

AS A BANK WE ARE GOOD WITH *money*
BUT IT'S BIGGER THAN THAT. WE ARE MORE INTERESTED IN THE GOOD THAT MONEY CAN DO.

WE CARE ABOUT **PEOPLE**
AND WHAT THEY CARE ABOUT.
PEOPLE SHOULD BE TREATED FAIRLY AND DECENTLY NO MATTER THEIR CIRCUMSTANCES.

WE KNOW PEOPLE WITH A
PURPOSE MAKE GREAT THINGS HAPPEN

COMMUNITY
IS AS IMPORTANT TO US AS IT IS TO ITS MEMBERS.

WE STRIVE TO CREATE AND **SHARE VALUE**
WITH EVERYONE CONNECTED WITH OUR BUSINESS.

WE WEIGH ALL OF OUR DECISIONS BECAUSE THEY AFFECT THE *FUTURE* WE HELP TO CREATE.

OUR ACTIONS DEFINE US MORE THAN OUR WORDS WILL.

Welcome to the 2015 Annual Review

Across Australia, more than 1,900 directors and 1,500 staff operate 311 Community Bank® branches, enriching communities with vital funding and engaging to address issues and seek out opportunities for their communities.

The Bendigo and Adelaide Bank Group has a long and proud history. For 157 years, we have actively listened and responded to the needs of customers and their communities.



Our history began in 1858 on the Bendigo goldfields when we responded to the sudden and rapid wave of migration, establishing the Bendigo Mutual Permanent Land and Building Society to improve conditions for thousands of migrants seeking their fortune.

Soon after in 1877, South Australia's Hindmarsh Building Society was established, founded on the principles that home ownership was the cornerstone of a successful community, and that owning a home should be possible for everyone.

These businesses and more than 80 other organisations have come together to become the Bendigo and Adelaide Bank Group, an Australian owned, top 60 ASX listed company.

We are Australia's fifth largest retail bank with more than 7,200 staff helping our 1.6 million customers to achieve their financial goals.

We believe that our success is driven by helping our customers and the communities in which we operate to be successful.

This history informs who we are today.

04	About us
06	Chairman's message
08	MD's message
10	Our credentials
12	Financial performance
13	Shared Value
14	Building communities
22	Commitment to the environment
26	Education and training
30	Board
31	Executive

About us

Bendigo and Adelaide Bank's vision is to be Australia's most customer-connected bank. Our strategy is to focus on the success of our customers, people, partners and communities.

We do this by;

- Taking a 100 year view
- Listening and responding
- Respecting every customer's choice, needs and objectives
- Partnering for shared success
- Having a clear purpose that is supported by our values

Purpose Statement

Our Bank's Purpose Statement articulates why we are here, what we believe in and why we do and say the things we do. It underpins our vision, strategy and day to day operations and is the written expression of our company's long-held philosophy.

Culture and values

We encourage a culture that embraces diversity of thinking and an innovative climate that brings out the best ideas and helps us challenge the status quo. Supported by an inclusive environment, we encourage a culture that embraces diversity of thinking and innovation to ensure we constantly seek new and better ways of doing things.

Our six core values describe the way we behave;

► Teamwork

We are one team with one vision. We work together, encourage diversity and respect the unique contribution of each individual.

► Integrity

We build a culture of trust. We are open, honest and fair.

► Performance

We strive for sustainable success. We seek and provide feedback and find a better way.

► Engagement

We listen, understand – then deliver. We build our success through the success of others.

► Leadership

We all lead by example. We show initiative, are accountable and empower others.

► Passion

We believe in what we do and are proud of our Bank.

Shared Value

Building communities

Commitment to the environment

Education and training

Shared Value

We believe that to be truly successful, all stakeholders in our business - customers, people, partners and communities - must feel fairly rewarded for their effort. In addition, we always consider our impact on social, environmental and financial outcomes of the communities in which we operate.

Building communities

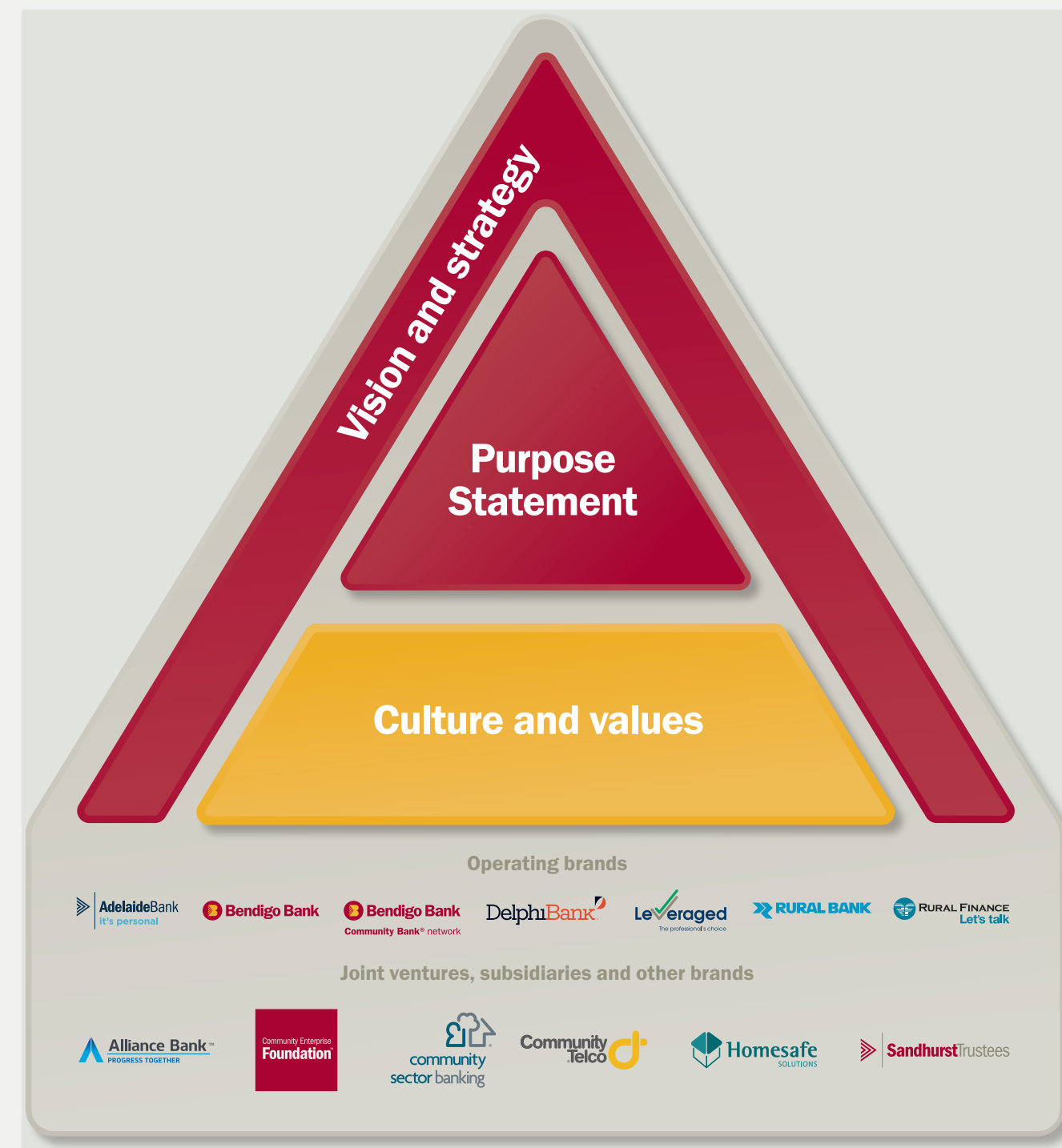
Bendigo and Adelaide Bank is often lauded for its social responsibility because of our work with communities. Working for the benefit of our customers and their communities is our strategy.

Commitment to the environment

Reducing our impact on the environment and helping others do the same is part of our commitment to building sustainable and prosperous communities.

Education and training

Bendigo and Adelaide Bank partners with organisations and communities to deliver programs that improve skills and knowledge.



Brands

The Group operates its retail brand, Bendigo Bank through more than 600 service outlets, including 311 locally owned **Community Bank**[®] branches. We also own and operate Rural Bank and Rural Finance, giving us a significant presence in Australian agribusiness banking, Adelaide Bank offering wholesale mortgages and wealth deposits, wealth financier Leveraged and Delphi Bank, banking the Hellenic community.

Our joint venture partner, Community Sector Banking is Australia's leading specialist banking service for not-for-profit organisations. Community Enterprise Foundation[™] is the Bank's philanthropic arm with fund manager, Sandhurst Trustees acting as trustee. Our joint venture, Homesafe Solutions, offers a wealth release product to senior Australians and Community Telco[®] provides telecommunications services and solutions.

Our Alliance Bank partnership is the latest addition to our Group, servicing their members while maintaining their independent brand, local ownership and presence.



We continued to grow in a highly competitive market, introducing systems and new technologies that make it easier for our customers to do business with us.

A message from our Chairman, Robert Johanson.

The 2015 financial year was a good year for our Bank, growing cash earnings by 13.9 percent to \$423.9 million. This was a solid profit result in this challenging economic environment.

We continued to grow in a highly competitive market, introducing systems and new technologies that make it easier for our customers to do business with us. Returns to shareholders also grew; the full year dividend was 66 cents per share, up 2 cents on the previous financial year.

We continue to invest in expanding our capacity, developing and investing to improve the customer experience.

One of our most significant investments continues to be the Basel II advanced accreditation program. It's a substantial piece of work that changes the way the Bank manages risk. Operating a more capital efficient business by improving systems, processes and risk management practices will benefit customers, communities and shareholders for the long term.

We are continuously building our people capability to serve our 1.6 million customers, striving to achieve our vision of being Australia's most customer connected bank.

This continual effort and dedication by our people has seen us maintain our market position as Australia's fifth largest retail bank, operating a business with a unique value proposition; a commitment to building communities that thrive, not just for today but for the long term. This reflects the way we operate and the partnerships we create.

Our **Community Bank**[®] partners continue to work hard to build their own businesses. From surpluses distributed from **Community Bank**[®] branches, about 600 projects were completed through the Community Enterprise Foundation[™] and hundreds more supported by local sponsorships and donations. More than 1,900 dedicated volunteer **Community Bank**[®] directors and approximately 1,500 **Community Bank**[®] staff also play an important role in their communities, providing information and advice, not just financial backing. I thank all of our **Community Bank**[®] partners and staff for their work.

This year saw another important relationship formed. Four ex credit unions have joined together to form Alliance Bank. In this structure, Bendigo and Adelaide Bank manages licencing and regulatory requirements, while our Alliance Bank partners service their customers while remaining independent.

We are also committed to expanding the capacity of our business by partnering with a range of technology and service providers. A great range of financial and technical innovation is occurring in financial services. Existing entrenched providers are finding their business models made redundant as customers embrace the new digital economy and choose to use mobile technologies. Our relationships with TCS and other companies such as Ferocia are giving us capacity and insight to compete effectively and ensure that we can connect with customers in the way they wish.

Our culture and values are a highly important attribute of our organisation. The Bank encourages a work environment where we constantly seek new and better ways to do business. In this financial year, we have made a substantial investment in developing our future women leaders. We are committed to developing a diverse flexible work place where everyone is welcome and can contribute.

We are very confident about the future. We've already started to see positive impacts following the final report of the Federal Government's Financial System Inquiry. Recent APRA changes to risk weights on mortgages is a positive step toward addressing the issues we raised as part of this inquiry. We welcome further changes to even the playing field between larger banks and regional banks.

There is a growing demand for customers and investors alike to have access to sustainable products and services and to do business with companies that factor sustainability into their decision making. Our Bank is committed to achieving positive outcomes for all of our stakeholders, while helping communities to shape a more prosperous Australia.

On behalf of the Board, I thank you for your continued support of our Bank and we look forward to a successful 2016.

Yours sincerely,

**Robert Johanson
Chairman**

Our Bank is committed to achieving positive outcomes for all of our stakeholders, while helping communities to shape a more prosperous Australia.



Robert Johanson with Bendigo and Adelaide Bank scholarship recipients, Imogen McGindle and Damon Stewart.



Our results continue to reflect a disciplined approach to margin and cost management, and balance sheet growth.

A message from our Managing Director, Mike Hirst.

We take a long term view of the business, meaning that we make decisions that will generate value for years to come.

The 2015 financial year was characterised by high levels of competition and subdued consumer and business confidence. Of course, this should come as no surprise given we are experiencing low interest rates and a low growth environment.

Regardless, our results reflect a disciplined approach to margin, cost management and balance sheet growth. Demand for housing lending has been solid, but we have continued to see our customers take advantage of low interest rates by repaying their loans ahead of schedule, a great outcome for them as they strengthen their personal financial position.

As many of you are aware, banking in Australia has for some time been conducted on an uneven playing field. This has been disadvantageous for all but the largest banks and it's pleasing to see recent APRA initiatives address this unfair situation. Announcements regarding changes to risk weights on mortgages and the amount of capital required by the major banks are a positive step toward ensuring customers have a greater choice of banking service providers.

I believe we are well placed to benefit from these changes and I am very confident our value proposition will enable us to attract new customers and garner more business from those who already bank with us.

Our customers are at the heart of our Bank's vision, which is to be Australia's most customer connected bank. Our strategy focuses on the success of our customers, people, partners and communities, and we believe that to be truly successful, everyone connected with our business must feel fairly rewarded. Our Bank's purpose is clearly defined and well embraced by our people. A written expression of our Group's long held philosophy, our Purpose Statement articulates why our organisation exists and what we stand for. We take a long term view of the business, meaning that we make decisions that will generate value for years to come. We listen to our customers, developing technology solutions and products that respond to their needs and choices. Through our valued partnerships, we act in a manner that encourages sustainability and prosperity for everyone connected to our business.

Our Purpose Statement comes to life through the actions of our people. Our staff engagement levels are above the Australian high-performance benchmark, reflecting an employee community committed to contributing to the success of our organisation. There are significant advantages for an organisation that has an engaged workforce and we will continue to actively develop these strengths.

We know our outstanding service and value proposition drive market leading customer advocacy and satisfaction rankings. In the 2015 financial year, this has been validated by:

- Our Bendigo SmartStart Super® product being awarded a CANSTAR 5 star rating for outstanding value for consecutive years. Rural Bank, Adelaide Bank, Delphi Bank and Bendigo Bank also received CANSTAR 5 star ratings.
- Bendigo Bank being named Australia's Most Recommended Bank by customers who participated in the latest Roy Morgan research. Almost two-thirds of the Bank's customers (63.2 percent) said they would recommend the Bank to friends and colleagues.
- Bendigo and Adelaide Bank and its subsidiary Community Telco® being recognised in the 2014 BRW Innovative Company list for our unique **redy** mobile payment system, enabling users to donate loyalty credits to community causes.
- Our real-time banking advice app, miBanker won the 2015 Victorian iAward for Financial Services. The awards, held on behalf of the Australian Information Industry Association, recognised the cutting edge innovation that we developed in partnership with the bHive Group.

- The Bank was named Business Bank of the Year at the Roy Morgan Research's Customer Satisfaction Awards for the fourth year in a row.
- Leading global research house J.D. Power named Bendigo Bank's credit card customers the most satisfied in their 2015 study.

We have achieved all of this through the current challenging operating environment. We believe that it remains important to take the long term view and invest for the future and there are some great examples of this over the year.

Our new mobile internet banking app was launched, giving customers a unique take on anywhere, anytime banking. New fast-track functions include a four-digit PIN, home screen payment processing, reduced logon times and secure messages thereby improving the customer experience.

Rural Finance joined our Group this financial year, significantly increasing the depth of our agribusiness offering. Rural Finance's performance has exceeded our initial expectations.

Our new Alliance Bank partnership allows us to grow our business in a manner that is aligned to our strategy. It maintains competitive choice for customers while addressing regulatory and technology burdens for smaller financial institutions.

A significant matter which concluded during the year was the class action relating to Great Southern. In December 2014 the Supreme Court of Victoria approved a settlement with borrowers that acknowledged the loans were valid and enforceable. In this matter our Bank has always attempted to act lawfully, respectfully and morally and the court found that the Bank did not engage in any wrongful conduct.

Nevertheless, many people have been severely, even tragically, impacted by the collapse of these schemes and subsequent events. In particular, their own legal advice directing borrowers not to repay their loans has had a debilitating result for many people. While the Bank is sympathetic to the circumstances some borrowers find themselves in, we must continue to work with customers to assist them through the process of repaying these loans.

In closing, I believe the recent APRA announcements, the strength of the Bank's value proposition and the commitment of our staff to helping our customers and communities be successful support my expectation of continued strong performance for the organisation.

We will work hard to take advantage of the opportunities before us, and ensure alignment of our investment and activities with our strategic aims. I thank our staff for their dedication and enterprise in striving to achieve our vision of being Australia's most customer connected bank.

Yours sincerely,

Mike Hirst
Managing Director

Our credentials

Bendigo and Adelaide Bank's strategy focusses on the success of each of its stakeholders.



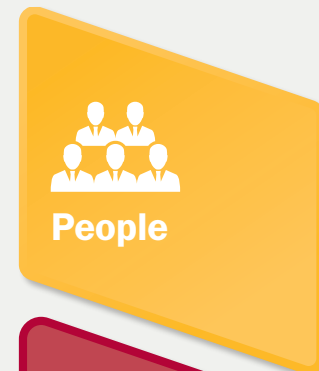
Customers

- 1.6 million customers
- More than 600 branches and agencies Australia wide
- Australia's Most Recommended Bank
Bendigo Bank (Roy Morgan, 2012, 2013, 2014)
- Business Bank of the Year
Bendigo Bank, Roy Morgan Business Bank of the Year Award 2011, 2012, 2013 and 2014
- BRW Top 50 Innovative Company in 2014
- Five star CANSTAR rating for Bendigo Bank, Bendigo Wealth, Adelaide Bank, Delphi Bank and Rural Bank products
- Relationship magement and advice app, miBanker was launched, an Australian banking first
- Ranked highest among Australian banks on the Corporate Reputation Index*
*AMR and Reputation Institute, 2015



Shareholders

- 99,776 shareholders
- \$423.9 million after tax profit
- 66c dividend per share for the 2015 financial year
- Top 60 ASX listed company
- 9.09% return on equity
- Total assets more than \$66 billion
- The Group continues to be rated "A-" from all three ratings agencies
Standard & Poor's, Moodys and Fitch
- 17% of shareholders received electronic communications in FY2015



People

- 7,245 staff*
*Includes Bendigo and Adelaide Bank employees and Community Bank® staff
- Bendigo's largest private employer and one of the largest in Adelaide
- More than one third of women in senior management*
*Executives and their direct reports
- 95.6% of employees are committed to actively contributing to the success of the organisation*
*Employee Engagement Survey results, 2014
- 5 star Green Star rating for the Adelaide and Bendigo offices
- Lost time injury frequency rate (LTIFR) has decreased from 2.7 to 1.5* in FY2015
*Workplace Safety Australia



Partners

- Our Community Bank® partners have contributed more than \$130 million toward local community projects and initiatives
- Established the Alliance Bank model, enabling Alliance partners to grow their business while retaining local ownership and presence
- Community Sector Banking is the first Australian financial services provider to be B Corp certified
- Raised more than \$13 million for Oxfam Australia
- 17,576 Bendigo Bank RSPCA Rescue Visa Credit Card holders donated \$327,725 to the Adoptapet program since 2005
- 578 projects supported via Community Enterprise Foundation™ grants in FY2015



Communities

- Bendigo and Adelaide Bank is Australia's only regionally headquartered bank
- Bendigo Bank is the only face to face banking service in more than 90 Australian communities
- The Bank reinvested more than 5% of its net annual profit into the communities it serves in FY2015
- More than \$4 million has been granted via the Group's Scholarship program since 2007
- 87 Community Bank® enterprises have returned more than \$380,000 in profits to establish and support 112 locally-operated Men's Sheds
- Community Enterprise Foundation™ grants have supported about 270,000 employees and volunteers in recipient organisations

Financial performance

Bendigo and Adelaide Bank announced an after tax statutory profit of \$423.9 million for the 12 months ending 30 June 2015. Underlying cash earnings were \$432.4 million, representing a 13.1 percent increase on the prior year. Cash earnings per share were 95.1 cents, representing a 3.9 percent increase on the prior year, while shareholders received full-year dividends of 66 cents per share, up two cents on the prior year's dividends.

The 2015 financial year results reflects our approach to disciplined margin management and balance sheet growth. Having to operate on an uneven playing field impacted the Bank's mortgage growth and this was compounded by a trend of early repayment of debt by customers. It's pleasing to see our customers building equity and improving their financial wealth by taking advantage of the current low interest rate environment.

The Bank has prudently managed its balance sheet in a highly competitive, low interest rate environment, with the Basel III common equity tier 1 ratio increasing 15 basis points to 8.17 percent. Total capital increased 118 basis points to 12.57 percent and our capital raising activities during the year were well received by investors.

Our Bank continues to build and position a strong and valued brand and the 2015 financial year results reflect a business well-placed for the opportunities ahead.

Cash earnings per share (cents)

FY15	95.1
FY14	91.5
FY13	85.4
FY12	84.2
FY11	92.3

Dividend per share (cents)

FY15	66.0
FY14	64.0
FY13	61.0
FY12	60.0
FY11	60.0

Cash earnings (\$m)

FY15	432.4
FY14	382.3
FY13	348.0
FY12	323.0
FY11	336.20

Cost to income (%)

FY15	55.2
FY14	55.6
FY13	57.0
FY12	59.1
FY11	57.4

Net profit after tax (\$m)

FY15	423.9
FY14	372.3
FY13	352.3
FY12	195.0
FY11	342.1

Cash basis return on equity (%)

FY15	9.09
FY14	8.69
FY13	8.58
FY12	8.36
FY11	9.07

Shared Value

Shared Value is founded on the idea that business and community success is intertwined. By strengthening the connection between corporate and community success, Shared Value is achieved, addressing social and environmental needs and issues.

We believe that to be truly successful, all stakeholders in our business must feel fairly rewarded for their effort. In addition, we always consider our impact on social, environmental and financial outcomes of the communities in which we operate.

The concept of Shared Value is nothing new to our Bank. It connects with our strategy and our purpose; why we're here, what we believe in and why we do and say the things we do. For 157 years we have actively listened and responded to the needs of customers and the communities in which they live.

More than 80 organisations have come together to become the Bendigo and Adelaide Bank Group, seeking to share value with everyone connected with our operations. Our business factors in social and environmental consequences as part of our strategy and activities, supported by the belief that investing in our stakeholders to succeed and live in strong, prosperous communities leads to a successful bank.

The Group's unique banking movement, the **Community Bank**® model is an example of Shared Value. Established in 1998 in the rural Victorian towns of Rupanyup and Minyip, the **Community Bank**® model responded to a growing trend of bank branch closures across Australia. This directly impacted people and their local socio-economic landscapes. Seventeen years later, the model has grown to 311 **Community Bank**® branches across Australia, returning more than \$130 million to communities, generating local employment opportunities and supporting future sustainability and prosperity.

Rapid change is impacting rural and regional Australia and is reshaping those diverse communities, both positively and negatively. In recognition of the challenges and opportunities facing Australians living outside of metropolitan areas, the Bank acts as a champion for regional communities, advocating for what is important to them. The Bank aims to influence public debate and government policy, helping to solve societal challenges by engaging as part of the solution, and ultimately helping to shape a more sustainable and prosperous Australia.

Bendigo and Adelaide Bank's long-term commitment to creating Shared Value was globally recognised in May 2015 when Chairman, Robert Johanson spoke at the Shared Value Leadership Summit. Established by world-leading business strategists, Professor Michael E. Porter and Mark Kramer, the summit provides the forum for leading Shared Value proponents to engage in global conversation.

Recognition in 2015 continued when joint venture partner and specialist not-for-profit banking service, Community Sector Banking became B Corp certified. B Corp certified companies are recognised world-wide for placing equal emphasis on financial, environmental and social considerations. Following rigorous assessment of a company's internal processes and policies, currently only 1,300 organisations are B Corp certified, and Community Sector Banking became the first financial provider to obtain this certification.

Share Value

Building communities

Commitment to the environment

Education and training

Building communities

Collie & Districts Community Bank® Branch pledged \$125,000 in profits to assist in building WA's Ronald McDonald House in 2014. But when news of their support spread throughout the WA network, 18 Community Bank® branches also pledged profits, donating \$250,000 in total.

Ronald McDonald House supports more than 1,000 families each year, providing a friendly environment for children with cancer and their families, including a rooftop garden (pictured).



Our Bank supports local people to create the communities they want to live in.
Our valued partnerships and initiatives strengthen the communities in which we operate and we believe our stakeholders will share in this success.

Our Bank actively supports local people to build the communities they want to live in. We've introduced business models that encourage local people to commit to buying essential financial services through locally owned companies committed to retaining capital in their community.

More than 311 communities across metropolitan and regional Australia have embraced the **Community Bank®** model, established in response to a growing trend of bank branch closures, particularly across regional and rural Australia. Between 1993 and 2000, more than 2,050 bank branches closed, representing a 29 percent reduction. Recognising the impact of these cuts on communities, the Bank partnered with local community enterprises to establish **Community Bank®** branches. The Bank provides the banking infrastructure and licensing requirements, while the

community – through a volunteer board of directors – run the branch operations and generate valuable funds to invest into their community.

Together the Bank and the local community share the revenue, with surpluses invested into the community via grants, sponsorships and dividends to local shareholders. Since the first **Community Bank®** branches opened their doors, more than \$130 million has been returned to local communities, funding projects local people deem important.

Initiatives supported can vary greatly, based on community need, available funding and additional funding provided by other community partners. Over time this has evolved to see **Community Bank®** companies come together to drive regional outcomes.

Community Bank® Company collaborates for long term success

One of the largest multi-site **Community Bank®** companies in Australia, our **Community Company Ltd** purchased 87 hectares of farmland in 2014, donating the \$1 million parcel of land to the local council for a multi-million dollar sporting and recreation centre.

The company, which operates **Lang Lang, Koo Wee Rup, Narre Warren, Pearcedale and Tooradin & Coastal Villages Community Bank®** branches, has embarked on this major project to provide the community with a locally-

owned asset that would benefit the locals for years to come.

Our **Community Company** has committed \$3.3 million to the project, collaborating with local government and social groups to ensure community needs are addressed for the long term.

A project group has now been appointed to oversee the community consultation phase of the proposed \$19 million project, which is due to begin construction in 2017.

Community Bank® statistics*

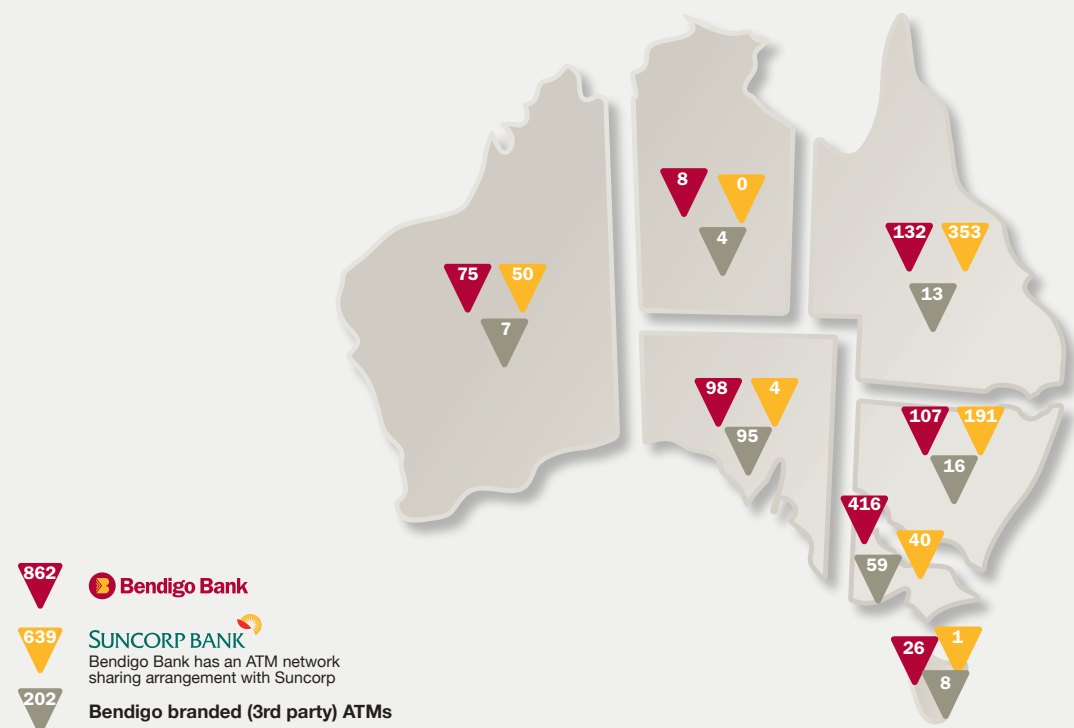
- More than \$130 million returned to community groups and initiatives
- 311 branches
- More than 1,500 branch staff
- More than 1,900 local directors
- \$28.3 billion in banking business
- About 700,000 local customers
- About 700,000 local shareholders
- \$38.6 million in shareholder dividends paid since inception

*As at 30 June 2015

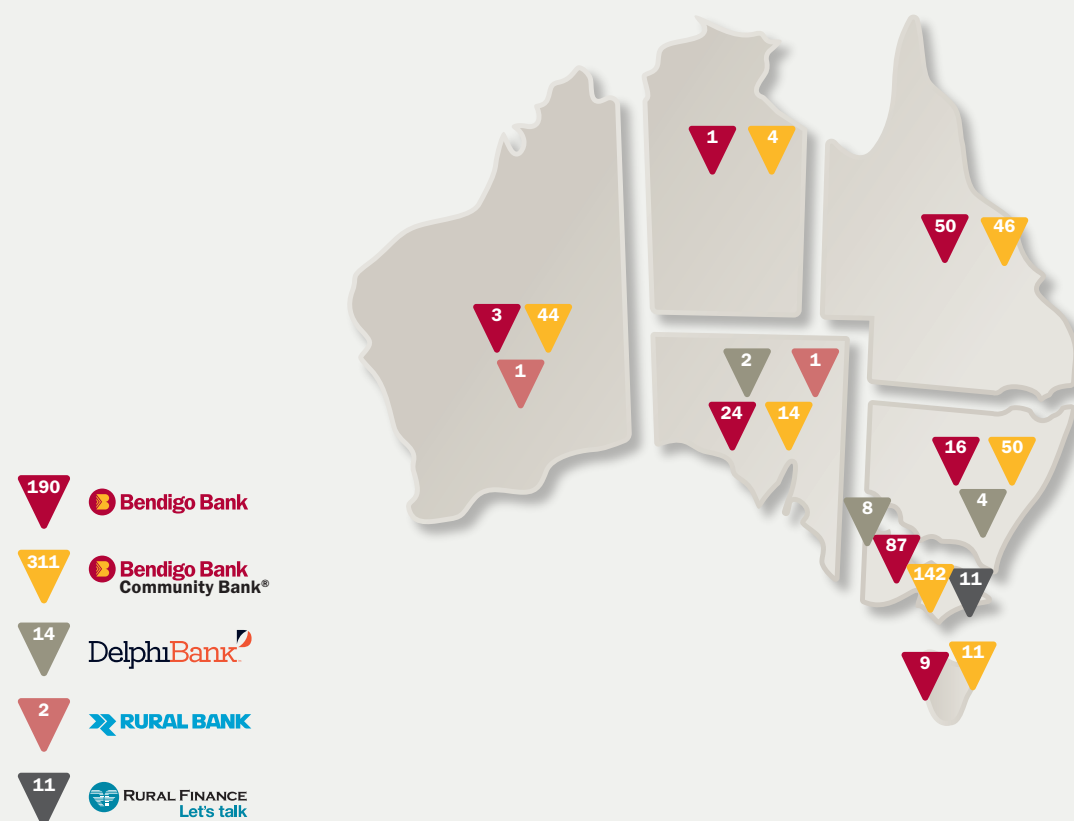
Diverse geographic footprint

Our branches and ATMs are located in every state and territory and across regional, rural and metropolitan Australia.

1703 ATMs



528 branches



The Bank invests in initiatives and partnerships to support the varying needs of local communities. It's in all our interests to build strong, prosperous communities

Community Enterprise Foundation™

To support the needs of local communities, the Bank established Community Enterprise Foundation™ in 2005. As the Group's philanthropic arm, Community Enterprise Foundation™ assists **Community Bank**® companies to distribute profits via grants, and is utilised to distribute money raised in appeals for communities affected by natural disasters, and other charitable causes.

Alliance Bank

Our focus on building communities is not just looking to grass roots solutions. Recognising the demand that increasing regulation and new technologies have on smaller financial institutions, the Bank and an initial alliance of four Australian mutuals – AWA, BDCU, Circle and Service One – created the Alliance Bank model. Our new Alliance partners will benefit from enhanced competitive choice for customers and by 30 June, Alliance Bank assets had grown by more than 6.1 percent.

redy

Wholly owned by the Bendigo and Adelaide Bank Group, Community Telco® offers telecommunications services and solutions, returning more than \$1.52 million in profits to regional communities since 2010. In FY2015, Community Telco® launched a mobile payment solution called **redy**. Unmatched in the Australian marketplace, **redy** rewards consumers, benefits businesses and raises money to support community fundraising initiatives.

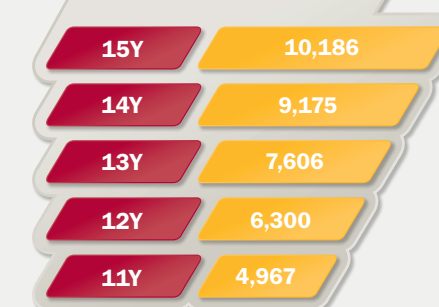
redy was recognised in the 2014 BRW Innovative Company list, named the "most innovative and creative way to benefit its customers" by leading enterprise mobility management provider, AirWatch. Further to this accolade, the Bank was invited to demonstrate **redy** at FinovateEurope 2015, a conference showcasing leading banking and finance technology. The Bank was one of only a few Australian companies invited to present their innovation.

Community Sector Banking

Community Sector Banking offers a unique proposition to not-for-profit organisations. As the sector's only specialist banking service in Australia, Community Sector Banking products and services suit the needs of not-for-profit organisations and their employees. It also takes an active role in helping to advance the cause of sectors in Australian communities. One such focus has been Indigenous Australia and in May 2013, Community Sector Banking launched its Reconciliation Action Plan for 2013-2016, outlining activities that build relationships and deepen respect for Indigenous culture and history while identifying initiatives that have positive impacts for Indigenous people.

Community Sector Banking introduced **act**. In FY2015, a banking service that combines crowd funding and banking, enabling not-for-profits and social enterprises to derive an additional income stream. Social projects cover areas such as animal welfare, illness and disabilities, the environment, and community food programs. In its first year **act**. has raised more than \$65,000 to assist initiatives such as The Piddington Justice Project, a program that trains law graduates to work in community legal centres, providing additional pathways to employment while assisting the community with access to legal aid.

Not-for-profit customers



This graph shows the growth in Community Sector Banking customer numbers from FY2011 to FY2015.

Community Enterprise Foundation™*

- 578 projects funded in FY2015
- 6,978 projects funded since inception
- 270,000 employees and volunteers in recipient organisations supported
- \$552,751 raised to support Australian and international appeals, including South Australian Bushfire Renewal Appeal, Nepal Earthquake Appeal and Vanuatu and South Pacific Cyclone Recovery Appeal

*As at 30 June 2015

Our investment into building communities reflects our belief that partnering for shared success is about taking a long term view, ensuring everyone connected with our business feels fairly rewarded.



More than 100 defibrillators have been installed at sporting grounds, schools and other public places since 2011, thanks to the support of Bendigo Bank branches across Australia.

Rural Bank and Rural Finance

The Bank's agribusiness specialists, Rural Bank and Rural Finance take an active role in building sustainable farming communities by engaging in initiatives that respond to the specific needs of those areas. Acting on behalf of State and Federal Governments, Rural Finance administers programs in Victoria that assist farmers and small businesses experiencing financial impacts of drought, bushfire and storm events while also funding productivity and other business initiatives. In FY2015, more than \$300,000 in grant funding and a further \$16.8 million in concessional loan funding was provided to assist the recovery of small businesses.

Another measure has been supporting the development of the Young Farmers' Finance Scheme in association with the Victorian Government. This scheme is focused on resolving the difficulties that young people face in raising sufficient capital to fund their ventures.

Since its inception in 1980, the scheme has enabled more than 2,200 farmers into asset ownership, with 89 farmers taking part in the scheme in FY2015.

The Bank's commitment to building successful communities can be seen in the partnerships we form, responding to the needs of discrete community sectors and driving valued outcomes for the long term.

Lead On Australia

Through Lead On Australia, the Bank creates engagement opportunities for young Australians, facilitating programs that create meaningful connections for young people in the communities they live. Their programs have assisted skills growth and training, from driver education and work experience to encouraging youth participation on local boards.

Homesafe Solutions

Since 2005, the Bank's joint venture, Homesafe Solutions has supported senior homeowners in Melbourne and Sydney to access the equity in their homes without going into debt. Unlike a reverse mortgage, Homesafe Wealth Release® provides homeowners with a lump sum payment in return for selling an agreed percentage share of the future sale proceeds of their home. Homesafe offers senior Australians a funding alternative in retirement while protecting their right to reside in their homes until they choose to sell.

Sponsorship and Partnerships

Our investment into building communities reflects our belief that partnering for shared success is about taking a long term view. At a local, state and national level, the Group partners with hundreds of organisations in the communities in which we operate, allowing us to back local groups and sectors in our community so they can prosper.

Some other key sponsorships and partnerships across the Group in FY2015 include;

Defib for Life!

Recognising an immediate need for access to life saving equipment, Bendigo Bank's branch network partnered with Defib for Life! and local communities in 2011 and have since installed more than 100 defibrillators in sporting grounds, schools and other public places. Defib for Life! aims to educate communities about cardiac arrest and demonstrates how anyone can easily and safely use a defibrillator in an effort to save a life.

Oxfam Australia

The Bank has partnered with Oxfam Australia since 1999, raising more than \$13 million via the Community Saver Account, appeals and charitable ventures. One such venture is the Oxfam Trailwalker, where participants walk 100km through challenging terrain. Bendigo Bank staff have taken part since 2005 and in FY2015, 72 staff – comprising 48 walkers and 24 support crew from Bendigo Bank and Rural Finance – raised more than \$25,800.

Read the Play

Since 2012, Bendigo Bank has supported Read the Play, a mental health literacy program addressing youth health and wellbeing in collaboration with junior sporting clubs. The program is currently run across parts of regional Victoria and New South Wales.

RSPCA

Since 2005 Bendigo Bank customers have raised more than \$2.25 million to help fund the RSPCA's Adoptapet program, supporting 42 RSPCA animal shelters and care centres nationally to care for, protect and rehome more than 250,000 animals. In FY2015, 17,576 Bendigo Bank RSPCA Rescue Visa Credit Card holders donated more than \$327,725 to the program.

Regional field days and events

Rural Bank and Rural Finance recognise that events such as field days and cup days are an important part of Australian regional communities. Events such as these provide occasion to showcase new farming technologies, celebrate agricultural best practices and provide networking opportunities for local producers. Rural Bank and Rural Finance support a number of these events and agricultural bodies and networks nationwide, helping to generate conversation and stimulate local economies.



Supported by an inclusive environment, we encourage a culture that embraces diversity of thinking and innovation to ensure we constantly seek new and better ways of doing things.



Love Your Sister

Since 2013 the Bank has supported Love Your Sister, a campaign established by Australian actor, Samuel Johnson to raise funds to support cancer research. Johnson rode 16,000 kilometres around Australia – the world’s longest unicycle journey – for the cause, with Bendigo Bank branches across Australia being the national collection point for donations. More than \$100,000 in proceeds from staff fundraising activities contributed to the \$1.5 million raised to date.

Adelaide Festival

In 2015, Bendigo and Adelaide Bank continued as major sponsor of the Adelaide Festival, marking 11 years of continued support. Adelaide Festival is Australia’s largest multi arts festival, bringing local and international artists to South Australia, with the Bank’s support demonstrating our commitment to the state. More than 560,000 people attended Festival events, offering the Bank great opportunities for brand presence and engagement with the community.

Adelaide Football Club

Bendigo Bank continued to support Adelaide Football Club as its financial partner in 2015. This partnership assists the club and its 63,000 members to achieve their financial goals while helping them to strengthen their connection to local communities.

Diversity and Inclusiveness

The Bank’s approach to building successful communities is also focussed on our employee community. We believe that it’s essential to have a diverse team who understands the needs of a diverse customer base, the partners we work with and the communities we operate in to achieve our Group’s vision.

We know that bringing together a team of people with diverse backgrounds and experiences ensures diversity of thought, the generation of fresh ideas and increases the likelihood of challenging the status quo.

The key to enabling a thriving employee community is inclusion and flexibility. Since the inception of our Diversity strategy our focus has been on educating leaders on unconscious bias and how to leverage diversity and inclusiveness as a business opportunity, as well as ensuring our work practices enable flexibility that suits the individual.

We have continued to connect leaders and employees to the benefits this brings to our organisation and driven organisational activities through our Diversity and Inclusiveness Committee. This Executive sub-committee includes representatives from each division across our organisation. During the year the Committee led the celebration of cultural diversity through Harmony Day and continues to create awareness within their teams.

Investment in the development of our future women leaders has continued to make inroads towards achieving our women in leadership goals. Our goal to achieve at least one third of the senior leadership positions to be held by women by 30 June 2015 was exceeded this year. One way in which this was achieved was through the development of an inaugural Women in Leadership Program, designed to address the specific issues that women leaders face to improve their readiness for senior roles.

To further connect and develop female leaders and educate male employees on the role they play, the Bank has developed an online Women in Leadership Network. This network aims to reduce barriers impacting women progressing into senior positions. In FY2015, the focus has been on sharing stories of successful female leaders from across the organisation about how they addressed some of the barriers faced by women and dispelling the myths of senior leadership.

While the Bank endeavours to maintain female representation at Board level of at least one third of non-executive directors, this ratio fell below this target in FY2015 when Jenny Dawson retired as a director in October 2014. As at June 2015, there were two female non-executive directors out of a total of seven non-executive directors.

In 2015, the Bank established the organisational objectives for 2015-2018 to support a more holistic Diversity and Inclusiveness strategy;

- Sustain a diverse team who reflects a diverse customer base, the partners we work with and the communities in which we operate.
- Encourage an inclusive culture through flexible work practices that support each employee’s life stage.
- Attraction, recruitment and selection practices at all levels that are structured so that a diverse range of candidates are considered, free of bias.
- Achieve greater gender balance by increasing the proportion of women in leadership roles across the organisation from 37 percent to 42 percent by 2018.

The new objectives will drive a stronger focus on the Bank’s recruitment and flexibility practices, to ensure that we recruit from the broadest talent pool, support our people at all stages of their lives and careers, as well as continuing to increase our representation of women in leadership roles.

For more information on our diversity achievements, please refer to the Corporate Governance statement available on the Bendigo and Adelaide Bank website.

Our People

Our value proposition of supporting community prosperity is well represented in the activities of our people. Employees can choose to distribute an agreed dollar amount from their fortnightly salary, which has resulted in more than \$44,000 donated to charitable causes in FY2015.

But as an organisation, we understand that valued involvement and valuable contributions extend beyond financial assistance. Employees across multiple locations undertook the Red25 Corporate Blood Challenge – a Red Cross initiative – in FY2015, achieving first place for medium sized businesses (5,000 to 10,000 staff). Thanks to their efforts, 1,214 blood donations were made, equating to an estimated 3,600 people receiving blood and about 9,800 people receiving blood products. About 50 staff across the country volunteer their time as Red25 coordinators, encouraging new donors and re-engaging lapsing donors.

Commitment to the environment

Opened in 2014, the Bank's Adelaide office is rated 5 star Green star for construction, interiors and fit out, and features more than 1,200 plants to improve health and wellbeing for staff and guests.

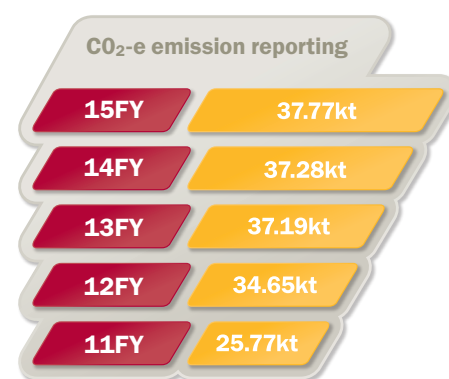


Reducing our impact on the environment and helping others do the same is part of Bendigo and Adelaide Bank's commitment to building sustainable and prosperous communities.

In 2010, the Bank's Executive team formally established a set of principles with the launch of our Statement of Commitment to the Environment. This statement considers the environment in all relevant business decisions, measuring and reporting on our progress. As an example, our Bank does not currently lend to projects

in the coal and coal seam gas sectors, and we have taken a pragmatic approach that says it makes no sense to broaden our footprint by starting to do so.

While this statement was officially adopted in 2010, the Bank has actively supported community environmental initiatives for more than ten years, including becoming a consortium member of the Federal Government's \$42 million Solar City project in 2005.



This graph shows Bendigo and Adelaide Bank's reported carbon emissions from FY2011 to FY2015.

Our Bank plays an important role in helping to create environmentally sustainable and prosperous communities. We seek to reduce our environmental impact and we encourage our stakeholders to do the same.

Our Group has voluntarily reported our carbon emissions since 2011 to the world's largest database of carbon information, Carbon Disclosure Project (CDP). CDP works with 3,000 of the world's largest businesses helping them to implement effective carbon emission reduction strategies.

Our total CO₂-e emissions for FY2015 is 37.77kt¹, compared to total CO₂-e emissions for FY2014 of 37.28kt. The 1.3 percent increase in FY2015 is attributed to the Group's acquisitions, growth in the branch network and improved capture of carbon emissions data.

To further manage our environmental footprint, our Bank has offset carbon emissions since 2008 via in house revegetation programs. In FY2014, we partnered with not-for-profit, carbon offset provider, Greenfleet, who specialise in biodiverse revegetation programs. The Bank's contribution to the Greenfleet Program will result in 14,176 trees planted to offset our FY2015 emissions, improving water quality, reducing soil degradation and providing essential habitat for native wildlife.

Our Group purchases more than 85 per cent of its electricity requirements from renewable sources, and has continued to do so throughout FY2015. This commitment is supported by our major corporate headquarters in Bendigo and Adelaide, with both buildings achieving 5 star Green Star ratings. Opened in 2008, the Bendigo Centre was the first 5 star Green Star building in regional Australia and boasts a water treatment plant with the capacity to recycle 15,000 litres of waste water per day and solar panels to reduce reliance on non-renewable energy.

¹CO₂-e is an abbreviation of 'carbon dioxide equivalent' and is the internationally recognised measure of greenhouse gas emissions.

Opened in February 2014, the Bank's Adelaide office building at 80 Grenfell Street has brought together more than 1,100 staff from across five locations in Adelaide. Environmental sustainability and energy efficiency was a priority for the building's construction and internal fit out. This was validated in June 2014 when the building achieved a Green Council of Australia 5 star Green Star Office Interiors certification, the first bank building in South Australia to achieve a 5 star Green Star rating for construction, design and interior fit out. The building uses about half the energy of a typical office building and features underfloor air-conditioning and central atria to encourage natural light, while more than 1,200 plants improve the health and wellbeing of staff and guests.

To reduce landfill produced in the building and to support local communities, staff at our Adelaide office dispose of waste using four bins; general waste, refundable recycling, cardboard and paper recycling and organic waste. A commitment to waste splitting and continued education has resulted in 37 percent of all waste being recycled, along with an increase in bottle and can refundable recycling, which is donated to Lions Club in South Australia.

To ensure that we continue to proactively manage our carbon footprint, the Bank's Executive team established an Environment Working Group (EWG) in 2011. The EWG consists of a group of Bendigo and Adelaide Bank staff volunteers who support the Board and Executive to develop, implement and drive environmental change throughout the organisation. With groupwide representation, the EWG has become an effective vehicle for disseminating environmental issues across the Group, driven by likeminded individuals with a

shared vision to act in the best interests of the organisation, the community and the environment.

The EWG focuses on activities that benefit the Bank and its stakeholders. As an example, in FY2016, the Bank will relaunch the Switch to Save program operating under the Victorian Government's energy saving scheme. This scheme encourages Victorian households and businesses to exchange their power thirsty halogen down lights with energy efficient LED lights free. The Bank will donate \$1 for every globe exchanged to fund selected local primary schools' environmental programs. The program was successfully undertaken in 2012, with more than 30,000 devices installed in a three month period, saving an estimated \$27 million in green costs and about 135,000 tonnes in greenhouse gas emissions over 10 years.

The EWG has implemented the IT PowerDown initiative, significantly reducing the energy consumption of the Bank's computer network. This initiative meant that desktop computers, laptops and monitors in "log off" mode are remotely shut down, which has resulted in a 33 percent reduction in electricity consumption since September 2013, saving 1.8million kWh of electricity and preventing 2,400 tonnes of carbon being produced.



In an effort to reduce our paper consumption and impact on the environment, this Annual Review is printed on paper sourced from managed plantation forests, is made elemental chlorine free and has Environmental Management System accreditation.



Through partnerships such as Cool Australia, our Bank helps to educate children in environmental and sustainability issues



Our Bank takes part in activities that encourage communities to consider their environmental footprint

The Bank's Executive team empowers the EWG to think creatively about how the organisation can positively influence environmental matters. In FY2015, the EWG were involved in implementing: **September**, an event held in September 2014 that challenged staff Group wide to take 10,000 steps a day and fundraise for Cerebral Palsy Alliance. It encouraged participants to consider their travel habits and take a fresh look at more sustainable modes of transport. Bendigo and Adelaide Bank registered about 74 million steps and raised about \$18,600, placing the Group in 6th and 17th place among 180 Australian companies for steps and funds raised respectively.

Follow Me Printing is a print reduction initiative that allows staff to select documents to print from a networked printer, reducing unclaimed, misprinted or lost documents. The concept was introduced in Adelaide in 2013 and progressively throughout FY2015, printers across each of the Bank's other corporate sites became Follow Me Printing enabled. The Adelaide office has recorded a 36 percent saving in printing costs, a result that can also be attributed to the introduction of light laptops, giving our people mobility and flexibility in how they work and collaborate. This technology will be rolled out as part of our technology refresh cycle in Bendigo and Docklands offices, reducing the need to print paper. The Bank also has a continuing commitment to purchase 100 percent carbon neutral paper for all sites.

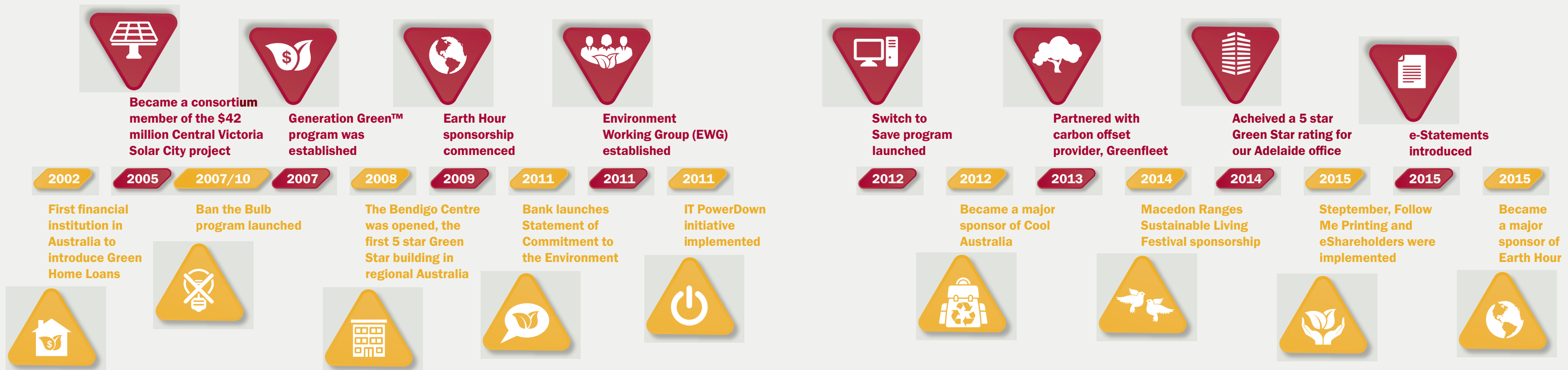
eShareholders receive all communications electronically, reducing the need for printed materials. The Bank encourages its shareholders to register as eShareholders, with more than 17 percent now receiving annual reports, dividend statements and voting forms electronically in FY2015. We understand that running a business of our size will have an environmental impact, and our Bank actively implements initiatives that offset and reduce these impacts. We also know that our customers and their communities want to reduce their individual environmental footprints, and we are committed to helping them in their journey toward sustainability with products and solutions. Our **Generation Green™** program helps our customers to reduce their environmental impact, boasting more

than 8,000 subscribers who receive our top tips on topics such as green renovations, saving energy at home and at work and water efficient gardening. In June 2015, the Bank introduced e-Statements, an initiative that offers customers choice in how they receive banking information while reducing paper consumption. The number of customers requesting online statements and the resultant environmental impact will be tracked throughout FY2016. Bendigo and Adelaide Bank's third party wholesale mortgages and wealth deposit business, Adelaide Bank, introduced an online statement promotion in late 2014, where for every customer new to receiving online statements, Trees for Life would plant a suitable native tree in environmentally

degraded areas of South Australia. The promotion saw a 22.1 percent increase in the number of accounts being switched online, with more than 700 trees due to be planted in FY2016. Our Bank believes it can play an important role in assisting other organisations to achieve their environmental goals. In 2015, Bendigo and Adelaide Bank was a major sponsor of Earth Hour and has turned off lights across our Bendigo, Adelaide, Melbourne and Sydney corporate sites for one night in March since 2009, encouraging customers to do the same. The 2015 partnership saw the Bank, Earth Hour and some of Australia's best known culinary experts come together to produce Planet to Plate: The Earth Hour Cookbook. To date, more than \$13,000 in proceeds

has been raised, supporting Earth Hour's work with Australian schools, small businesses and community groups. The Bank is also the major sponsor of Cool Australia, a not-for-profit organisation that provides online education to Australian children about sustainability and its sponsorship of the Macedon Ranges Sustainable Living Festival in 2014 encouraged attendees to consider how the simple steps they take can support sustainable local communities. Sustainability is a work in progress for our Bank and we will continue to implement positive actions to reduce our impact on the environment and encourage our stakeholders to do the same.

Our environmental activities



Education and training

Our Bank supports education, training and upskilling initiatives that address societal needs, helping to enrich communities with invaluable knowledge.



Bendigo and Adelaide Bank Chairman, Robert Johanson with scholarship recipients, Damon Stewart and Taylor Thomas.

Bendigo and Adelaide Bank plays an important role in supporting local people to enrich their lives and their communities with invaluable skills and knowledge. We understand that young people are critical to social cohesion and community sustainability and we have long invested in education and training programs to help them to realise their potential. Our Bank also creates programs and builds partnerships that educate and train people across a variety of groups in our community.

Our most significant contribution to education and training is the Bendigo and Adelaide Bank Scholarship Program. Established in 2007, the Scholarship

Program provides financial support to disadvantaged yet academically outstanding students who are offered a full-time place at an Australian university or college. From just one scholarship in its first year, the program has grown to become one of Australia's leading privately funded scholarship programs, with 108 students granted first year scholarships in FY2015, and 370 scholarship recipients since 2007.

The Scholarship Program's rapid expansion indicates an ever developing need for financial support for tertiary education Australia-wide. This can be evidenced by the number of partners that have joined the program since 2012. In that year, the Bendigo and Adelaide Bank Scholarship

Program welcomed its first partner, the **Community Bank**[®] network, followed by La Trobe University (2013), University of Melbourne and the Alexander and Bridget Jones/Montmorency Secondary College Scholarship (2014), Rural Finance (2014)¹ and Rural Bank (2015). More than \$1.5 million in tertiary funding was offered in FY2015 and more than \$4 million has been injected into Australian communities since 2007.

¹ Rural Finance Scholarship Program was established in 1992 and has injected more than \$2.5 million in tertiary funding since its inception. The program joined the Group's Scholarship Program in 2014.

	Year introduced	2015 first year recipients	Number of recipients since inception	Total value of Scholarship in 2015	Total value of Scholarship since inception
Bendigo and Adelaide Bank Board Scholarship	2007	15	107	\$ 150,000	\$ 1,004,000
Community Bank[®] Scholarship	2012	56	184	\$ 496,000	\$ 1,420,000
Bendigo Bank/La Trobe University	2013	20	60	\$ 720,000	\$ 1,428,000*
Bendigo and Adelaide Bank/University of Melbourne Alexander and Bridget Jones/Montmorency Scholarship	2014	2	4	\$ 20,000	\$ 30,000
Rural Finance	2014	9	9	\$ 104,000	\$ 104,000
Rural Bank	2015	6	6	\$ 30,000	\$ 30,000
		108	370	\$ 1,520,000	\$ 4,016,000
Bendigo and Adelaide Bank/University of Melbourne Memorial Scholarship	2014		Contribution		\$ 45,000
Total Bendigo and Adelaide Bank Scholarship Program		108	370	\$ 1,520,000	\$ 4,061,000*

*Includes \$714,000 La Trobe University accommodation contribution

Men's Sheds encourage men to share their skills with each other while providing a safe place to discuss sensitive health and wellbeing issues.



Supporting and strengthening the social impact of the Group's Scholarship Program, the Bank offers a number of internally operated annual training and education programs;

Graduate Program

The Graduate Program was established in 2012 to provide university graduates with the experience of working in the financial services sector, gaining skills across a variety of divisions that complement and strengthen the graduate's field of study. In FY2015, 11 students located in Melbourne, Adelaide and Bendigo were employed, with 28 graduates completing the two year program since its inception.

IT Cadetship

Through the Bendigo and Adelaide Bank IT Cadetship Program, the Bank has partnered with La Trobe University in Bendigo to offer full-time cadetships to successful applicants undertaking their Bachelor of Information Technology course. The IT Cadetship provides cadets with industry experience, working alongside our experienced IT professionals. Established in 2012, the program has trained 10 students who continue to be Bank employees today, receiving the higher education needed to pursue a career in Information Technology at the Bank.

Ag Achievers

Wholly-owned subsidiaries, Rural Bank and Rural Finance offer the Ag Achievers program to provide further training to university undergraduates in complementary disciplines such as agricultural science, finance, rural valuations, and commerce. Two undergraduates completed the 18 month program in FY2015, while a further two are expected to complete the program in FY2016.

CareerTrackers Indigenous Internship

The Bank formed a partnership with CareerTrackers in FY2015, offering a three-year internship for an Indigenous Australian in this financial year.

The Bank's commitment to educating and training Australian youth was strengthened in 2010, when it signed an agreement with not-for-profit organisation, Lead On Australia to facilitate programs that create meaningful connections with young people in the places where they live.

Four key initiatives implemented by Lead On Australia and continuing in FY2015 include;

Work Experience

Established in May 2014, the Work Experience program provides Bendigo secondary school students with the experience of working in the banking and finance industry for one week. In the 2014 school year, up to 80 students experienced a typical work day. The 2015 school year will see about 100 students learn meaningful on-the-job skills, however the social impact is much greater, with more than 200 students, teachers and staff working together to support and maximise the experience.

Greenlight

In partnership with CGU Insurance and delivered through provider, Motorvation Mobile, more than 400 young drivers from Victoria and New South Wales took part in the Greenlight Youth Driver Education Course in FY2015. The course has taught driver psychology, positive driving attitudes and risk reduction strategies to more than 700 young people since its inception in 2012, with the program trialled in Western Australia this financial year.

Youth Foundation

The Youth Foundation empowers young people to drive change, supporting them to implement projects for youth that benefit their communities. More than 62 projects took place across Victoria, with more than \$185,000 in funding and attracting \$210,000 in leveraged funds, co-contribution and in-kind support. It is estimated that about 19,000 people are either involved, affected or participating in these projects, helping to educate and build capacity for future prosperity.

Community Door Program

Community Door develops the professional capacity of young people by encouraging participation on local boards and committees, increasing opportunities to create community connections. Through Lead On Australia's partnership with Bendigo Student Association at La Trobe University, 25 young people gained places on local boards and committees across Bendigo throughout the 2014 school year.

While educating and training young Australians is a focus for the Bank, we build partnerships that address specific education, training and societal needs for other groups, such as women in leadership, long and short term unemployment, men's health, training in financial services, and education and advice for small businesses;

The Australian Business and Community Network (ABCN) coordinates mentoring programs for students from high-needs schools with the aim to build confidence and help young people make positive

life choices. Through its Focus program, ten of the Bank's female leaders acted as mentors to female students from two South Australian high schools with leadership aspirations sharing their personal experiences and future goals. The Bank joined ABCN as a member company in 2013 beginning with four staff in one pilot program and during 2014, 25 staff mentored 37 students across three programs in South Australia and Victoria. Since 2003, the Bank has partnered with Bendigo Access Employment to support individuals to secure local, long-term employment. Nine positions were filled with program participants in FY2015, with about 40 staff having undertaken various roles across the Bank since inception, connecting their abilities to employment opportunities.

Since 2006, more than 87 **Community Bank** enterprises Australia wide have returned more than \$380,000 in profits to establish and support 112 locally-operated Men's Sheds. Their aim is to encourage men to share their skills with other men while providing a safe place to discuss sensitive issues such as their health and emotional wellbeing, isolation, loneliness and depression, family breakdown, retrenchment and retirement, and physical and mental illness.

The Bank offers training to its 1,946 **Community Bank** directors, who govern locally-owned and operated **Community Bank** branches. All new directors have been offered induction training, while others can enrol in courses to improve corporate structure, governance and reporting skills, better understand financial statements and undertake courses relating to specialist board roles, such as chairman, treasurer or secretary. More than 1,500 directors undertook training in FY2015, returning valuable knowledge about the Australian financial services landscape to their communities all while achieving their desired social and economic goals.

In response to customer demand for ready access to education and advice, the Bank has developed tools that help business operators to better manage all aspects of running a business. In FY2015 the Bank launched the miBanker app, the first of its kind in Australian banking. miBanker provides business customers with daily stock markets updates, business news and regular video tips on business strategies such as social media and cash flow management. Similarly, Rural Bank and Rural Finance's Ag Answers™ publication offers information on agricultural commodities, farmland values, farm business performance, topical agricultural issues, monthly commodity updates and specialist reports.

Board



Robert Johanson
Chair, Independent
BA, LL.M (Melb), MBA
(Harvard)



Mike Hirst
Managing Director,
not independent
BCom (Melb), SFin



Jim Hazel
Independent
BEc, SFFin, FAICD



Jacqueline Hey
Independent
BCom (Melb),
Graduate Certificate in
Management (Southern
Cross University), GAICD



Robert Hubbard
Independent
BA(Hons) Accy, FCA,
MAICD



David Matthews
Independent
Dip BIT, GAICD



Deb Radford
Independent
B.Ec, Graduate Diploma
Finance & Investment



Tony Robinson
Independent
B Com (Melb), ASA,
MBA (Melb)

Executive



Mike Hirst
Managing Director,
BCom (Melb), SFin



Marnie Baker
Executive
Customer Voice,
BBus (Acc), CPA, MAICD,
SF Fin



Dennis Bice
Executive Retail



John Billington
Executive Bendigo Wealth



Richard Fennell
Chief Financial Officer,
Executive Finance &
Treasury and Change,
BEc, CA, MAICD



Robert Musgrove
Executive Community
Engagement,
GradCertAppFin



Tim Piper
Executive Risk,
BBus (Banking &
Finance), FFin



Stella Thredgold
Executive Corporate
Resources,
BBus (Accountancy), CPA



Alexandra Tullio
Executive State Distribution,
Retail & Distribution,
BArts, Grad Dip Fin Plan



Andrew Watts
Executive Customer
Service Improvement,
BEng, Grad Dip Bus

