



2024-2025

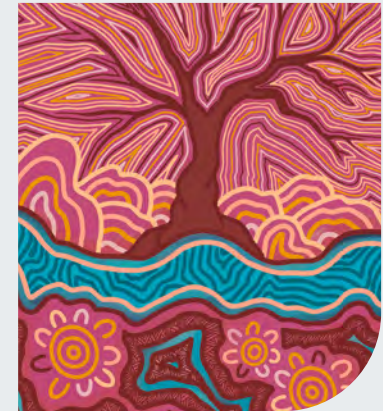
Financial Inclusion Action Plan

 **Bendigo and
Adelaide Bank**

 **FIAP**
Financial Inclusion
Action Plan

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Artwork: Troy Firebrace, Yorta Yorta and Dja Dja Wurrung artist and educator.

Acknowledgement of Country

Bendigo and Adelaide Bank acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation and the Traditional Custodians of the land where we live, learn and work. We pay our respects to Elders past and present as it is their knowledge and experience that holds the key to the success of future generations.

Foreword



Marnie Baker.
CEO and Managing Director.

Bendigo and Adelaide Bank is driven by our purpose to feed into the prosperity of our customers and communities, not off it, and this – our Foundational Financial Inclusion Action Plan – is an important step toward realising our vision to be Australia's bank of choice.

By delivering on the actions in this Plan, our Bank will provide greater financial resilience and control for our customers, promote inclusive growth, and will, in-turn, build more capable, resilient and self-sufficient communities.

Comprised of initiatives already underway, extension and improvement on existing activities, and new ideas to help progress financial and digital inclusion, this Plan faces into and confronts some of the serious issues and life events experienced by some of our customers and puts in place direct and indirect supports to enable fair and equitable access to our services.

By taking a holistic approach to accountable delivery of more inclusive and accessible communications channels and banking services, we're able to better support our 2.4 million customers, our staff and the broader communities we live and work in to realise their respective financial goals.

A handwritten signature in black ink, appearing to read 'M Baker', written in a cursive style.

Marnie Baker.
CEO and Managing Director,
Bendigo and Adelaide Bank.

About Bendigo and Adelaide Bank

Our impact

As Australia's most trusted bank*, we aim to set an example of how banking should be: **progressive; sustainable and trusted.**

Our vision is to be Australia's bank of choice, driven by our purpose to feed into the prosperity of our customers and communities, not off it. This purpose underpins everything we stand for and the action we take. We believe our success is driven by helping our customers and communities to be successful.

Through partnering with local social enterprises across Australia, our Community Bank model enables the provision of banking services and the creation and retention of revenue in local communities that makes a real impact. This commitment to community helps make us Australia's better big bank, with around 5,500 people directly employed by us, and around 1,500 people employed by Community Banks helping more than 2.4 million customers to achieve their financial goals.

Bendigo and Adelaide Bank's network of brands provides a wide range of products and services, including personal and business banking, financial planning, commercial mortgages and unsecured loans, investment products, insurance and superannuation.

Our reach

Our national network comprises proprietary and Community Bank-owned branches, joint ventures, partner distribution networks, a range of digital offerings and wealth products.

* Roy Morgan Single Source Australia, November 2023



Our brands



Community
Enterprise
Foundation™



Our strategy

Our strategy explains the approach we are taking to succeed in the long term. How we execute on our strategy is guided by our strategic imperatives of reducing complexity and increasing productivity, uplifting and investing in the capability of our people and systems and telling our story. Our vision, purpose, values and culture provide us with a clear identity that underpins the way we work and how we connect with all our stakeholders.



Initiatives in action

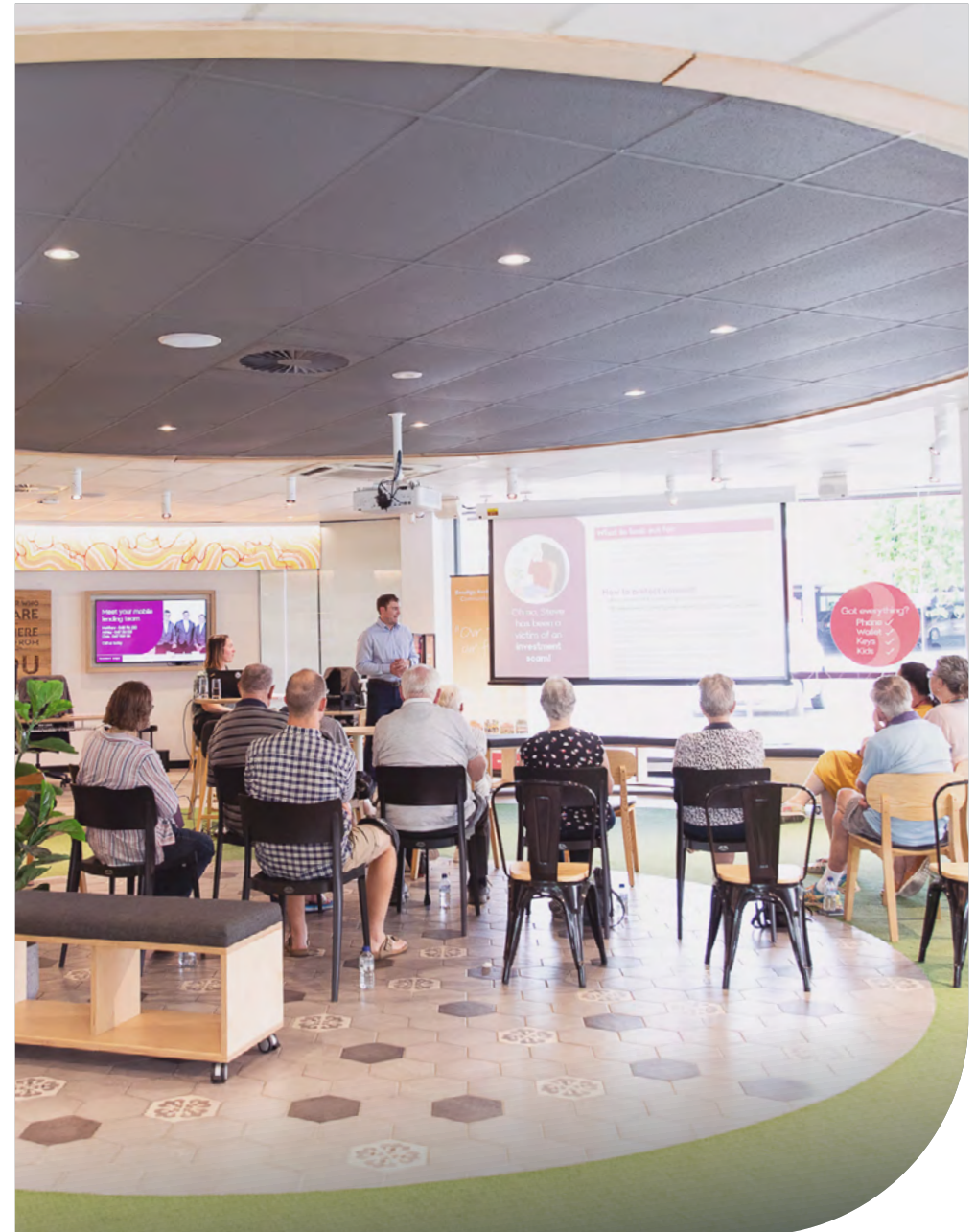
Case Study: Digital Inclusion Pilot in the Bendigo Region

Good Things Foundation Australia is a social change not-for-profit, tackling one of the most pressing issues of our time – the digital divide.

Whether it's staying connected with family and friends, booking healthcare appointments, using online services or banking, digital technology is everywhere. We partnered with Good Things Foundation on a proof-of-concept digital literacy referral pilot program for our customers in the Bendigo region.

The Foundation supported our people to identify 50 customers who needed digital skills support and referred them to one of the participating program partners. They were then provided with friendly digital skills support in a comfortable location. The participants learned how to interact online. They felt more connected to us, and their skills and confidence improved. They were satisfied with the support provided to them and were interested in continuing their digital learning journey, while our staff learnt more about the importance of digital inclusion.

The learnings are informing an expanded 12-month digital literacy referral program across regional Australia.



Case Study: Helping Upsiders build a financially sustainable future

Up is Australia's highest-rated digital banking platform (consistently ranked #1 on Google Play and the Apple App Store) with more than 700,000 customers, most of whom are under 35 years of age. In a rapidly changing financial world, 'Upsiders' are using Up to take control of their money.

Up makes saving money easy, with habit-changing tools like Maybuy, a savings-based alternative to 'Buy Now, Pay Later'. This year, over 10,000 Upsiders completed their first Save Up 1000 challenge. Prior to this, 1 in 5 customers had never held \$1,000 in savings. With Save Up 1000, challengers progressed through seven colourful levels to put away \$1,000 over the course of a year. This program contributed just under \$100 million in additional savings. 87% of those who finished the challenge this year reported feeling 'euphoric' or 'really good' about their accomplishment.

An Upsider's take on Save Up 1000:

“ Such a great way to encourage building small habits, especially for people (like myself) who haven't always had the best relationship with money.



Our commitment to improving financial wellbeing

Bendigo and Adelaide Bank's Foundation Financial Inclusion Action Plan (the Plan) focuses on actions in the following areas:

Products and services

Providing fair, affordable and accessible products and services



Financial capability

Fostering organisational culture to enhance financial capability of staff, customers and the community.



Understanding financial vulnerability

Investigating, advocating for and collaborating on improved responses to financial vulnerability.



Economic security

Removing barriers and providing opportunities for economic security, equality and growth.



This Plan commits to actions that aim to make a real difference in improving the financial wellbeing of our customers, staff, suppliers and the communities in which we operate.

An internal working group will regularly track the Plan's progress and ensure that we are taking meaningful steps toward improving financial inclusion and wellbeing.





Products and Services

Bendigo and Adelaide Bank (the Bank) is focused on ensuring equitable access to our products and services by making them more accessible and relevant to our customers. We are focused on how to best support those at risk of financial exclusion, especially vulnerable customers and those from culturally diverse backgrounds.

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Community.	Design appropriate and accessible products and services to meet consumer needs.	Integrate accessibility and inclusion principles into our existing Product Lifecycle Framework.	Improved access to appropriate financial products and services.	General Manager, Products & Analysis.	December 2024
		Review product design process to ensure key stakeholders are consulted at appropriate stages.	Improved access to appropriate financial products and services.	General Manager, Products & Analysis.	December 2024
		Use customer feedback to improve the accessibility and inclusion of products and services.	Improved access to appropriate financial products and services.	General Manager, Products & Analysis. Customer Advocate.	Ongoing
		Focus on the financial inclusion of customers with disability by addressing the actions outlined in our Access and Inclusion Plan.	Improved access to appropriate financial products and services.	Head of Organisational Capability.	Ongoing
Customers; Community.	Strengthen terms and conditions of products.	Include reference to 'Unacceptable Account Conduct' which allows the Bank to suspend, cancel or deny individuals access to products or services if the Bank identifies them as engaging in financial abuse.	Improved support for financially vulnerable customers, staff, suppliers and wider community.	General Manager, Products & Analysis.	December 2024

Products and Services

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers.	Improve the accessibility of our customer communications.	Explore options to embed learning, resources and support to write communications in Plain English and Easy English.	Improved access to appropriate financial products and services.	General Manager, Products & Analysis. General Manager, Marketing.	December 2025
		Ensure websites are accessible and conform to the Web Content Accessibility Guidelines (WCAG).	Improved access to appropriate financial products and services.	General Manager, Marketing.	Ongoing
Customers; Community.	Better support customers experiencing financial stress or hardship.	Enhance internal reference materials to better equip frontline staff to support customers experiencing financial stress.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
		Raise awareness of the availability of financial counselling referrals at all customer touch points.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
Customers; Community.	Develop policies and practices to support incarcerated customers.	Work with industry, financial counsellors and the justice system to develop policies on how we deal with incarcerated customers.	Improved support for vulnerable customers, staff, suppliers and wider community.	General Manager, Customer Contact. Customer Advocate.	December 2024
		Commence work to develop processes to assist customers entering prison, in prison and exiting prison.	Improved support for vulnerable customers, staff, suppliers and wider community.	General Manager, Customer Contact. Customer Advocate.	June 2025

Products and Services

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers.	Provide affordable products and services.	Continue to ensure customers eligible for a fee-free account are offered the appropriate product.	Increase in awareness and availability of appropriate financial services.	General Manager, Retail Banking.	Ongoing
		Continue to proactively identify customers paying excessive fees and initiate contact to discuss appropriate products.	Increase in awareness and availability of appropriate financial services.	General Manager, Retail Banking.	Ongoing
		Continue to work on the Product Rationalisation Roadmap to ensure products meet the needs of customers.	Improved access to appropriate financial products and services.	General Manager, Products & Analysis.	Ongoing
Customers.	Ensure equal access to telephone communication channels.	Review interpreter services to ensure they meet customer needs.	Improved support for financially vulnerable customers, staff, suppliers and wider community.	General Manager, Customer Contact.	December 2024
Customers; Community.	Provide better support to First Nations customers.	Initiate work on our First Nations Customer Program, exploring ways to design more inclusive and accessible communications channels and banking services.	Increased pathways & tools for ongoing support for vulnerable groups.	General Manager, Customer Contact.	February 2024
		Initiate work to ensure that eligible First Nations customers are offered a fee-free account.	Increase in awareness and availability of appropriate financial services.	General Manager, Retail Banking.	June 2024
		Focus on the financial inclusion of First Nations customers by addressing the actions outlined in our Reconciliation Action Plan.	Policies, processes & actions implemented to address economic inequality.	Head of Organisational Capability.	Ongoing

Products and Services

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers.	Encourage savings through product design and delivery by providing simple and engaging savings tools through our digital bank, Up.	Continue to provide banking app features such as round ups, pay splitting, forwarding and visualisations to encourage sustainable savings habits.	Increased financial capability of individuals.	Chief Product Officer, Up.	Ongoing
		Continue to provide features such as Maybuy, which allows customers to develop savings plans based on products they want to buy, providing a savings-based alternative to buy now, pay later services.	Increased ability to meet current financial needs and expenses.	Chief Product Officer, Up.	Ongoing
		Continue to provide savings incentives such as Save Up 1000, a gamified challenge to save \$1,000 in a year.	Increased financial capability of individuals.	Chief Product Officer, Up.	Ongoing



Financial Capability

Financial knowledge and access to appropriate financial services are cornerstones of thriving communities. In today's digital world, financial and digital inclusion go hand-in-hand. We are focused on ensuring inclusive access to products and services and investing in initiatives that build financial literacy and digital skills.

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Community.	Continue to deliver workshops and training sessions to build the financial capabilities of vulnerable groups.	Partnership with Rural Women Online to uplift the digital literacy skills of women in rural Victoria, reducing geographical and digital divide.	Increased financial capability of individuals.	Head of Social Purpose.	Ongoing
		Partnership with Good Things Foundation to provide face-to-face digital inclusion workshops, focusing on older customers, those in regional locations, and customers who are more at risk of digital exclusion.	Increased financial capability of individuals.	General Manager, Retail Banking. General Manager, Digital Banking.	Ongoing
		Bendigo Bank Banking Safely Online education sessions providing scam awareness and safety online training presentations for community groups.	Increased financial capability of individuals.	General Manager, Retail Banking. General Manager, Digital Banking.	Ongoing

Financial Capability

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Community.	Identify opportunities to support not-for-profit, community organisations and social enterprises to increase financial inclusion in the communities in which we operate.	Provide funding to community organisations that are best placed to deliver financial literacy, digital skills and financial wellbeing programs.	More partnerships and collaboration to support vulnerable groups.	Head of Social Purpose.	Ongoing
		Funding and resource support to assist community organisations to measure the social impact of their programs.	Building the capacity of organisations to increase financial inclusion. Effective data collection.	Head of Social Purpose.	Ongoing
Staff.	Provide financial capability building programs for employees.	Curate a Financial Capability channel on our internal learning channel, myBEN U.	Increased financial capability of individuals.	Head of Organisational Capability.	June 2024
		Assess content for skills gaps and if required, update or build additional learning solutions.	Increase in targeted and scalable resources to build financial capabilities.	Head of Organisational Capability. Customer Advocate.	June 2025
		Promote upskilling opportunities and integrate learning materials with other activity.	Increase in targeted and scalable resources to build financial capabilities.	Head of Organisational Capability. Customer Advocate.	June 2025



Understanding of financial vulnerability

Bendigo and Adelaide Bank is committed to supporting the needs of at-risk customers. We will consult and engage with stakeholders to better understand their needs, so we can increase the awareness of our people and uplift their ability to help.

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Community.	Continue to understand the role the Bank can play in addressing gambling addiction and problem gambling.	Explore potential policies to help support customers impacted by problematic gambling.	Improved support for financially vulnerable customers, staff, suppliers and wider community.	General Manager, Customer Contact. Customer Advocate.	June 2025
Customers; Staff.	Improve employee capability to support customers experiencing vulnerability.	Review currently available staff resources and training materials to identify areas for improvement.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
		Explore opportunities for specialised training to better support specific vulnerabilities.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	January 2025
		Continue to share stories and case studies of vulnerable customers to educate and raise awareness for frontline staff of best practice.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	Ongoing

Understanding of financial vulnerability

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Staff; Community.	Enhance the understanding of vulnerable customers to enable better support.	Include the concepts of identifying and supporting vulnerable customers as deemed appropriate in the forthcoming People Capability Framework V2.	Organisational culture enables staff to better identify and support financially vulnerable groups.	Head of Organisational Capability.	June 2024
		Development of an Executive-endorsed vulnerability framework that can be embedded into decision-making, processes and procedures.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
		Review Vulnerable Customer processes and procedures.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	June 2025
		Review and enhance processes and procedures for referral of vulnerable customers/clients to access additional financial guidance and support.	More partnerships and collaboration to support vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
		Improve reporting capabilities and practices to provide greater insights into experiences of vulnerable customers.	Organisational culture enables staff to better identify and support financially vulnerable groups.	General Manager, Customer Contact. Customer Advocate.	December 2024
Customers.	Early intervention or proactive identification of financial vulnerability.	Explore opportunities for data modelling and define appropriate customer contact strategy.	Increased pathways and tools for the ongoing support of vulnerable groups.	General Manager, Customer Contact. General Manager, Retail Banking.	December 2024



Economic Security

Bendigo and Adelaide Bank is committed to facilitating initiatives that directly contribute to economic security through our workplace and the communities in which we operate. Our actions will positively impact the wellbeing of our customers and staff, as well as the places they live, work and play.

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Customers; Community.	Contribute to thriving regional and rural communities.	Continue to partner with local enterprises across Australia through our Community Bank model which enables the provision of banking services and the sharing of revenue with local communities.	Improved access to appropriate financial products and services; Improved social, community and government support.	General Manager, Retail Banking.	Ongoing
		Continue to bring our social purpose to life via our Community Enterprise Foundation, enabling organisations to raise money for projects and initiatives that contribute to building sustainable communities.	More partnerships and collaboration to support vulnerable groups.	Head of Social Purpose.	Ongoing
Staff; Community.	Greater focus on diversity of workforce to reflect the communities we serve.	Utilise insights from the annual demographic survey to better understand workforce demographics.	Policies, processes and actions implemented to address economic inequality.	Head Of Organisational Capability.	Ongoing

Economic Security

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Staff.	Create an inclusive and empowering workplace by addressing pay gaps and supporting diversity.	Develop and implement a Gender Pay Strategy, encompassing gender pay gap and pay equity actions.	Policies, processes and actions implemented to address economic inequality.	Head Of Organisational Capability. Head of Reward, Performance and Governance.	June 2029
		Achieve Gender Diversity (40:40:20) at every level of the organisation.	Reduced economic inequalities (including gender gap);	Head of Organisational Capability.	December 2025
		Provide more supported leave options under the Bendigo and Adelaide Bank Enterprise Agreement 2023-2026.	Policies, processes and actions implemented to address economic inequality;	Head of Employee Relations.	February 2024
Customers; Community.	Support programs to provide stable and affordable housing for financially vulnerable people.	Continue to participate in government homebuyer schemes helping financially vulnerable groups to achieve home ownership.	Increase in strategies to address economic inequality.	General Manager, Products and Analysis.	Ongoing

Economic Security

STAKEHOLDERS	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOMES	RESPONSIBILITY	TIMEFRAME
Staff.	Provide support services to staff who may experience financial vulnerability.	Increase awareness of staff banking benefits and other support services such as hardship assistance or referrals to financial counsellors.	Increased financial capability of individuals.	Head of Reward, Performance and Governance. General Manager, Customer Contact.	Ongoing
		Continue to provide staff access to our Employee Assistance Program, supporting our people with medical, safety, or mental health needs that may be triggered as a result of financial vulnerability.	Increased pathways & tools for ongoing support for vulnerable groups.	Head of Employee Relations.	Ongoing
Suppliers.	Enhance supplier diversity per the Social Impact Procurement Strategy.	Increase investment and use of social suppliers.	Improved support for financially vulnerable customers, staff, suppliers and wider community;	Head of Enterprise Procurement.	Ongoing
		Implement simplified process for staff to engage with social suppliers.	Policies, processes and actions implemented to address economic inequality.	Head of Enterprise Procurement.	Ongoing
		Foster new social supplier relationships and deepen existing ones.	Increased intra- and inter-sector engagement and collaboration.	Head of Enterprise Procurement.	Ongoing
Customers; Community.	Minimise the financial implications of domestic and family violence.	Explore the development of a policy to address the financial implications of domestic and family violence experienced by customers.	Improved support for financially vulnerable customers, staff, suppliers and wider community.	General Manager, Customer Contact. Customer Advocate.	December 2024

Statement from the FIAP Program – Good Shepherd Australia New Zealand

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

We congratulate Bendigo and Adelaide Bank on developing their Foundation FIAP and for committing to strengthening financial wellbeing. By building capacity, awareness and greater access to appropriate products and services, Bendigo and Adelaide Bank will generate better social and economic outcomes for their customers, employees and the wider community.

Stella Avramopoulos

Chief Executive Officer
Good Shepherd Australia New Zealand

On behalf of the FIAP Program



Supported by



Contact us

Visit us in person at your nearest
Bendigo Bank branch.

Call 1300 236 344

bendigobank.com.au

The Bendigo Centre
PO Box 480, Bendigo VIC 3552.



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