offerings that address affordability, supported by platform modernisation, operational transformation, and informed by findings from government inquiries.

Suncorp continues to collaborate with all levels of government and contribute to advocacy initiatives to discuss and understand solutions. Efforts have included securing a commitment to remove the Emergency Services Levy in NSW, hosting educational sessions for Members of Parliament on disaster response, and publishing discussion papers with Natural Hazards Research Australia on resilience and assisted relocations. Additionally, Suncorp recognises the Resilient Building Council's Bushfire Resilience Ratings by offering premium reductions to eligible customers.

Suncorp will continue to proactively engage with government and industry in line with Suncorp's four-point plan to improve resilience and mitigation. We also have a multi-year investment in modernising technology platforms to enable Suncorp to develop and enhance future product offerings.

Our Core Commitments: Products and services

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Improve the accessibility of our banking and insurance products and services.	Accessibility Standard designed and delivered across the organisation including incorporating into compliance, product development, and project frameworks.	Increased access to appropriate financial products and services.	Head of Group Customer Advocate	March 2023
<div>Status: Complete (Insurance products only)</div> <p>Suncorp published its Group Customer Accessibility Standard in 2022 to guide Suncorp’s people to support customers with unique accessibility needs. Key principles include universal design, co-design, dignified communication, and creating positive impact. Following its release, accessibility awareness training was provided to customer-facing teams.</p> <p>Additionally, in Janaury 2025 a refreshed Customer Vulnerability Framework and Standard was published, setting minimum requirements for supporting vulnerable customers.</p> <p>Note: Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.</p>					
Customers	Improve the accessibility of our banking and insurance products and services.	Accessibility Standard aligned with accessible communication framework across customer interaction points.	Increased access to appropriate financial products and services.	Head of Group Customer Advocate	March 2025
<div>Status: Complete</div> <p>A Customer Communications Strategy and supporting Playbook was published in June 2025. This resource provides guidance on tone, plain English, empathy, structure, accessibility, inclusivity, and customer testing, and is now embedded across all consumer and direct commercial brands in Australia. In addition, Suncorp’s Accessibility Standard includes accessible and inclusive communication principles. This includes the use of interpreter services, adherence to Web Content Accessibility Guidelines (WCAG) 2.1 standards, and provision of information in multiple formats.</p> <p>Note: Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.</p>					
Customers	Improve the accessibility of our customer communications.	Accessible communication framework embedded across the organisation.	Increased access to appropriate financial products and services.	EGM Consumer Prevention & Protection Portfolio	March 2024
<div>Status: Complete</div> <p>As detailed above, Suncorp has implemented a comprehensive Customer Accessibility Standard and Customer Communications Strategy. To further embed these principles, a Communication Governance Framework was introduced across the Home Claims team. Relevant teams also receive training in assistive technologies and are expected to use plain English, follow WCAG, and apply inclusive language. Broader communication enhancements are underway through a letter rewrite program, which aims to standardise best practice and improve the clarity and accessibility of communications.</p>					

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp’s current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Improve the accessibility of our customer communications.	Explore the creation of accessible versions of key banking and insurance documents (E.g. screen reader compatible, plain language, easy English, and/or Auslan friendly). Written customer documents provided in alternative and accessible formats.	Increased access to appropriate financial products and services.	EGM Operational Excellence	Ongoing
<div>Status: Complete (Insurance products only)</div> <p>Note: Suncorp has combined two actions originally published in the plan as they have the same output and outcome.</p> <p>Suncorp is committed to making insurance information more accessible and inclusive for customers. Suncorp has prioritised the development of key Product Disclosure Statements (PDS), rewritten in plain language and accessible formats to support better understanding and informed decision-making. The approach aligns with recognised accessibility standards, and Suncorp has achieved Writemark accreditation for CIL Motorhome and Caravan PDS, setting a benchmark for future improvements across Suncorp's brands.</p> <p>Note: Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.</p>					
Customers	Improve the accessibility of our customer communications.	Digital interactive tool which explains building and contents insurance coverage expanded to more Suncorp Group brands.	Increased access to appropriate financial products and services.	Head of Digital Customer	March 2025
<div>Status: Complete</div> <p>Suncorp has developed digital tools to help customers better understand home and contents insurance coverage. The interactive resources use imagery and plain language to explain key features, making complex information more accessible. The tool is available across Suncorp Insurance and AAMI. Other digital tools continue to be considered, including how they can be expanded to more brands.</p> <p>Suncorp Insurance - Home & Contents Insurance Explained AAMI - Home & Contents Insurance Explained</p>					
Customers	Improve the accessibility of our customer communications.	Explore employing people who are proficient in Auslan and/or multiple languages for customer service roles, and identified current employees with these skills.	Increased access to appropriate financial products and services.	EGM Customer Service	March 2024
<div>Status: Completed</div> <p>Suncorp explored the use of multilingual and Auslan-proficient employees for interpreting support but determined that partnering with professional external providers would better meet customer needs. Suncorp partners with providers including the Translating and Interpreting Service (TIS) and the National Relay Service (NRS), to ensure customers can access support in their preferred language or communication format.</p>					

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Ensure digital services are accessible and recognise when customers may need support online.	Digital accessibility guideline included as part of the Accessibility Standard.	Increased access to appropriate financial products and services.	Head of Digital Customer	June 2022

Status: Complete

Suncorp has embedded digital accessibility guidelines into its broader accessibility standards to support inclusive and user-friendly experiences across digital channels. These guidelines are based on recognised best practice principles, such as perceivable, operable, understandable, and robust design. By continuing to improve features like screen reader compatibility and enhanced colour contrast, Suncorp is striving to make its digital platforms more accessible to customers.

Customers	Ensure digital services are accessible and recognise when customers may need support online.	Pathways to support customers experiencing vulnerability interacting with our digital channels developed.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Home Claims Customers EGM Motor Claims Customers EGM Customer Service Head of Digital Customer	January 2023
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Status: Complete

Suncorp's digital channels are designed to be accessible, with enhanced processes in place to identify and support customers who may need extra care. For customers impacted by family violence, additional digital safeguards occur to protect personal information and reduce the risk of unauthorised access. These measures are continually reviewed to balance safety with accessibility. Customers can also indicate their need for extra support during online home claims, with follow-up provided by support teams.

Customers	Ensure digital services are accessible and recognise when customers may need support online.	New digital tools to support customers' financial wellbeing developed.	Increased access to appropriate financial products and services.	Head of Digital Customer	March 2025
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Status: Complete

Suncorp has enhanced digital support across brands, especially during natural disaster events. This includes tailored preparedness messaging, educational content delivered through apps and websites, as well as SMS messages to customers during events. Discreet "Quick Exit" buttons are being added on key support pages to help vulnerable customers, such as those experiencing family violence, to safely navigate online content.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Expand our Customers Experiencing Vulnerability roadmap to further support Personal Injury claimants.	Customers Experiencing Vulnerability strategy expanded to support Personal Injury claimants.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Workers Compensation Head of Group Customer Advocate	March 2023

Status: Complete

Suncorp's Personal Injury team has implemented a tailored strategy to better support claimants, recognising their potential inherent vulnerability throughout the claims process. The approach aims to reduce stress and friction, address broader issues such as mental health and financial hardship, and collaborate with expert partners and suppliers for specialised support and training.

Customers	Expand our Customers Experiencing Vulnerability roadmap to further support Personal Injury claimants.	New dedicated specialist team to support claimants experiencing vulnerability piloted.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Workers Compensation	March 2024
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Status: Alternative action completed

Suncorp explored this action and after careful consideration decided to embed support across the Personal Injury team. All Personal Injury Claims Advisors undertake training in vulnerability, resilience, and wellbeing, supported by ongoing coaching from technical and clinical advisors. Claims advisors work closely with trained professionals and a specialised Partner Performance team. Regular educational workshops occur to further strengthen team member capability, including providing empathetic, informed, and comprehensive support to claimants throughout their recovery journey.

Customers	Expand our Customers Experiencing Vulnerability roadmap to further support Personal Injury claimants.	External referral pathways expanded to support Personal Injury claimants.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Workers Compensation	March 2023
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Status: Complete

Suncorp has expanded external referral pathways to include a collaborative and tiered model to enable Claims Advisors to work closely with Technical Advisors and Injury Management Specialists to identify and respond to individual needs. This approach is tailored to align with varying legislative and operational requirements across states and territories. Claim Advisors have access to clear referral pathways and ongoing training, including sessions led by Lifeline, ensuring they are equipped to respond with empathy and care.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Offer an enhanced suite of accessible and affordable personal insurance products and services.	Low-cost motor vehicle and contents insurance reviewed and refreshed to improve customer mobility and connectivity.	Improved access to appropriate financial products and services.	EGM Consumer Prevention & Protection Portfolio	March 2025

Status: Complete

During this period, Essentials by AAI updated its target market determination to ensure customers purchasing this product required its specific cover, while also informing customers about potentially more suitable alternative products.

Suncorp's focus has since shifted towards delivering more accessible, affordable, and suitable insurance products through other Suncorp brands. A refresh of Suncorp's Customer Value Propositions (CVPs) in 2024 reaffirmed the strong value offered by Bingle and AAMI for cost-conscious customers. These brands provide greater flexibility, allowing customers to tailor their coverage and premiums to better match their individual needs and budgets. Notable enhancements include:

- In 2023, Bingle introduced enhanced excess options, giving customers greater control over their financial commitments.
- In 2025, AAMI's home and contents insurance underwent a comprehensive review and Product Disclosure Statement (PDS) update, ensuring ongoing value for the target market. Key product changes are clearly highlighted on the website, and the updated visual PDS improves customers understanding of coverage.

Customers	Offer an enhanced suite of accessible and affordable personal insurance products and services.	Benefits that help customers repair their homes in a more resilient way expanded to other Suncorp Group brands as a standard inclusion.	Improved access to appropriate financial products and service.	EGM Consumer Prevention & Protection Portfolio	March 2025
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Status: Complete

Suncorp continues to investigate and review how to support customers to repair their homes in more resilient ways. Examples such as the *Resilience Road* campaign, provide practical guidance on home improvements that can reduce future risk.

Suncorp, through Suncorp Insurance, AAMI and Apia brands, helped customers carry out resilient retrofits under the Resilient Home Fund after the February 2022 East Coast Floods. Suncorp worked with Queensland Government, Suncorp's assessing and building panel, and a dedicated Claims team to run a pilot program for customers. Once the work was completed on the home, premium relief was applied in recognition of the the home being more resilient.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible	Timeframe
Customers	Offer an enhanced suite of accessible and affordable personal banking products and services.	Savings buffer included when determining financial hardship outcomes.	Improved access to appropriate financial products and services.	EGM Home Lending	December 2023
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Customers	Offer an enhanced suite of accessible and affordable personal banking products and services.	Explore opportunities to improve services on Everyday Banking products to support customers experiencing family and domestic violence, and cultural impacts.	Improved access to appropriate financial products and services.	EGM Everyday Banking	March 2023
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Customers	Offer a new suite of accessible and affordable micro-finance and small business banking products and services.	Micro-finance solution for culturally and linguistically diverse Australians developed in collaboration with like-minded organisations.	Improved access to appropriate financial products and services.	EGM Business Banking	March 2025
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Customers	Offer a new suite of accessible and affordable micro-finance and small business banking products and services.	Business banking solution for First Nations small business customers developed in collaboration with like-minded organisations.	Improved access to appropriate financial products and services.	EGM Business Banking	March 2025
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Customers	Continue to understand the role bank can play in addressing problematic gambling.	Review and consider key research findings from Queensland University of Technology to understand what can be practically actioned or implemented.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Home Lending	December 2024
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Customers	Continue to understand the role bank can play in addressing problematic gambling.	Customer support delivered through process and system changes.	Increased pathways and tools for ongoing support for vulnerable groups.	EGM Everyday Banking EGM Home Lending	March 2024
Status: No longer planned Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					

Our Core Commitments: Financial capability

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Incentivise customers to improve their financial capability and resilience through banking and insurance products and services.	Customer incentives provided to undertake general property maintenance and improve the resilience of their home.	Increase in targeted and scalable resources to build financial capabilities.	EGM Consumer Prevention & Protection Portfolio	March 2025
Status: Complete <p>Suncorp has focussed on supporting home insurance customers to build everyday resilience through the launch of Suncorp's <i>My Home</i> tool. The tool aims to support customers to build healthy maintenance habits by providing home maintenance tips. Since its February 2024 launch, over 6,000 customers have used the tool. The app incentivises users with cashback rewards when they complete multiple key maintenance actions, encouraging ongoing home upkeep and risk mitigation.</p> <p>Suncorp My Home Suncorp</p>					
Customers	Incentivise customers to improve their financial capability and resilience through banking and insurance products and services.	Digital prompts and nudges implemented to support customers to make positive financial choices.	Increase in targeted and scalable resources to build financial capabilities.	EGM Digital, Customer & Strategy – Banking	June 2023
Status: No longer planned <p>Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.</p>					
Customers, community	Educate communities on how to improve their natural hazard preparedness and resilience.	Initiatives that engage at-risk communities in preparedness and resilience building activities delivered in collaboration with our community partners.	Increase in targeted and scalable resources to build financial capabilities.	EGM Brand & Customer Experience	Ongoing
Status: Complete <p>Suncorp has a number of community partners who support communities to increase their preparedness and resilience before, during and after events.</p> <p>Key partnerships include our support of the State Emergency Service (SES) in Queensland, New South Wales, and Victoria. These collaborations have resulted in the delivery of preparedness toolkits, storm season resources, and educational materials such as the 'Stay Safe Activity Book'. Suncorp and the SES have jointly hosted community events and multicultural engagement initiatives, distributed thousands of resources and held meaningful discussions to improve disaster preparedness and resilience across diverse communities.</p> <p>Suncorp also partners with the Foundation for Rural and Regional Renewal. During the plan period (May 22-25) 74 'Rebuilding Futures' grants totalling \$1.3 million were distributed. These grants support communities with disaster preparedness and recovery in rural and regional Australia.</p> <p>Rebuilding Futures - Foundation for Rural & Regional Renewal (FRRR)</p>					

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers, community	Contribute to a knowledge base to help consumers make better financial decisions.	Financial health measure for customers developed and piloted.	Increase in targeted and scalable resources to build financial capabilities.	CFO Banking	June 2023
Status: No longer planned					
Banking-related actions were discontinued following the sale of Suncorp Bank to ANZ.					
Our people	Improve the financial capability of our people.	Uptake of financial capability resources (budgeting and planning tools, financial coaching, and financial counselling) promoted to our people.	Increase in targeted and scalable resources to build financial capabilities.	Head of Reward, Performance & Talent Acquisition	Ongoing
Status: Complete					
Suncorp supports employee financial wellbeing by providing access to financial capability resources via the Employee Assistance Program (EAP) and the Otivo financial advice platform. Otivo offers personalised, accessible financial guidance, helping Suncorp's people to make informed decisions and achieve their financial goals. These resources are promoted through various internal channels, including webinars and at events such as the Employee Benefits Expo, with over 900 people using Otivo since 2020. Suncorp's benefits partners, Brighter Super and Plum Super, also provide general financial advice and retirement-focused tools that empower Suncorp's people to make confident, informed decisions about their superannuation and future financial wellbeing.					
Our people	Improve the financial capability of our people.	Uptake of employee benefits including discounts and savings promoted to our people.	Increase in targeted and scalable resources to build financial capabilities.	Head of Reward, Performance & Talent Acquisition	Ongoing
Status: Complete					
Suncorp actively supports employee wellbeing with a strong focus on financial wellbeing by offering a range of benefits, including discounts on insurance, a range of retail products and services, and wellbeing support through the EAP. A range of benefits are designed to help Suncorp's people make the most of their money and feel confident about their financial future. These benefits are promoted through events such as the annual Employee Benefits Expo, which showcases offerings from corporate partners across health, travel, fitness, and automotive sectors.					

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Our Core Commitments: Understanding financial vulnerability

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Oversee the delivery of recommendations from external experts, which are not otherwise captured within this FIAP, to improve accessibility and financial inclusion for all customers.	Key recommendations socialised across the organisation.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate	April 2022
Status: Complete <p>Suncorp works closely with external advocates and industry partners such as Uniting, Thriving Communities Australia (TCA), One Generation, Financial Counselling Australia (FCA), and Legal Aid to ensure diverse perspectives inform Suncorp's approach. This has led to tangible improvements, including updates to product terms to address financial abuse, and enhanced support pathways for vulnerable customers.</p>					
Customers	Oversee the delivery of recommendations from external experts, which are not otherwise captured within this FIAP, to improve accessibility and financial inclusion for all customers.	Cross functional governance and reporting managed.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate	March 2025
Status: Complete <p>Suncorp has enhanced governance activities to oversee support for customers experiencing vulnerability. A dedicated dashboard tracks key metrics and informs regular reporting to executive leadership and the Board. Thematic reviews, such as an assessment of recommendations from the Centre for Women's Economic Safety's <i>Designed to Disrupt</i> paper, continue to help identify opportunities to strengthen processes and better support diverse customer needs.</p>					
Customers	Incorporate the lived experience of customers through consultation to inform process, product, and service design.	Process, product and service standards to incorporate guidance to consider the voice of customers with lived experience.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate	March 2023
Status: Complete <p>Suncorp has embedded customer voice into its design standards through the <i>Customer by Design</i> framework, published in 2023. Co-developed with internal experts and community advocates, and tested with 250 employees, the framework guides teams to consider vulnerability and accessibility from the outset in product, process, and service design. Its four chapters - prevention, personalisation, access, and safety - help to drive inclusive outcomes and minimise unintended harm, particularly for customers impacted by domestic and family violence.</p>					

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Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Customers	Incorporate the lived experience of customers through consultation to inform process, product, and service design.	Customer insights, feedback, and complaints utilised.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate	March 2023

Status: Complete

Suncorp integrates customer insights, including feedback and complaints, into the design and improvement of products, processes, and services. Guided by the *Customer by Design* framework (detailed above), this approach helps teams proactively identify and respond to customer vulnerability, ensuring decisions are informed by lived experience and focused on inclusive outcomes.

Our people	Improve employee capability to support customers experiencing vulnerability.	Enhance the capabilities of frontline employees in the areas of customer vulnerability, accessibility and financial wellbeing and increase coaching from leaders to reinforce these capabilities.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate EGM Home Claims Customers EGM Motor Claims Customers EGM Customer Service	Ongoing
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Status: Complete

Suncorp's frontline employees undertake a range of comprehensive learning modules designed to enhance their understanding of customer vulnerability, accessibility, and financial wellbeing. This includes accessibility awareness training, specialist workshops delivered by external organisations like Uniting, and comprehensive customers experiencing vulnerability immersion sessions for emerging leaders. Ongoing coaching also supports continuous learning and resilience.

Our people	Improve employee capability to support customers experiencing vulnerability.	Existing tools to support self-paced learning leveraged, and additional tools developed if needed.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Group Customer Advocate EGM Home Claims Customers EGM Motor Claims Customers EGM Customer Service	Ongoing
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Status: Complete

Suncorp continues to build employee capability through a comprehensive four-tiered learning program focused on financial inclusion, customer vulnerability, and wellbeing. Training includes self-paced online modules and specialist sessions, alongside tailored learning, and role-specific coaching. Modules are reviewed to reflect best practice and guidance from consumer advocates, regulators, and industry experts.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Our people, customers	Enable frontline teams to identify vulnerability early to better support customers.	Data collected, and resources developed to inform learning and coaching. Enable coaching and learning for earlier identification of customers experiencing vulnerability by frontline employees.	Organisational culture enables staff to better identify and support financially vulnerable groups.	EGM Home Claims Customers EGM Motor Claims Customers EGM Customer Service	Ongoing

Status: Complete

Suncorp has strengthened its coaching and learning programs to help frontline teams identify and support customers experiencing vulnerability. Regular observation and evaluation of customer interactions inform targeted coaching, while a robust Quality Assurance program monitors adherence to procedures. Dedicated training sessions, updated learning materials, proactive tools, and enhanced reporting, enable earlier identification and prioritisation of support.

Community	Increase engagement with community and consumer groups.	Collaborate with community and consumer groups to receive and share insights, trends, and other relevant information to improve outcomes for vulnerable groups.	Increased intra and inter-sector engagement and collaboration.	Head of Group Customer Advocate	Ongoing
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Status: Complete

Suncorp collaborates with key advocacy and community organisations to better understand the challenges facing vulnerable customers, particularly in the context of rising costs of living pressures and climate-related impacts on insurance affordability. Engagements with community and consumer groups such as FCA, Uniting, TCA, Legal Aid, and Consumer Action Law Centre provide valuable insights into issues such as financial hardship, access to essential services, and domestic and family violence. These partnerships help inform Suncorp's strategy and drive improvements to support customers facing complex and evolving pressures.

Community	Continue engagement with key government and industry organisations.	Key advocacy engagement on reforms and policies with external stakeholders to support our customers financial wellbeing and resilience	Increased intra and inter-sector engagement and collaboration.	Head of Government & Public Policy	Ongoing
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Status: Complete

Suncorp actively engages with government, industry, and research bodies to advocate for reforms that improve financial wellbeing and resilience for customers. This includes supporting the removal of the Emergency Services Levy in NSW, contributing to inquiries on insurance affordability, and advancing disaster resilience through partnerships and forums. Initiatives such as premium reductions for bushfire resilience and the introduction of protections against financial abuse, further demonstrate Suncorp's commitment to supporting customer wellbeing and resilience.

[Suncorp supports program to help North and Far North Queensland homeowners improve resilience | Suncorp](#)

[Suncorp welcomes NSW Government's decision to reform tax on insurance bills | Suncorp](#)

[Relocate and rebuild: A national conversation on assisted relocations | Suncorp](#)

Our people, customers, community	Consider how financial inclusion and economic security can be improved through more Suncorp action plans.	Financial inclusion and wellbeing incorporated into next Reconciliation Action Plan.	Policies, processes, and actions implemented to address economic inequality.	EGM Strategy, Corporate Development & Investor Relations	January 2023
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Status: Complete

Suncorp's latest Reconciliation Action Plan (RAP), launched in July 2024, embeds financial inclusion and wellbeing as core priorities. The plan supports cultural awareness initiatives, partnerships with First Nations organisations, and enhancing commercial and employment opportunities through financial education initiatives and programs to support Aboriginal and Torres Strait Islander employees.

[Making meaningful change: Suncorp Group comes together to launch new Reconciliation Action Plan | Suncorp](#)

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Our Core Commitments: Economic security

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Our people, customers	Support employment pathways for under-represented groups of Australians to improve their financial inclusion and economic security.	Representation of mature age and First Nations people in workforce increased.	<p>Policies, processes, and actions implemented to address economic inequality.</p> <p>More partnerships and collaboration to support vulnerable groups.</p>	EGM Workforce	Ongoing

Status: Complete

Mature age employees

Representation of mature-aged people (aged 55 and over) at Suncorp has increased from 12.5% in FY22 to 14.6% in FY25, exceeding Suncorp's 13% target.

Support for this cohort includes the Reskill Program, which helps Suncorp's people develop new skills in areas such as technology and Artificial Intelligence, Life-X, Suncorp's Employee Resource Group (ERG) for mature-aged employees to provide community and networking opportunities, and Envisage, a program for employees aged over 50 to support planning the next phase of their lives and careers.

First nations employees

Representation of First Nations employees in FY22 was 1.8%. Post the FIAP completion, representation slightly decreased to 1.7% (FY25).

Suncorp remains committed to First Nations employee inclusion, including through Suncorp's RAP, partnership with Career Trackers, cultural awareness training for Suncorp's recruitment team and leaders, and engagement with specialist First Nations recruitment firms. Suncorp also supports the One Mob ERG, which aims to create a deadly, welcoming, and inclusive environment that honours and celebrates the rich diversity of First Nations cultures.

[Partnerships help foster employment opportunities for First Nations Australians, Māori and Pacific Islander students | Suncorp](#)

Our people, customers	Support employment pathways for under-represented groups of Australians to improve their financial inclusion and economic security.	Support for employment pathway programs expanded.	<p>Policies, processes, and actions implemented to address economic inequality.</p> <p>More partnerships and collaboration to support vulnerable groups.</p>	Head of Reward, Performance & Talent Acquisition	Ongoing
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Status: Complete

Suncorp has implemented a range of initiatives to enhance diversity and inclusion throughout Suncorp's recruitment processes. This includes updated leader guidance on unconscious bias, new online training modules, and revised recruitment procedures to prioritise diversity. Diversity statements and prompts have also been incorporated into job advertisements and application forms. Accessibility has also been strengthened through the introduction of a Workplace Adjustment Standard, and targeted training for hiring teams.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Our people	Improve gender equality in our workforce.	Gender pay gap reduced.	Policies, processes, and actions implemented to address economic inequality.	EGM Workforce	March 2025

Status: Complete

Suncorp set a goal, on Equal Pay Day 2020, to reduce the gender pay gap (GPG) across Australia and New Zealand by five percentage points over five years. Suncorp exceeded this goal in FY25, reducing the GPG to 14.8%, an overall improvement of 5.7 percentage points. This result reflects the success of Suncorp's GPG program, which focuses on remuneration reviews, leadership development, strengthening Suncorp's talent pipeline, regular reporting, and ongoing policy and process reviews.

Our people	Improve gender equality in our workforce.	Proportion of women in senior leadership roles increased.	Policies, processes, and actions implemented to address economic inequality.	EGM Workforce	Ongoing
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Status: Complete

Suncorp has made significant strides in advancing gender equality across the organisation. Suncorp has targets for women at senior leadership levels, with accountability embedded through scorecard measures. Representation has increased from 46.1% in FY22 to 49% in FY25, reflecting strong progress toward gender balance.

Suncorp embeds gender-balanced recruitment shortlists, offers dedicated development programs for women at both emerging and executive levels, and leverages Suncorp's Reskill program to increase representation of women in technology roles.

Our people	Improve gender equality in our workforce.	Primary and secondary parental leave entitlements improved.	Policies, processes, and actions implemented to address economic inequality.	EGM Workforce	June 2022
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Status: Complete

Suncorp strengthened its paid parental leave policy in 2022 by increasing primary carer leave to 20 weeks and secondary carer leave to four weeks, as well as removing the eligibility period. These enhancements reinforce Suncorp's commitment to supporting employees by providing greater flexibility and security during a critical life stage. By removing barriers to accessing parental leave and increasing entitlements, Suncorp enables connection with the workforce, supports career momentum, and contributes to a more inclusive and equitable workplace.

*Responsible titles have been updated from the original FIAP published in May 2022 to reflect Suncorp's current corporate structure.

Stakeholders	Action statement	Output	Outcome	Responsible*	Timeframe
Suppliers	Support financial inclusion and economic security in Australia through social procurement.	Responsible procurement strategy developed and implemented, and memberships maximised.	Policies, processes, and actions implemented to address economic inequality.	EGM Real Estate, Procurement & Operations	July 2022 (developed) June 2023 (implemented)

Status: Complete

Suncorp's Responsible Supply Chain Strategy FY23-25, focused on addressing economic inequality by fostering relationships with Aboriginal and Torres Strait Islander businesses, to increase employment opportunities, timely supplier payments, and reducing the climate impact of Suncorp's supply chain. This included enhancing onboarding processes and updated management plans to consider environmental, social, and governance impacts across the organisation.

Community	Improve financial inclusion and economic security in Australia through social impact investing.	New social impact investment opportunities that aim to improve financial inclusion or economic security explored.	Policies, processes, and actions implemented to address economic inequality.	EGM Investment Management	March 2025
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Status: Complete

Suncorp actively explored social impact investment opportunities but did not pursue any during the period of this plan. The investment team continue to seek out opportunities and assess suitable social impact investments that deliver positive and measurable social outcomes while offering appropriate financial returns and risks.

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