



# Financial Inclusion

Action Plan



# Message from CEO

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**The continuing challenge of the pandemic and climate impacts on our community show how vulnerable we all can be. As an organisation that operates nationally, we have diverse customers who face unique challenges in a variety of locations.**

We have an opportunity to help the communities in which we operate and to support those in need. To act on this opportunity, it is vitally important for us to have a clear and actionable plan. We launched our foundation Financial Inclusion Action Plan (FIAP) at a time when we were seeing unprecedented levels of vulnerability across Australia.

This plan acknowledges there is not a one-size-fits all approach to address vulnerability, as everyone's experiences and challenges are unique. It also recognises opportunities for our workforce, customers and the community.

Our people are both an important link to our customers and a part of our community. We are extremely proud of our diverse workforce and by leveraging their varied voices, experiences and backgrounds, we can better serve our partners and customers.

Creating a more inclusive workplace for our people and building their capabilities are key elements of this plan. Some of the initiatives helping us achieve this are our accessibility program, gender affirmation guidelines and Share the Care, a parenting policy to address the systemic barriers contributing to gender inequality. We are also supporting our people with increased knowledge through our financial well-being offering.

We believe we can play a significant role helping improve access for customers to our services and building their financial well-being and resilience. In our FIAP we have shown how providing our people with the right skills can better support customers experiencing vulnerability.

We continue to embed support for customers in vulnerable circumstances in our work and have redesigned our approach to address financial hardship. Our complaints process has been reviewed and simplified for quicker resolutions. We have simplified how we communicate with customers and launched new products to market with clearer information.

For our communities we have developed partnerships providing support to those who need it. We have strengthened existing partnerships and developed new ones with community organisations. As an example, our partnership with Red Cross and Save the Children supports a timely and coordinated disaster response within affected communities. Through our QBE Foundation we provide community grants to recipients across several important areas including financial inclusion.

As an international insurer and reinsurer, we are focused on making a positive and impactful contribution to the societies, economies and communities in which we operate.

Our first FIAP provided a framework for us to continue to build on a range of initiatives underway to improve financial well-being and resilience. I am excited to share the outcomes we have achieved through our Foundation FIAP and look forward to continuing to promote financial inclusion.

**Sue Houghton**

Chief Executive Officer, Australia Pacific



# About QBE and what we have already have in place regarding sustainability

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**As an international insurer and reinsurer, we are focused on making a positive and impactful contribution to the societies, economies and communities in which we operate. Our approach to sustainability is essential to our ability to deliver on our purpose to give people the confidence to achieve their ambitions.**

In addition to the FIAP, we have a number of ongoing commitments designed to support vulnerable customers and communities in Australia and globally.

## Some examples of these include:

- Commitment to the UN Sustainability Development Goals (SDGs), which seek to address the world's most pressing environmental and social challenges. This includes SDG 1 – No Poverty and our role in supporting financial inclusion. We are also a signatory to the United Nations Environment Program Finance Initiative and the Principles for Sustainable Insurance
- QBE is part of a collaboration called the Australian Sustainable Finance Initiative (ASFI), established to set out a roadmap for realigning the finance sector to support improved social, environmental and economic outcomes
- QBE established the QBE Foundation in 2011 to help manage our community-related and corporate giving activities. In 2020, the total value of our social and community investment programs was over \$4.9 million
- Premiums4Good, which allows customers to opt for part of their premium to support social and environmental impact investment bonds. By the end of 2021, Premiums4Good had grown to 84 securities in total, of which 44 investments totalling USD704m are invested in social impact investments. Our ambition now is to grow our impact investments to USD 2bn by 2025
- Our Reconciliation Action Plan (RAP) outlines how we support Aboriginal and Torres Strait Islanders and formalises our commitment to creating positive change within QBE and in the communities in which we operate
- We also offer financial hardship support and have a clear approach to support customers affected by natural disasters
- In November 2019 we launched our first Global Disaster Relief and Climate Resilience partnerships with Red Cross and Save the Children, focusing on rapid mobilisation of disaster relief in response to catastrophic events and disaster preparedness and climate resilience initiatives for vulnerable communities. We have continued these partnerships throughout 2020 and 2021.







## Our Commitment

**It is with great pleasure that QBE Australia commits to this Financial Inclusion Action Plan.**

Our plan outlines a number of measurable actions designed to improve financial wellbeing for the benefit of our customers, employees, supply chain and community.

As a major insurance company, we are focused on managing risk and facilitating participation in society. We recognise the risks that financial exclusion poses and are committed to working with our partners to build a more resilient and sustainable community for all Australians.



## Initiative highlights



Building our capability  
to support customers  
experiencing vulnerability



Simplifying our  
communications and  
disclosure documentation



Developing partnerships  
to better support our  
community in times of need



Directing investment and  
resources to enhance  
resilience of communities  
and small business



Providing assistance to  
customers experiencing  
financial hardship

# Our FIAP and what it's focused on

Together with Good Shepherd Microfinance we developed and launched our foundation FIAP in 2020.

Our foundation FIAP contains 29 initiatives designed to improve financial inclusion for our customers, community partners, suppliers and employees. This plan has been developed to address the following key action areas of the FIAP program:



## Action Area 1 Products and Services



## Action Area 2 Understanding Financial Vulnerability



## Action Area 3 Financial Capability



## Action Area 4 Economic Security

The delivery of these initiatives has enabled us to support our stakeholders by:

- Providing improved awareness and access to appropriate financial products and services
- Increased understanding of barriers to financial inclusion, financial resilience and financial well-being
- Improved support for financially vulnerable customers, staff, suppliers and community
- Increased pathways and tools for ongoing support for vulnerable groups
- More partnerships and collaboration to support vulnerable groups.





## Action Area 1: Products & Services

Stakeholders	Action Statement	Output	Responsibility	Timeframe
<b>Customers, Staff and Community</b>	Develop a plain English writing guide to be used as guiding principles in the drafting of all customer and partner-facing communications to improve understanding and accessibility.	Updated plain English guide to writing and training sessions with relevant teams.	Marketing	Ongoing
<b>Status</b> Alternative action completed	<b>Commentary</b> We continue to explore opportunities to improve our expertise in the business and have implemented plain English communication and writing style initiatives. We have sent our content and marketing teams who have customer-facing content and communications responsibilities, through Plain English Communications training with the Plain English Foundation and also advocated for this with our teams who create Product Disclosure Statements and Policy Wordings. These teams have been responsible for providing editing, advice and advocacy across the business on projects including our new Digital Claims Lodgment tool, external website page refreshes and communications to customers following natural peril losses. We have also adopted the Australian Style Guide (from the Plain English Foundation) as our style guide for all external communications in the communications and marketing space. We are continuing to explore opportunities to improve communications to customers.			
<b>Customers, Community</b>	Engage our customers through the delivery of relevant, timely and tailored content throughout their journey via a proactive strategy using customer channel of choice to improve awareness and understanding around insurance.	Production of editorial content that helps customers better understand insurance for use on our digital channels.	Marketing	2020
<b>Status</b> Completed	<b>Commentary</b> Throughout the course of 2020 and 2021 we have published over 100 articles to help support our audiences in managing their risks and better understand insurance products and services. We continue to deliver a range of financial literacy focused content on both our website and via social media channels.			
<b>Customers</b>	Refresh and align our direct motor insurance PDS, related policy documents, and broader disclosure mechanisms to ensure that information regarding cover is clearly articulated and easy to understand.	Simplified Car Insurance PDS, policy documents and broader disclosures.	Product Disclosure	2020
<b>Status</b> Completed	<b>Commentary</b> New direct Householders and Car Insurance documentation (Product Disclosure Statements, Additional Information Guides and customer letters) launched to market for products available via contact centre and new online sales portal. In developing these documents there was a focus on using plain language, ensuring a logical flow, and transparency and simplicity throughout.			

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Customers	Ensure the development of the right products for the right people that truly meet the needs of the intended customer groups.	The development and delivery of a product design and governance framework.	Chief Underwriting Office	Jun-20
Status Completed	<b>Commentary</b> A comprehensive product lifecycle governance standard was developed and approved in July 2021, with roll out and embedding across the business from October 2021. This framework introduces a consistent customer centric approach for product design and reviews so we can anticipate and proactively identify potential issues and deliver products that provide fair value and good outcomes for new and renewing customers.  The Standard covers the requirements and activities relevant to designing and developing products that will result in our products aligning to the cohort of customers we think are most likely to benefit from the product. The Standard also includes the minimum requirements for regular monitoring of products throughout the product lifecycle and key considerations when exiting a product, so we minimise impacts to customers and partners.			
Customers, Staff	Reduce timeframe to manage and resolve simple customer complaints, including for customers experiencing financial hardship or vulnerability.	Implementation of a fast track complaints process.	Customer Relations	2020
Status Completed	<b>Commentary</b> Our fast-track complaints process was embedded throughout 2020 and very successful with over 2000 simple complaints and potential vulnerable customer complaints reviewed within an average of 11 days, a reduction in timeframes of 26% on previous years.			
Customers, Staff and Community	Modernisation and simplification of motor and home insurance products to ensure simpler and easier to understand products.	New products with revised and refined customer-friendly features, including new and simplified documentation and clearer and simpler experiences at point of sale.	Personal Lines	Sep-2020
Status Completed	<b>Commentary</b> In 2020 we launched a new digital sales platform and new Motor and Home products in June and December respectively.			



Stakeholders	Action Statement	Output	Responsibility	Timeframe
<b>Customers, Staff and Community</b>	Continue investing customer premiums into investments that have additional social and environmental impact through the Premiums4Good program.	Investment in social impact bonds, green bonds and infrastructure supporting a range of projects and programs that seek to create change.	Group Impact and Responsible Investments	Ongoing
<b>Status</b> Completed	<b>Commentary</b> From May 2020, Premiums4Good has grown from 51 securities valued at USD719 million to 76 securities valued at USD1.1 billion. This includes an increase in investments that have an established social benefit from 25 to 37 securities in impact areas such as Financial Inclusion, Education & Employment and Housing & Social Real Estate. In November 2020 QBE achieved its target of US\$1bn in impact investments ahead of time, and we have expanded our ambition to grow our impact investment allocation to USD 2 billion by 2025.			
<b>Customers, Suppliers and Community</b>	Embed Catastrophe Management Plan (short tail) to provide support and relief for customers suffering financial hardship	Clearly defined plans and actions to support customers and community during times of disaster.	Claims	Ongoing
<b>Status</b> Completed	<b>Commentary</b> For numerous years, QBE has had a Catastrophe Plan that's activated for weather related catastrophes including floods, storms, bushfires and the covid-19 pandemic. Examples of specific initiatives included: <ul style="list-style-type: none"> <li>• Financial vulnerability training delivered to approximately 1800 claims staff, 800 service suppliers</li> <li>• Over 600 clients receiving emergency payments, following a catastrophe</li> <li>• 186 clients receiving ex-gratia payments, where policy coverage fell outside the terms and conditions</li> <li>• 43 clients having their excess or recovery waived due to covid-19</li> <li>• 22 customers accessing free and independent counselling services provided by Assure</li> </ul> We regularly monitor the effectiveness of this plan to continuously improve customer experiences and outcomes.			
<b>Customers, Suppliers and Community</b>	Provide interpreter services to support vulnerable customers to improve accessibility for cultural and linguistically diverse customers.	Establish a panel of interpreter services.	Claims	Ongoing
<b>Status</b> Completed	<b>Commentary</b> Interpreter panel launched December 2020. The panel is comprised of 2 providers: <ul style="list-style-type: none"> <li>• Associated Translators &amp; Linguists, who cover 100 languages and dialects</li> <li>• On Call Interpreters and Translators, who cover over 150 languages</li> </ul>			

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Customers and Suppliers	Provide training to support the simplification of business interruption cover to improve product knowledge.	Online learning and resources for brokers and partners to enhance accessibility to relevant products and services.	SME Commercial Lines	Dec-2020
<b>Status</b> Completed	<b>Commentary</b> A range of digital content was delivered through Q Academy (a professional development program QBE offers to Brokers) throughout 2021 covering a broad range of topics designed to educate and inspire. Topics to support an uplift with respect to service and product knowledge include: <ul style="list-style-type: none"> <li>• Understanding Construction Insurance</li> <li>• Climate Risk</li> <li>• Warehouse Risk Management</li> <li>• Understanding workers compensation (across various states and territories)</li> <li>• A range of risk insights and regulatory topics</li> </ul>			
Customers and Community	Develop segment specific product proposition for improved access to appropriate financial products.	Develop product strategy and launch new insurance product containing relevant cover for women.	SME Commercial Lines	Dec-2020
<b>Status</b> Completed	<b>Commentary</b> We delivered the Stella Product to the market in July 2020. Stella is a female-focused insurance brand providing additional coverage and incentives tailored specifically to that demographic. These include: <ul style="list-style-type: none"> <li>• Domestic Violence Support (waiving claim excess for damage arising from deliberate act by a current or former partner)</li> <li>• Child Seat benefit</li> <li>• Reimbursement for essential temporary repairs and cost of transport to and from repairers</li> <li>• Nanny coverage</li> </ul>			
Customers	Provide holistic support to SME to manage their risk as a primary focus.	Pilot program which provides core service around safety culture with insurance coverage as the value add.	SME Commercial Lines	Dec-2020
<b>Staatus</b> Completed	<b>Commentary</b> Q Academy is a professional development program QBE offers Brokers, partner and customers at no cost. Q Academy aims to deliver knowledge for four key topics including, People Risk industry knowledge, Risk Insights, Leadership skills and tips for running businesses. We deliver this through online webinars which are delivered live and selective sessions are recorded to watch on demand. We have a dedicated e-learning platform that provides information on working with QBE, our products and key risk insights. Our dedicated leadership resources are readily available in article form and talk to critical soft skills like personal brand, communication and selfcare.			





## Action Area 2: Understanding Financial Vulnerability

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Customers, Staff and Suppliers	Review and re-design the financial hardship process to improve the customer experience for hardship applications.	Updated hardship process Staff trained on updated hardship process	Customer Relations	2020
Status Completed	<b>Commentary</b> The financial hardship process was reviewed and updated in advance of the new General Insurance Code of Practice coming into effect in 2021, with all relevant staff attending training sessions on financial hardship and vulnerable customers.			
Customers and Staff	Develop approach for implementation of training across QBE with respect to identifying and supporting customers experiencing vulnerability.	Approach to training program finalised Training sessions implemented	Customer Advocacy	2020
Status Partially completed	<b>Commentary</b> Approach to implementation of training was developed. An e-Learn module was developed and delivered to front line teams, with over 3,500 module completions across QBE and Elders Insurance. Additional comprehensive training has been developed in partnership with Uniting with respect to supporting customers experiencing vulnerability which is being progressively delivered to identified teams. As at September 2021, 70 employees from QBE and Elders have completed the additional training offering.			
Staff	Claims to continue to embed mental health & family and domestic violence first responder network	Claims representation in the QBE family & domestic violence first responder network.	Claims	Ongoing
Status Completed	<b>Commentary</b> In November 2019, the Mental Health and the Family Domestic Violence First Responder Networks were established with relevant training provided to staff.  Across the Mental Health network, claims is represented by forty-five (45) staff.  Across the Family & Domestic Violence network, claims is represented by eight (8) staff.  In 2020, a quarterly cadence of meetings was established with these networks for the purpose of sharing knowledge, information, insights and experience. Key messages are cascaded to claims staff via publications and resources on the intranet (QUBE), dedicated forums on Yammer as well as during Claims Compliance & Risk Committee meetings. Key events to highlight the importance of Mental Health (e.g., RUOK day on 10 September) and Family and Domestic Violence (e.g., International Day of the Elimination of Violence Against Women on 25 November) are acknowledged and promoted to highlight awareness.			

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Staff	Establish an internal working group of subject matter experts across QBE to improve and uplift capability in respect of approach to vulnerable customers and improving the experience of vulnerable customers.	Working group established to support the design and delivery of initiatives underpinning QBE's approach to supporting vulnerable customers.	Customer Advocacy	Ongoing
Status Completed	<b>Commentary</b> Working group established comprised of subject matter experts from key business lines to support in the design and delivery of a range of initiatives enable and embed QBE's approach to supporting customers experiencing vulnerability. Examples of key deliverables include: <ul style="list-style-type: none"> <li>• Collaboration on the development of principles, framework and policy with respect to supporting customers experiencing vulnerability</li> <li>• Identification of initiatives to support in the operationalisation of the framework and uplift opportunities to further embed and enable the approach</li> <li>• Collaboration on the development of the Family Violence Customer Support Policy and the design of <b>Customer Support page</b> published to the QBE website</li> </ul>			
Customers and Staff	Develop a policy/guidelines articulating QBE's framework and approach to identifying and supporting vulnerable customers.	Internally published policy articulating QBE's approach to identifying and supporting vulnerable customers.	Customer Advocacy	2020
Status Completed	<b>Commentary</b> 'Supporting customers experiencing vulnerability' policy was developed and launched May 2020, supported by training and a range of communications and internal resource hub published on our corporate intranet			
Staff	Improved understanding of financial wellbeing needs and concerns across QBE employees.	Survey to understand financial wellbeing and values, as well as sources of financial information and knowledge across employee base.  Identify opportunities to partner and share knowledge with respect to improving financial wellbeing of our employees and building financial resilience for unexpected events that have a financial impact	Reward	Ongoing
Status Completed	<b>Commentary</b> Employee financial wellbeing survey was conducted in September 2019 with a 6% completion rate. Insights from RFI on financial wellbeing offerings in the market were compared with our current offering. Outputs from these insights reinforced that employee preferences align to QBE's current offering and spend.  RFI conducted research with major financial institutions for a financial literacy program as the foundation to our financial wellbeing offering. We're currently partnering with Westpac's Davidson Institution for introductory sessions on financial basics and focus on home as the biggest individual asset.  Knowing superannuation is the second biggest individual asset after a home, we conducted an employee superannuation survey in January 2020 to determine employee needs with 14% response rate. Insights obtained informed RFP leading to the choice of a new fund more aligned to what our employees are looking for in a fund. We transitioned to the new fund on 12 June 2021 with 98.7% of members transitioning to the new fund.			



Stakeholders	Action Statement	Output	Responsibility	Timeframe
Customers	Explore potential partnerships for development of insurance products for start-up businesses allowing for greater collaboration resulting in innovative and customer centric product designs.	Identify and establish key partners to co-create new product for start-up businesses.	SME Commercial Lines	Dec-2020
<b>Status</b> Partially completed	<b>Commentary</b> QBE partnered with SafetyCulture (a workplace inspection company and creator of iAuditor inspection app) to develop Mitti - a proposition that merges risk mitigation technology and insurance to provide risk mitigation assistance and tailored insurance cover for SME's. Mitti provides flexible insurance with up to 9 types of cover in one policy for small businesses to choose from.			



## Action Area 3: Financial Capability

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Community	Support Aboriginal and Torres Strait Islanders through focusing on education and employment opportunities.	Clear plans to support all members of the community through QBE's Reconciliation Action Plan. Partner with Career Trackers to provide mentoring for Indigenous women.	Diversity and Inclusion	Ongoing
Partially completed	<p><b>Commentary</b> QBE local grant recipient - Challenge DV (formerly known as Australia's CEO Challenge) is delivering training and support in remote and regional communities for domestic and family violence front line Indigenous workers and providing shelters for Indigenous peoples experiencing domestic and family violence.</p> <p>In 2020, 1 Indigenous intern completed the Winter Career Trackers program. In 2021, 7 Indigenous interns joined the Career Trackers program. These interns were based across diverse locations including Sydney city, Parramatta, Perth and Newcastle. The interns gain practical skills and experience across the business areas of Sustainability, Workers Compensation and Risk.</p>			
Staff	Develop, launch and embed QBE Family and Domestic Violence Policy providing 10 days leave and financial support to employees experiencing family and domestic violence. Pilot a referral process for first responders in collaboration with UNSW Gendered Network.	Delivery and implementation of the Family & Domestic Violence Policy Establishment of first responder training and network.	Diversity and Inclusion	Ongoing
Status Completed	<p><b>Commentary</b> Family &amp; Domestic Violence Policy was implemented. In addition, the First Responder network was established, and training facilitated by Challenge DV (formerly known as Australia's CEO Challenge) in 2020. Refresher and new network member training held in Q3 2021.</p>			



Stakeholders	Action Statement	Output	Responsibility	Timeframe
Staff	Conduct an annual pay gap review as part of QBE's commitment to an inclusive workplace through helping address economic inequality for QBE staff.	Closing the gender pay gap and achieving equal pay for equal roles.	Diversity and Inclusion	Ongoing
Status Completed	<b>Commentary</b> Multivariate regression analysis completed to assess gender pay gap based on the key drivers of pay including role, location and employee's performance. This methodology is applied across all our major markets covering approximately 90% of QBE's workforce, with results shared at Board level. As an average, the gender pay equity gap is sufficiently small enough to be confident that we pay men and women equally in like-for-like roles and we are working to address any identified gaps through our ongoing salary review processes and other initiatives.			
Staff and Community	Develop and implement Accessibility Inclusion Program to support job seekers with a disability and support an inclusive workplace where QBE identifies and removes barriers for people with accessibility needs.	Accessibility program developed and implemented.	Diversity and Inclusion	Ongoing
Status Completed	<b>Commentary</b> Ongoing awareness raising and promotion of Workplace Adjustments for all employees and prospective employees during recruitment and selection process.  9 QBE mentors participating in 2021 PACE Mentor program run in partnership with the Australian Network on Disability (AND)  From a community perspective, QBE also provided funding to help R U OK? ensure their website is inclusive and reflects best case practice under the Web Content Accessibility Guidelines 2.1.			
Staff	Connect employees to resources to enhance awareness and capability for financial wellbeing.	Communication campaigns providing tools and support to employees at the time of a financial event and generally raising awareness of the resources available on the MoneySmart website.	Marketing	2020
Status Completed	<b>Commentary</b> Campaigns held on Yammer at relevant times throughout the year. Campaigns cover a range of financial literacy topics, with links to various supporting resources.  <div> <b>Topics included:</b> <ul style="list-style-type: none"> <li>• Back to school savings</li> <li>• What to do with extra cash</li> <li>• Budgeting</li> <li>• Tax time</li> </ul> </div> <div> <b>Seminars were also held for employees, covering the following topics:</b> <ul style="list-style-type: none"> <li>• Budgeting and planning for your financial future - with 185 attendees</li> <li>• Using your home as an asset to reach financial goals - with 207 attendees</li> </ul> </div>			



## Action Area 4: Economic Security

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Customers, Staff and Community	Support Red Cross and Save the Children to improve their capacity to anticipate, prepare and respond quickly and effectively for communities after a disaster.	Secure partnership and funding for quick and coordinated disaster response.	QBE Global Foundation	November 2019 - November 2022
Status Completed	<p><b>Commentary</b> Partnership fund activated to support Red Cross and Save the Children in response to a number of disasters. Funding has been allocated for both immediate response and recovery programs in communities as follows:</p> <p><b>Save the Children:</b> \$250,000 contributed following the Australian Black Summer Bushfires, which resulted in:</p> <ul style="list-style-type: none"> <li>• 782 children playing and learning safely and child friendly spaces</li> <li>• 30 staff trained in psychological first aid</li> <li>• 233 parents and 759 children attending outreach sessions</li> <li>• 2,636 children completing the Journey of Hope program across 39 schools</li> </ul> <p><b>Red Cross:</b></p> <ul style="list-style-type: none"> <li>• \$250,000 contributed following the Australian Black Summer Bushfires, resulting in access to a range of emergency grants and funding support for 18 families and 80 community members</li> <li>• \$260,000 contribution to COVID-19 response fund which provided support to more than 65,000 people</li> <li>• \$20,000 contribution following the Western Australia Bushfires to support work undertaken at evacuation centres in affected areas</li> </ul>			
Staff, Community	Develop and launch programs and guidelines to support gender related issues to help drive gender equality and a supportive and inclusive approach with respect to employment and economic independence.	<p>Launch Share the Care- a gender equality parenting policy to address the systemic barriers contributing to gender inequality.</p> <p>Develop and launch Gender Affirmation Guidelines to support employees' transition in the workplace.</p>	Diversity and Inclusion	2020
Status Completed	<p><b>Commentary</b> Successful ongoing promotion and utilisation of Share the Care policy launched in 2019. In 2020, males represented 32% of all people taking parental leave.</p> <p>In 2021, QBE became a founding member of the Family Friendly Workplace Standards (FFWS) and one of the first organisations to receive the accreditation in Australia. The FFWS were developed by UNICEF and Parents at Work.</p>			

Stakeholders	Action Statement	Output	Responsibility	Timeframe
Suppliers	Explore opportunities to increase spend with diverse suppliers to benefit vulnerable businesses and their employees for improved financial inclusion	Identified procurement opportunities and increased spend with diverse suppliers.	Operations/ Diversity & Inclusion	Ongoing
<b>Status</b> Completed	<b>Commentary</b> Claims procurement are rolling out Sustainable Procurement Strategy to incorporate QBE's Sustainability and RAP commitments within the Supply Chain. Engaging our diversity partners is one of the key steps in the RFP Process to open all RFP opportunities to diverse suppliers (where possible). Furthermore, Claims Leadership Team have also endorsed the action plan aiming to identify opportunities to better understand sustainable practices for existing suppliers and explore partnerships with the target groups.			
Community	Strengthen partnerships with community organisations	Partner with Stars Foundation to support the delivery of a mentoring program for Indigenous girls and young women.  Partner with Mission Australia to identify opportunities and initiatives to integrate Mission Australia's social enterprises into our supply chain and support vulnerable customers.	AUSPAC QBE Foundation	2020
<b>Status</b> Partially completed	<b>Commentary</b> QBE Foundation commenced a partnership with the Stars Foundation in October 2019. Their work focuses on providing holistic in-school mentoring for First Nations' girls and young women with the aim of improving school attendance, education outcomes and future employment prospects. Our partnership potential was based on the goal of the Stars Foundation to maintain their current programs in NT, QLD & VIC and close the gender gap for more First Nations girls by expanding their programs into other states and territories.  From June 1, 2020 – June 1, 2021, we contributed \$119,545.71 towards supporting their work and expansion efforts. As at June 2021 Stars has grown significantly, commencing 21 new programs across WA and NT, resulting in support for approximately 2500 girls across Australia through holistic support in 38 partner schools. We enjoy sharing the many success stories from Stars with our people, educating and sharing the importance of reconciliation and closing the gap through our RAP efforts and key partnerships.			

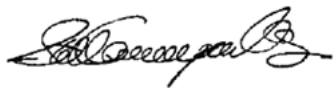


Stakeholders	Action Statement	Output	Responsibility	Timeframe
Community	Develop shared value partnership with community organisations.	Partner with a community organisation to support vulnerable community members through the provision of financial support, in-kind giving and support to help them increase their offering and service more vulnerable communities. In turn, we will connect our people to their work through volunteering and by using storytelling to enhance awareness and understanding of different types of vulnerability.	Marketing (Community)	2020
<b>Status</b> Completed	<b>Commentary</b> Appropriate activities for the period have been completed, though our work in the community and with our partners is ongoing. We have continued to develop shared value partnerships with community organisations, with a particular interest in supporting organisations working with vulnerable people and addressing areas of need such as financial inclusion and disaster resilience and response. We have leveraged these partnerships to educate and inform our external partners and employees on different types of vulnerability and the challenges faced by people experiencing them.  Examples of some partnerships include: <ul style="list-style-type: none"> <li>• Orange Sky Australia to support people experiencing homeless through the provision of financial support, in-kind giving and help them reach more vulnerable communities</li> <li>• Stars Foundation to support the education and health outcomes of First Nations' girls and young women</li> <li>• Collaborating with community organisations to support disaster preparedness and recovery efforts</li> <li>• Providing funding to help R U OK? ensure their website is inclusive and reflects best practise under the Web Content Accessibility Guidelines 2.1</li> <li>• Collaborating with Foodbank, our people and broker partners to volunteer, educate and support people experiencing food insecurity</li> </ul>			

## Statement by the FIAP Advisory Group

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FIAP members are part of an important movement to reduce inequalities and promote inclusive growth in Australian communities. Financial hardship can impact us all, at any stage in our lives – through the FIAP, our hope is that every organisation will be able to respond in time and every time to ensure financial hardship can be identified early, managed and overcome. By building capacity, awareness and greater access to appropriate products and services, organisations will see the social and economic benefits in their engagement, outcomes and prosperity of customers, employees and the wider community. We congratulate QBE on developing their first FIAP and for committing to strengthening financial wellbeing.



**Stella Avramopoulos**

Chief Executive Officer, Good Shepherd Australia New Zealand  
On behalf of the FIAP Advisory Group

**Supported by**



