

Banking for you, better for all.

2024 Customer Report



Acknowledgement of Country

We acknowledge and honour the Traditional Custodians of the land on which we meet, work and live. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past, present and future.



First Nations lecturer Paul Carmody leading a cultural experience with People First Bank employees through the Gumbi Gumbi Gardens at the University of Southern Queensland.

About this report

The 2024 Customer Report outlines the performance of People First Bank and its retail brands Heritage Bank and People's Choice across the 12 months to 30 June 2024. It is structured into five stakeholder impact areas of our customers, community, environment, people and governance.

The 2024 Financial Report, which includes the Directors' report, corporate governance statement, financial statements and auditor's report, is available on the People's Choice and Heritage Bank websites.

Also available on our websites are our Modern Slavery Statement, Workplace Gender Equality Agency Report and our Carbon Neutral disclosure is available via the Climate Active website.

People First Bank, People's Choice Credit Union (People's Choice) and Heritage Bank are all trading names of Heritage and People's Choice Limited.

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Cover photograph: A young visitor enjoying the Brisbane South Toy Library, one of many organisations which benefited from the expansion of the People First Community Lottery into Queensland (see page 18).

We are a leading Australian customer-owned bank.



People First Bank is creating a new era of banking by providing a strong national alternative to the big banks.

We are a bank that is different. We are committed to doing right by our customers, supporting communities and the environment, and creating an exceptional workplace for our people.

In the past year, we achieved impressive growth while making significant strides toward building a unified organisation that drives positive change through banking.

Banking for you, better for all.



As a leading Australian customer-owned bank, we are dedicated to you, your finances and your future.

Our origins date back to 1875, making us one of Australia's longest-running financial institutions. Today, we have approximately \$25 billion in assets and 2,100 employees supporting our customers across Australia.

While we continue to operate under the Heritage Bank and People's Choice brands for an interim period of time, we have begun rolling out our new People First Bank brand.

Our purpose and vision

To deliver positive change through banking.

Our values

Passion: We love making a difference in people's lives.

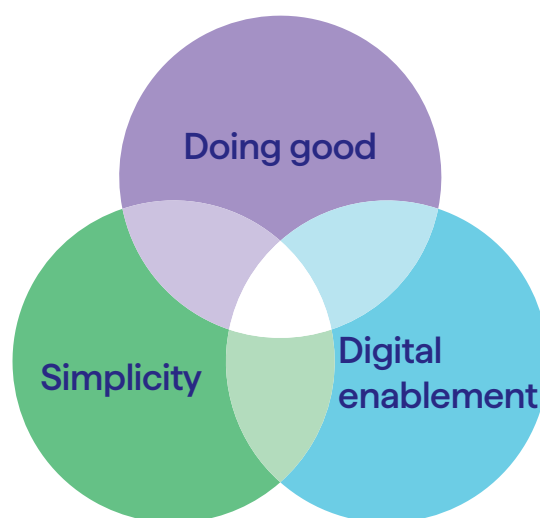
Integrity: We are courageous and always do the right thing.

Trust: We're reliable, consistent and we do what we say.

Care: We care and protect for positive impact.

Authenticity: We are socially aware and stay true to our mutuality, always.

Respect: We value the power of our collective; every perspective strengthens us.



Our strategic pillars

Doing good

Doing good is the foundation of everything we do – for our customers, our communities, our people and our planet – as an environmentally and community-orientated banking organisation.





Simplicity

We are improving our processes and systems to be more efficient and make it easier to bank with us through simpler products and services.

Digital enablement

We are building new digital technology platforms to make your banking more convenient and secure – whether you are online, face to face, on the phone or using our app.

2023-24 in review

 <p>\$24.47bn Total consolidated assets</p>	 <p>\$20.31bn Total loans and advances</p>	 <p>\$41.40m Net profit after tax</p>	 <p>\$19.04bn Total retail deposits</p>
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Customer	Community	People	Environment
 <p>47,441 New customers</p> <p>+32 Net promoter score</p>	 <p>\$9.3m In community support</p> <p>1,247 Hours volunteered by our employees</p>	 <p>2,146 Employees</p> <p>68% Employee engagement</p>	 <p>75% Hybrid vehicle fleet</p> <p>172,000 Eco debit and credit cards issued</p>

Australia's Best Customer-Owned Bank Mozo Experts Choice Awards 2024

Customer-Owned Bank of the Year Canstar's Bank of the Year Awards 2024

Customer-Owned Institution of the Year Money Magazine Consumer Finance Awards 2023

Bank of the Year - Customer Service Money Magazine Consumer Finance Awards 2023

Forbes World's Best Banks 2024

Home Lender of the Year Mozo Experts Choice Awards 2024

Most Recommended Mozo People's Choice Awards 2024

Chairman and CEO's Report

The successful merger and creation of People First Bank resulted from a shared vision to create a strong, sustainable, national customer-owned banking organisation that would succeed in a rapidly changing market.

The new name for positive change in banking

During our first full financial year as a merged organisation, we made excellent progress towards realising many of the benefits which drove our merger, including building contemporary, secure digital infrastructure, simplifying our processes and systems, and doing more as an environmentally and community-orientated bank.

The accelerated launch of our new brand delivered on a key merger commitment that positions us for an exciting future.

People First Bank is more than a new name. We have taken the opportunity provided by the merger to ensure we are a truly purpose-driven, customer-focused financial institution that will deliver positive change for our customers and communities.

Importantly, as we have continued to evolve and improve, we have remained true to our purpose of being absolutely customer focused.

Performance and trust

Across a year of significant change, People First Bank has performed extremely well.

Our connection to our customers will always be paramount, so one of our most important measurements is our Net Promoter Score (NPS). This industry-recognised measure of our customers' trust and loyalty is calculated independently by RFI Global.

At 30 June 2024, our six-month rolling average NPS was 32. This was well ahead of the market average of 13, meaning we remain one of the country's most trusted financial organisations.

We welcomed 47,441 new customers to our bank during the reporting period, with our net total customers growing year-on-year by 4%.



Chairman Michael Cameron (left) and CEO Steve Laidlaw.

Financially, we exceeded our expectations for the 12 months which was a significant achievement given competitive market conditions.

We helped more than 12,000 customers with their home loans and provided more than 6,000 personal loans. This saw our total loans and advances reach \$20.3 billion, an increase of 6.2%.

Customers also opened almost 130,000 new savings accounts and some 20,000 term deposits. As a result, our overall retail deposits grew by 6.9% to \$19.04 billion.

Once again, we grew our lending and retail deposit portfolios above that of the industry average.

Our total assets increased to \$24.47 billion, up by 5%, and we finished the financial year with a net profit after tax of \$41.4 million.

Our strategy and outlook received strong support during the year as we raised \$400 million from the capital markets in the largest senior unsecured issue printed by a customer-owned bank in Australia.

Always customer-focused

During the year, we worked diligently to make banking with us easier, more convenient and safer.

We delivered on our merger commitment of offering 24/7 call centre access across both brands in September 2024.

We continued to invest significantly in the fight against scammers and fraud, including our dedicated Scams Hotline.

We collaborated with See Differently (Royal Society for the Blind) to design new payments cards which are more accessible for visually impaired customers.

We made significant progress in developing the new People First Bank app and Internet Banking system. These have been tested by an internal preview team and will soon be launched to the first customer user pilot group.

This customer-centric approach saw us named among the World's Best Banks for 2024 by the globally recognised Forbes organisation and we were voted Australia's Best Customer Owned Bank in the Mozo Expert's Choice Awards 2024.

Building a united organisation

Our efforts to form a truly unified organisation following our merger remain well on track. Guided by our Integration Plan, this program of work is well underway and progressing to plan.

The most public development, and an important symbol of our progress towards one organisation, has been the introduction of our new name and brand.

This was first revealed at People First Bank Stadium on the Gold Coast, before being installed at our Toowoomba and Brisbane offices. Adelaide's Flinders Street branch was also rebranded. The new brand will now be rolled out across our organisation, first replacing the People's Choice brand then Heritage Bank.

We are creating a simplified, modern suite of technology platforms by partnering with globally recognised providers. This will deliver high performance, be easy to upgrade and simple to expand, while also being more reliable and even safer to use.

An important milestone during the year was the upgrade of our core banking system which will provide the basis for other technology enhancements.

We consolidated to a single governance, risk and compliance system, progressed our new lending systems and operating model, and linked all our employees together for the first time through Connect, our centralised human resources system.

Through this ongoing process we are reducing our system complexities to create a simpler, more efficient organisation.

Doing good

Doing good is the foundation of everything we do – for our customers, our communities, our employees and our planet. During the year, we generated \$9.3 million for community organisations across Australia.

To help mark its 40th anniversary, our People First Community Lottery expanded into Queensland to support a broader range of organisations. The Lottery raised more than \$900,000 nationwide for 788 community groups, taking the total funds raised since its inception to \$23 million.

The People First Bank Foundation also widened its operations and delivered annual grants worth \$137,000, while our Community Branches injected a further \$6.6 million into their local economies.

Our employees play an important role in making a positive impact in the community. During the year, we launched the Good Squad employee volunteering program which achieved a year-on-year increase of 136% in volunteering hours.

Once again, we were certified carbon neutral through the purchase of approved Australian carbon credits. At the same time, we continued multiple programs to reduce our carbon footprint. These included purchasing eight more hybrid vehicles, recycling thousands of plastic credit and debit cards, issuing 172,000 new plant-based Eco transaction cards and providing 240 discounted Green Car loans to buy hybrid or electric vehicles.



We successfully completed our inaugural Reflect level Reconciliation Action Plan and, in line with our merger commitment, are well progressed in the development of our Innovate Reconciliation Action Plan to sustainably and strategically take meaningful action to advance reconciliation with First Nations people.

An inclusive culture

At People First Bank we are creating a culture where everyone feels included, that champions and values people with diverse backgrounds and enables them to thrive.

During the year we launched a three-year program to increase our diversity and inclusivity. We also conducted our first diversity census to better understand and support our employees.

Almost 90% of employees took part in our annual *Speak up. Be heard.* employee survey, providing valuable feedback on how we can continue to make People First Bank a great place to work and be an employer of choice.

We also extended our Mental Health Ambassadors program to make it easier for employees to find information and support in a caring and confidential manner.

We progressed the development of our new Toowoomba head office building. Site work commenced in September 2024 with the doors set to open in 2027. This will further cement our merger commitment to dual head offices in Toowoomba and Adelaide and create a welcoming, collaborative environment for our people and our customers.

CEO and Board transitions

Along with the planned CEO succession to Steve Laidlaw from Peter Lock from 1 July 2024, we announced the reduction of our Board by two Directors, in line with the organisation's Constitution that was approved as part of the merger.

We would like to acknowledge and thank Peter for his contribution to both Heritage Bank and People First Bank during his collective nine years with both organisations.

Kerry Betros AM and Georgina Williams will both retire at our November 2024 Annual General Meeting. Kerry has been synonymous with our organisation for over 30 years and his commitment to our organisation and local communities has been outstanding. Georgina has been a Director since 2021 and has played a valuable role in the organisation's success.

In summary, throughout the 2023-24 financial year, we have continued to provide support to our customers while also implementing an array of programs that will help us improve further.

The achievements of the past year could not have happened without the hard work and dedication of our employees and Board. We thank them for their contribution in ensuring that People First Bank remains a leading customer-owned banking organisation.

And to you, our customers, thank you for your continued support of People First Bank.

Michael Cameron
Chairman

Steve Laidlaw
CEO

Our customers

People First Bank exists for one reason: to deliver positive change through banking.

We start by getting the fundamentals of banking right – offering simple, competitively-priced products and services that help Australians move ahead with their lives. This commitment is driven by a culture of exceptional customer service and a customer-centric approach that shapes our strategy and investment priorities.

Our customers

In 2023-24, we experienced strong customer growth, outpacing the broader market in lending, deposit growth, and customer advocacy, as reflected in our net promoter score.

We also advanced a range of programs to upgrade our technology systems and streamline our products and processes, all aimed at making banking more efficient, secure and beneficial for our customers.



Customer-first mindset

Supporting our customers goes well beyond traditional standards of customer care. We are working across our organisation to embed a customer-first mindset which puts customer benefit at the heart of everything we do.

Led by our Customer Advocacy team, this mindset is driving four related programs through every part of our business.

Customer centricity	Inclusive banking	Complaints management	Discovery and continuous improvement
 <p><i>Elevating the voice of our customers</i></p> <p>Developing an organisation-wide framework to guide employees in keeping customers at the centre of all we do</p>	 <p><i>Creating targeted services and products</i></p> <p>Promoting a more inclusive banking philosophy, while maintaining excellent service delivery, with an emphasis on customers experiencing vulnerability</p>	 <p><i>Embracing complaints as central to our service elevation</i></p> <p>Continuously improving our complaints management processes and governance, so we deal with issues properly and quickly</p>	 <p><i>Using data and insights to resolve recurring issues</i></p> <p>Making dealing with us easier and simpler by fixing recurring service issues</p>



Customers Tayla and Sebastian, with Shelene (left) and Beth from our Crows Nest Community Branch.

“They saved me a fortune - on my credit card, my car loan, and on my contents and car insurance too.

When Tayla and her partner Sebastian visited the Crows Nest branch, they only planned to replace their separate savings accounts with a joint one.

That's when Shelene, a Senior Member Experience Officer, sat down to help them. Shelene quickly discovered there was much more she could do, calling on colleague Beth to assist.

“In discussing their financial picture, it became clear the insurance and car loan they had from other organisations were costing them way too much,” Shelene said.

“Going line by line through their expenses, we also saw ways to painlessly reduce some other costs which were limiting their options,” Beth added.

Tayla was sceptical at first.

“We'd been turned down for loans before, so I went very slowly and over the next two weeks I bombarded them with questions and phone calls. But Shelene and Beth handled everything with so much patience and professionalism.” she said.

With a new credit card, a much cheaper car loan and economical insurance, the young couple are now much better off.

“Financially, it's made things easier,” Tayla said. “And we know a house is now a real option.”

“I'm just so very pleased and grateful for these ladies. I've been telling everyone I see!”

Service improvements and innovation

During the year, we improved access and service for our customers through a range of initiatives.

We delivered on our merger commitment of offering 24/7 call centre access in September 2024.

Customers can now complete, sign and return loan documents electronically following the successful expansion of DocuSign across our business. DocuSign saves customers significant time and eliminates the need to print tens of thousands of pages every year, while built-in verification tools allow us to track and trace documents, making them more resistant to fraud.

Recognising that some Australians prefer to use a mortgage broker when looking for a home loan, we worked to improve access to our home loans via brokers. This involved process improvements aimed at approving broker-sourced loan applications within 48 hours while making it easier for brokers to interact with us. This saw us provide home loans worth \$3.1 billion through the broker channel, a 16% increase on the previous year.

Thousands of customers in the Northern Territory are enjoying easier access and better parking, with a new branch opening in Palmerston's popular Gateway Shopping Centre. The newly built branch also offers improved after-hours access with an attached ATM atrium.

Adapting to changing customer preferences

As digital banking continues to grow, we are experiencing a decline in branch usage. As a result, we made the decision to close our branches at Booval Fair in Ipswich, the University of Southern Queensland in Toowoomba and Springwood in Brisbane.

These decisions are never taken lightly and are made only after thorough consideration of usage patterns and the availability of alternative banking options. We ensured that our customers received the necessary support to smoothly transition to digital banking, phone services, or nearby branch alternatives.

In August 2024 we also closed our Alice Springs branch due to ongoing safety and security concerns for our people. We supported affected customers through a comprehensive communications and engagement plan before and after the closure.

Strengthened cybersecurity measures

Cybersecurity and fraud are among the most pressing challenges facing the banking sector. We take our responsibility for safeguarding our customers' savings and personal data extremely seriously.

To safeguard against suspicious and illegal activities, we operate an around-the-clock Security Operations Centre and continuously invest in expert personnel, specialised software and comprehensive management systems.

During the reporting period, we made significant strides to further strengthen our cybersecurity capability:

- Ongoing cyber training and awareness for all employees, suppliers and contractors.
- Monitoring the Dark Web for potential threats to our credit cards, employees or customers.
- Deploying automatic systems to neutralise malicious websites or apps mimicking ours.
- Sharing intelligence within the cyber community, collaborating with other financial institutions.
- Working with law enforcement at an industry level as well as on individual incidents.
- Monitoring third-party suppliers to ensure robust cyber controls.
- Assessing our cybersecurity capabilities against industry and government standards.
- Conducting scenario-based response testing at all levels of the organisation to enhance our readiness.

These measures are part of our commitment to protecting our customers and their data in an increasingly digital world.

Anti-fraud focus through industry collaboration

Online fraud and scams are continuing to have a devastating effect worldwide. To protect our customers, we work constantly to identify suspicious and illegal behaviour, educate customers and our employees, and improve our systems.

Over the past year, our Scam Hotline has supported our customers seeking assistance for suspected scam activity.

Our Group Fraud Management team continually deploys strategies to minimise customer exposure to scams and fraud across all interactions with our organisation.

In a significant development, People First Bank joined the Scam-Safe Accord during the year – a sector-wide initiative designed to disrupt, detect, and respond to criminal scam activities. This joint effort, led by the Customer Owned Banking Association and the Australian Banking Association, focuses on enhancing internal controls and significantly expanding information-sharing across the banking sector.

People First Bank is now investing further in its capability to ensure we meet the requirements of the Scam-Safe Accord and develop industry-leading initiatives to keep our customers' funds secure.



Specialised training means our people can support customers when it really matters.

Enhanced support for customers

We understand that anyone, regardless of background, can find themselves experiencing vulnerability. This can be permanent or temporary and can be the result of many factors including mental difficulties, health issues, domestic abuse and language barriers.

We have developed a comprehensive model to support customers experiencing vulnerability.

To strengthen our approach, during the year we created a Customer Care & Wellbeing portal on our Intranet, accessible to all employees, to help support customers in the moments that matter. It details step-by-step procedures and provides easy access to external support for customers with greater needs, such as interpreter services.

We also launched new training modules which provide valuable content to further empower our employees to identify and act on cases of vulnerability.

Our Inclusive Banking team supported 855 instances of vulnerability during the year and managed 299 instances of suspected financial abuse. They assisted hundreds of customers secure their banking independence or formalise a legally appointed support system.

For any number of reasons, customers may find themselves in financial hardship, which is why we have special provisions in place to assist. During the year we provided hardship relief to 1,331 cases, a 6% increase on the previous year.

If you are experiencing financial difficulty and would like to discuss your options, please contact our dedicated teams, or visit our websites for further information.

 People's Choice **(08) 8124 2146**

 Heritage Bank **1800 222 030**

Customer Owned Banking Code of Practice

People First Bank is a signatory to the Customer Owned Banking Code of Practice. This industry code of practice for Australian mutuals establishes higher standards than the law requires and reflects the customer-owned banking sector's commitment to serving the interests of its customers.

We implemented a range of initiatives during the year to meet new code requirements, including launching our Customer Care & Wellbeing portal, updating our communication framework, revising customer resources and product terms, enhancing in-branch support for financial difficulty, and providing interpreter and hearing services for customers.

By upholding the Customer Owned Banking Code of Practice, we keep our customers at the centre of everything we do.

1. We will deliver banking services in the interests of our customers.
2. We will obey the law.
3. We will not mislead or deceive.
4. We will act honestly and fairly.
5. We will offer products and services that are fit for general purpose.
6. We will deliver services with reasonable care and skill.
7. We will contribute to our community.

Transforming our complaints process

This year, we introduced the Complaints are a Gift management framework to enhance the way we identify, lodge, and resolve grievances. This approach views complaints as opportunities for improvement, resulting in a rise in captured complaints and better management.

From September 2023 to June 2024, we recorded 7,451 complaints, with half resolved on the same day and 77% within five days. The framework has also prompted changes in fraud and personal lending processes.



Jennifer at our newly rebranded Flinders Street branch in Adelaide.

I gently persisted over a number of weeks, getting into deeper conversations and eventually confirmed the customer was caught up in a romance scam.

As a senior branch employee, Jennifer became aware that a customer was withdrawing large sums of cash.

With her experience and training, Jennifer knew this could be risky and approached the customer to offer alternatives. Jennifer's concerns were heightened by the customer's insistence the transactions had to be cash.

"I called in our customer care team to help and we explained the situation, but the person remained sure that everything was above board," Jennifer said.

It eventually took a meeting with our Group Fraud Management experts to convince the customer they were being targeted and should stop sending money.

The information captured by Group Fraud Management was provided to local police and then the scammer's country of origin, who identified the scammer and recovered \$58,000 – a rare event with international scams.

Our community

Customer-owned banking organisations have always worked for the collective good of their communities. At People First Bank, supporting our communities is in our DNA.

Building on the proud legacies of both People's Choice and Heritage Bank, we generated over \$9.3 million in community support through our flagship programs, fundraising efforts and sponsorships during the past year.

People First Community Lottery

This year marked the 40th anniversary of our Community Lottery, a unique initiative where participating groups keep 100% of the proceeds from every \$2 ticket sold.

To celebrate this milestone and fulfill our merger commitment, we expanded the lottery into Queensland, welcoming over 150 new groups. People First Bank handles all the logistics, from licensing and administration to advertising and securing over \$300,000 in prizes.

Since its inception, the Community Lottery has raised more than \$23 million for local sporting clubs, schools, charities and other not-for-profit organisations.

The lottery sold over 450,000 tickets, raising \$904,000 for 788 community groups across Australia, with the Starlight Children's Foundation as our official charity partner.

\$92,478 Starlight Children's Foundation

The funds will help grant 14 wishes for seriously ill children and support over 2,300 visits to the Starlight Express Room.

\$16,238 Cat Adoption Foundation

The funds will provide vet care for sick, injured, and homeless cats and kittens, and offer assistance to those less fortunate with cats and kittens in their care.

\$10,680 Henley and Grange Baseball Club

The funds will be used to improve the club's facilities and purchase much-needed equipment.

\$10,590 Country Fire Service Foundation

The funds will support a CFS Wellbeing Officer to train volunteers in mental health first aid.

\$10,260 Messinian Association Hawks Football Club

The club plans to use the funds to purchase a range of training equipment.

We have been involved in the Community Lottery for a few years now and it's fabulous.

Every Friday morning a small army of smiling volunteers gathers in an airy room in Port Adelaide. Over the next few hours they will provide a giant, fully-cooked, sit-down breakfast to a stream of locals – many of them regulars – who all identify as being in need.

They come from all walks of life - men and women, young and old.

Anyone who turns up gets served, no questions asked, and for many it's their best meal of the week.

Operating since 2020, charity group CHATS (Community Help and Togetherness) makes a real difference to those who have fallen on hard times.

Beyond breakfast, the group also provides food hampers, clothing, bedding and other free items of support through their nearby charity shop.

"The breakfast isn't just a meal, it can also be the only real human interaction people have all week which is a really important aspect," said Rose Darling, CHATS' co-founder and Chair.

"Our supporters are happy to buy a ticket because they know all the money is coming straight to us and they can win some fantastic prizes.



"What we raise with the lottery pretty much pays our insurance, which we obviously need to keep the doors open, so it really plays a vital role."

People First Bank Foundation

The People First Bank Foundation is dedicated to improving the quality of life for those in need through targeted support for programs and charities with a proven impact. The Foundation's focus areas include:

- Positive educational pathways for at-risk children and teenagers.
- Healthcare services for vulnerable Australians and their families.
- Economic and social wellbeing for people in regional, rural, and remote communities, particularly in times of natural disasters.

During the year, the Foundation donated more than \$300,000 to 29 charities via its annual grants and sub-funds. This includes the People First Bank Foundation grants, with \$137,000 awarded to five charities. The Foundation partners with these organisations to maximise their positive impact and help build stronger communities. Some highlights include:

- 66,380 free school lunches funded, helping Eat Up's program to support kids in regional Queensland, and a further 3,920 sandwiches made in employee supported sessions across Darwin, Brisbane and Gympie.

- 256 hours of mentoring funded to support 27 kids via Raise Foundation's youth mentoring program, with five employees also dedicating two hours each week across 20 weeks to help empower and nurture young minds.
- 135 psychology and counselling sessions provided in Longreach, Blackall/Tambo, and Winton regions, with 80% of participants feeling more optimistic about the next 12 months.
- 814 backpacks funded for kids in regional South Australia.
- 540 mentoring hours delivered through the Top Blokes program across three Toowoomba high schools.

This year's Community at Heart Appeal supported Zephyr, a 2023 grant partner, with People First Bank employees donating 207 lunchboxes and 374 water bottles across our Heritage Bank branches and Toowoomba, Adelaide, and Brisbane offices, to help children affected by domestic violence return to school quickly.

For more details, the Foundation's annual Impact Report is available on its website.



It's a really innovative idea and the prizes are wonderful.

The expansion of the People First Community Lottery into Queensland has seen a further 150 community organisations benefit from this program. One of those is the Brisbane South Toy Library which lends high-quality toys and games to hundreds of families. It also promotes sustainability by extending the life of toys, reducing landfill.

"The library began thanks to a backyard conversation between friends and it's grown into a great resource especially for young families," said Robyn Davis, a volunteer Toy Co-ordinator who has been with the library for three years.

"We have some families that drive 40 minutes to get here, so there's a really strong demand.

"As a community organisation we apply for grants and solicit donations but often those funds are tied to specific items or projects, such as new toys.

"What's great about the lottery is that the money we raise has no strings attached. We can use it wherever it's needed which is liberating in a way."



This year, the library plans to spend the money raised through the lottery on software to better manage its party hire facility, which is another source of funds.

"When we first heard about the lottery we thought this is amazing and we had no hesitation getting involved," Robyn said.



Grants from our Highfields and Crows Nest Community Branches provided new lunch tables for junior students at Geham State School, north of Toowoomba.

Community Branches

Our Community Branches injected more than \$6.6 million into their local economies this year, providing significant financial support to people and businesses in their districts.

Operating under the Heritage Bank brand, each Community Branch is an equal partnership between a local community company and People First Bank. The community company's share of profits is then reinvested through grants to local community groups.

Since the first Community Branch opened in 1999, more than \$80 million has been reinvested into local communities. Highlights from this year include:

- **Nanango Neighbourhood Centre:** Opened in May 2024, this centre provides essential services such as homelessness support, youth programs and emergency relief. The Nanango Community Branch funded much of the purchase of the 100-year-old building housing the centre, in collaboration with South Burnett CTC Inc.
- **Palmwoods Skate Park:** Our Palmwoods Community Branch contributed \$99,000 toward shade sails and upgrades at this popular local park, keeping the community active and connected.
- **20 Years at Highfields:** Celebrating two decades of operation, the Highfields Community Branch has contributed \$15 million to the local community, underscoring the success of our Community Branch model.

Photographic Awards

Created in 1988, our annual Photographic Awards continue to foster creativity Australia-wide.

Free to enter, the awards are designed to be accessible and inclusive, with categories for all Australians regardless of age, location, or expertise.

The theme of the 2023 competition was 'Firsts', and with \$50,000 in prize money, more than 2,700 entries were submitted from across Australia.



'Bonded Three' by Rochelle James, the winning entry in the Open category.

Brand-building sponsorships

During the year, we realigned our support of the Western Bulldogs AFL team to become the team's official Coaches Partner. We also continued with our long-term sponsorships of the Adelaide Strikers men's and women's teams in the national Big Bash League cricket competition, as well as the Norwood Football Club in the South Australian National Football League.

These sponsorships not only raise our profile but also strengthen the bonds within our communities.

Supporting our local community

We take pride in supporting the local communities where we operate. This year we contributed over \$680,000 through scholarships, sponsorships and events across a diverse range of groups, activities and causes. From sport and arts to education and health, our support touches all corners of the community.



Buffaloes and Cancer Council

Our sponsorship of the Darwin Buffaloes Football Club, and partnering with the Cancer Council throughout the year are just some of the ways we support our local communities.

Toowoomba Royal Show

The Little Backyard Farmers stand provided a hands-on experience, teaching children about farming through activities such as collecting eggs, harvesting crops, nurturing plants and more.



People First Stadium

As part of our naming rights sponsorship of People First Stadium on the Gold Coast, we used the venue as a hub for community engagement. Our Stadium for a Day competition gave entrants the chance to use the stadium for a good cause. One of the winners, Sandy Coppinger, hosted a surprise 16th birthday party for her daughter Hayley, who has a disability, which included a surprise visit from one of Hayley's favourite Gold Coast SUNS players, Brandon Ellis.

In collaboration with the Gold Coast SUNS AFL team, we also provided 100 three-game memberships to seven local charity and community groups, including RizeUp, Can We Change and Gold Coast Youth Service. Additionally, our employees volunteered at the Connect 2 Home event, which brought together various organisations to provide services to vulnerable community members, particularly those experiencing homelessness.



Our commitment to reconciliation



Helping our reconciliation journey; Petiola Wilson conducting a Welcome to Country on Kaurna land, Adelaide.

At People First Bank we are committed to reconciliation and supporting ongoing and deep relationships with our First Nations customers, employees and communities across Australia.

In April, we completed our inaugural Reflect Reconciliation Action Plan (RAP), with support from our dedicated RAP working group and employees across the organisation. Our reconciliation efforts this year included:

- Engaging employees in NAIDOC Week and National Reconciliation Week activities, focusing on education and local First Nations experiences.
- Collaborating with over 25 organisations on reconciliation to share knowledge and insights.
- Partnering with Larrakia Nation to purchase artwork that reflects our connection to the community, now proudly displayed in our Palmerston branch.
- Adopting Welcome to Country and Acknowledgement of Country protocols across the organisation, including at our 2023 AGM.
- Providing employees with resources and webinars to make informed choices on the Voice to Parliament referendum.
- Partnering with First Nations organisations like the Darwin Buffaloes Football Club and cultural awareness trainer Petiola Wilson to help them support their communities.

As we continue our reconciliation journey, we remain committed to authentic and meaningful engagement with First Nations communities. Our second RAP, currently in development, will drive the next phase of our efforts and is expected to launch next year.

Our environment

As a signatory to the Business Council of Cooperatives and Mutuals Declaration of Climate Action, we are committed to taking meaningful action on climate change. We understand our responsibility to our customers, community and wider society to ensure the transition is just, and that our climate action must protect the planet, people and economy.

Over the past year, we have progressed a range of initiatives aimed at lowering emissions, reducing consumption, increasing efficiency and transitioning to renewable energy.

A key focus has been on enhancing our internal systems to ensure that our environmental efforts are both transparent and measurable.

Accurate measurement is essential for tracking progress and ensuring that our programs deliver genuine benefits.

Achieving carbon neutrality

In the past year, People First Bank achieved carbon neutral certification from the Federal Government's Climate Active Partnership for the first time as a single organisation. This certification provides us with a clear baseline of our total emissions, which will guide our efforts as we continue to measure and improve our environmental performance in the years ahead.

We achieved carbon neutrality by purchasing Australian carbon credit units from two verified local carbon reduction projects:

The Jawoyn Fire Project

This Aboriginal-run initiative reduces wildfires through strategic, controlled savanna burning in the Katherine, Kakadu and Roper regions of the Northern Territory.

The Clovelly Regeneration Project

This project focuses on reestablishing permanent native forests on land that was previously cleared of vegetation around Cunnamulla in southern Queensland.

Charting a net zero path

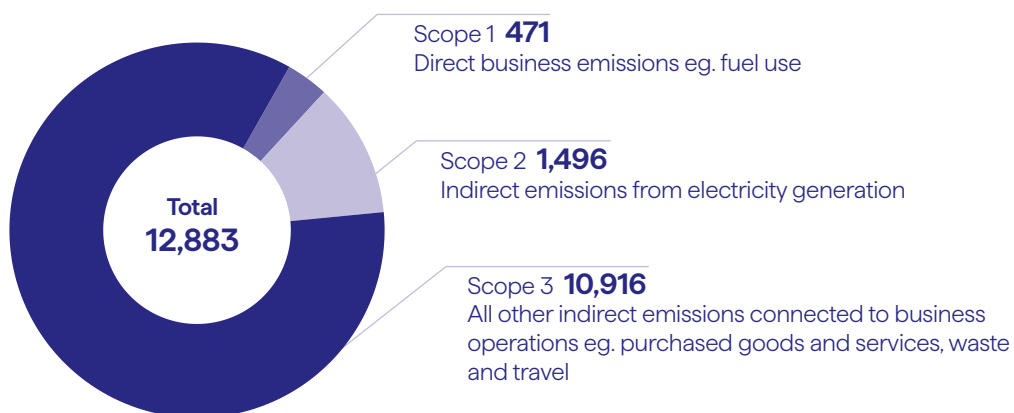
With a firm baseline now established for our greenhouse gas emissions, we have begun to develop a new Climate Strategy and Net Zero roadmap.

A specialist working group is currently setting our interim emission reduction targets. We plan to achieve these targets through initiatives such as transitioning to a zero-emission vehicle fleet and expanding the use of renewable energy across our operations.

In addition to assessing our climate action, we are also evaluating our water use and the waste and recycling programs across all our facilities. This includes establishing and monitoring key metrics, to help further reduce consumption and waste.

By carrying out these long-term initiatives as part of our transition plan we will de-carbonise our business and reduce our reliance on carbon offsets.

Greenhouse Gas Emissions (tonnes of CO₂ equivalent)



The emissions data included in this chart has undergone verification and an external assurance process in accordance with the Climate Active program standards. Further detail regarding our 2022-23 emissions can be found in our Public Disclosure Statement which is available on the Climate Active website.

Card recycling

With millions of plastic cards ending up in landfill, we have partnered with TerraCycle to launch a card recycling program. Customers can now visit any Heritage Bank branch to securely shred and recycle old cards into durable items like park benches. This program will expand to all branches by 2025.



Eco cards

This year we issued 172,000 Eco Visa credit and debit cards to Heritage Bank customers. Made from 90% plant-based materials, these cards reduce plastic use and require 68% fewer greenhouse gases and 65% less energy to produce, supporting our sustainability efforts.

Sustainable workspaces

Our head office building in Adelaide has earned the highest six-star NABERS Energy rating and Indoor Environment rating.





Our hybrid fleet has reduced fuel consumption by 45%.

Reducing transport emissions

Transport contributes over 18% of Australia's total greenhouse gas emissions, second only to fossil fuel-based electricity generation. To help reduce this environmental impact, we continued upgrading our vehicle fleet, adding eight more hybrids in 2023-24, bringing the total to 55. With 75% of the vehicle fleet now hybrid, we have reduced petrol consumption by 45% compared to 2022, significantly lowering our overall carbon emissions.

Looking ahead, we are exploring the integration of fully electric vehicles into our fleet. This process includes vehicle testing, refining our usage profile and finalising a rollout plan for the coming years.

To empower our customers to make sustainable choices, we continue to offer specialised Green Car loans with discounted interest rates for qualifying hybrid and electric vehicles. During the year, 241 customers used these loans to purchase electric and hybrid vehicles. Since the Green Car Loan was first introduced in 2022, we have provided over \$21 million in funding and helped more than 500 customers with more environmentally friendly transport options.

Preparing for Australian Sustainability Reporting Standards

As part of our commitment to transparency and accountability in our environmental practices, we have been actively preparing for the upcoming implementation of the Australian Sustainability Reporting Standards.

These new standards will align with international best practices. They will give our customers and other stakeholders a clear understanding of our approach to climate change and its potential impact on our business, using four core pillars:

Governance

How the Board and management take responsibility for climate-related risks and opportunities.

Strategy

How we consider climate-related risks and opportunities in our business strategy.

Risk management

How we identify, assess and manage climate-related risks.

Metric and targets

How we measure and disclose climate-related actions and goals.

Our first disclosure under the new standards will take place in 2026.

Sustainable supply chain

Effective environmental management extends to the entire supply chain. To address this, we have started engaging with our suppliers to assess their environmental performance.

Our evaluation covers various aspects, including environmental management, emissions, modern slavery and community engagement. We use the Workiva Carbon platform to grade and analyse the results.

Our findings have shown diverse practices among our suppliers, giving us the opportunity to work with them to improve their systems and our own.



We achieved carbon neutrality by purchasing carbon credits in verified projects, including the regeneration of native vegetation in southern Queensland.

Our people

The success of People First Bank is inextricably linked to our people. Their dedication, talent and passion are essential to our purpose and vision of creating positive change through banking.

We are committed to fostering an environment where employees can be their true selves and feel safe, supported and empowered – both mentally and physically.

During the year, we have improved the opportunities for our people to grow, providing them training and career development pathways to increase their skills, knowledge and adaptability.





2,146

Headcount



20.3%

Part-time and casual employment



64%

Women in workforce

Positive workplace culture

We promote a culture where everyone is expected to act with honesty, fairness and integrity. Our Code of Conduct, underpinned by six guiding principles, sets the expectations for how we act, how we solve problems and what is important to us. It helps us all to make good decisions and exercise good judgement, consistent with our values.

Our confidential Whistleblower Policy provides a means for individuals to report their concerns about misconduct freely and without fear of repercussions.

Regular employee surveys, reward and recognition programs, career and community initiatives, and a strong focus on risk all contribute to the strength of our culture.

Our guiding principles

- 1 We manage risks and do the right thing to meet the expectations of our customers, communities, and regulators. Doing this at all times requires integrity, transparency, and courage.
- 2 We care about our customers and our community including our most vulnerable. We do the right thing by our customers by being upfront and ensuring our products and services are fit for purpose.
- 3 We are safe and respectful. We live by our values. We don't bully, harass, or discriminate against others. We don't just welcome diversity, we seek it and strive for inclusivity and equality.
- 4 We protect confidentiality and privacy. We always respect the privacy of our customers and colleagues and demonstrate that respect by the way we act and speak.
- 5 We avoid, manage and record conflicts of interest responsibly. We avoid conflicts wherever possible because they can compromise the way we carry out our jobs. We must be vigilant and transparent.

Employee engagement and feedback

To ensure People First Bank is a great place to work, we regularly gather employee feedback through our *Speak up. Be heard.* surveys. This year, 88% of our employees participated, providing over 6,000 comments.

The feedback highlighted strengths in leadership, inclusive culture, people and teams.

During the year, we implemented a range of initiatives in response to survey feedback, including:

- Holding Strategic Check-Ins for all employees to discuss the organisation's direction, results and achievements.
- Enhancing internal communication to keep everyone well informed.
- Increasing leadership engagement through branch visits and events.
- Highlighting job opportunities and career paths across the organisation.
- Expanding educational and career development programs.

These efforts contributed to a slight rise in overall employee engagement to 68%. This is encouraging given the significant level of change being experienced by our people. We remain committed to continuing to engage with our employees and acting on their feedback.



68%

Engagement score
(+1% from 2023)



88%

Participation



> 87%

Said their leader maintains a high level of care, keeps people informed, provides performance feedback and encourages diverse opinions



Mike Humphrey, Pat Gargiulo (centre), and Kerrie Matthews – 105 years supporting our customers and communities.

“An organisation has to be doing a lot right if talented people spend most of their working lives there.”

During the year, People First Bank recognised Pat Gargiulo, Mike Humphrey and Kerrie Matthews for reaching their 35-year milestones.

“I joined when I was 17 years old so this is still my first job,” Kerrie said.

A Business Support Consultant, Kerrie was on 12 months lifestyle leave when the award ceremony took place, spending much of her time volunteering.

“I’ve always believed in customer-owned banking and People First really care for their employees. I’ve always felt secure. There has been plenty of change since I started which has kept thing interesting, but our customers have always come first.”

Pat has spent most of her career helping customers directly.

“I’ve worked on the switchboard, in the call centre, in Member Fulfillment and as a relationship manager for the last 20 years. Why have I stayed? Because of the people and the culture here.

We have a wonderful culture and amazing people to work with. I highly recommend it as an employee and a customer.”

When Mike joined in 1989, he thought it would be a temporary job until he could apply for the Fire Service. But once inside he changed his mind.

“I suppose I’ve always enjoyed the culture of our business. We’re here for our customers and making their lives better. I also value the important work we do to support the community and the environment.

“I was a trainee for the first 12 months and over the years I’ve worked in a lot of roles – in insurance, admin, even the call centre briefly. Now I’m responsible for managing our business assets. There’s a lot of work done behind the scenes but of course everything we do is on behalf our customers.”

Celebrating milestones, from a first work-anniversary to their 35th and beyond, is an important part of Shine, our employee recognition program.



Gender equality, diversity and inclusivity will make us a better bank for our customers and our people.

Diversity and inclusion

At People First Bank, we are building an environment where every employee can contribute and thrive. We recognise that a diverse and inclusive organisation supports wellbeing, drives performance and fosters innovation.

To this end, we launched “Include”, a three-year program aimed at creating a more diverse organisation and inclusive culture. Key initiatives during the year included:

- Conducting our first annual diversity census, with 62% employee participation, to better understand our diversity profile.
- Promoting inclusion and allyship through new resources and tools on our Intranet.
- Continuing our Inclusion in Action workshops for leaders.
- Celebrating events such as NAIDOC Week, Wear it Purple Day, Diwali, International Day of Elimination of Violence Against Women, Christmas, Lunar New Year, International Women’s Day, Harmony Week, National Reconciliation Week and Pride Month to honour diversity and inclusion.

Gender equality

Gender equality is integral to our values and future success. We are committed to supporting women at every level of our organisation, ensuring equitable pay and opportunities to help them reach their full potential.



64%

Women in workforce



54%

Women in people leadership roles



35%

Women in senior leadership roles

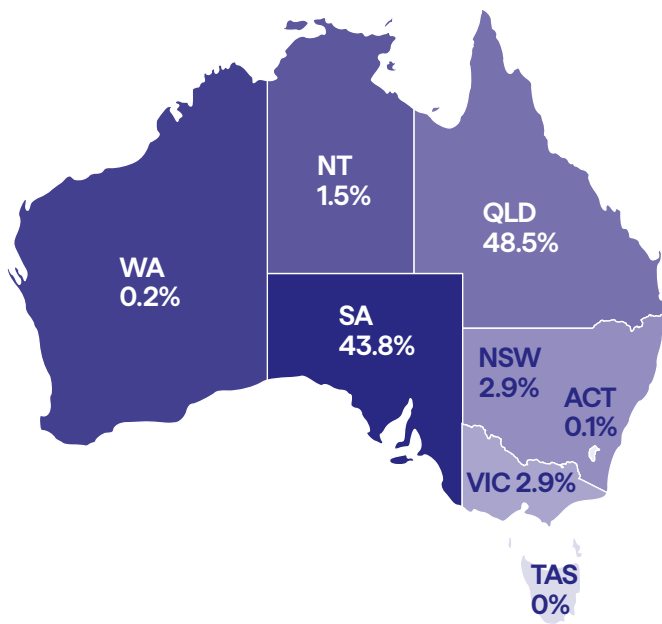
Over the past year, we introduced systems to track our gender composition monthly, across employment type, status and leadership categories, as well as implementing tools to model and monitor changes in our gender pay gap.

Our findings reported to the Workplace Gender Equality Agency for the 2022-2023 reporting period revealed a gender pay gap of 22.5% for median base salary and 23.5% for median total remuneration, slightly above the industry comparison group by organisational size.

Some of the ways we are actively addressing our gender pay gap by:

- Introducing key performance measures for senior executive leaders to improve gender pay equity and representation.
- Ensuring fair and consistent remuneration reviews and job evaluations.
- Developing tools to identify potential gender bias in performance assessments and salary reviews.

Employee location - geographical split



Fostering wellbeing and flexibility

We take our responsibility to ensure employee wellbeing – both physical and mental – very seriously.

We expanded our Mental Health Ambassadors program during the year, appointing 31 employees as trained points of contact for mental health and wellbeing support. These ambassadors engaged in 140 confidential mental health conversations this year and helped promote initiatives like R U OK? Day and Mental Health Week.

Additionally, our Employee Assistance Program provides access to qualified clinicians for employees and their families, available 24/7.

The Unmind wellbeing app, which offers tools for managing stress, improving sleep and enhancing focus, was accessed by around 500 employees this year. We expanded Unmind to include specialist resources for managers, to help them better support their teams and themselves.

We also supported hybrid working arrangements for eligible roles, allowing employees to work from anywhere, balanced by weekly Connect Days to maintain team cohesion. This helps us attract and retain the best people, as we can access an Australia-wide employment pool for appropriate roles.

Recognition and career development

Recognising and rewarding great work is vital to reinforcing our values and improving outcomes for our customers.

Our Shine recognition program saw widespread participation, with employees sending over 7,283 eCards to acknowledge colleagues' efforts. Additionally, 894 individuals or teams were nominated for Ruby Awards, with 240 Rubies awarded to those exemplifying our values and positive risk behaviour. The top 28 individuals or teams received Diamond Awards, our highest recognition for outstanding contributions.

Employee training remains a priority as we navigate an increasingly complex and competitive regulatory and compliance environment. Employees completed 42,300 hours of training during the year, averaging 20 hours per person.

We host a regular employee-led forum, The Couch, that helps our people take ownership of their personal development through insights from our leaders. We also expanded our WorkWell e-newsletter to profile the stories of our people and to raise awareness of internal job opportunities and career paths.

We provided unique career development opportunities, including participation in the Women in Banking and Finance Mentoring for Success program and the Customer Owned Banking Association's Emerging Leaders program. Our senior leaders benefited from two leadership events focused on skill development, consistent practices and fostering organisational unity post-merger.

Employer of Choice

For the second year in a row, People First Bank received Employer of Choice accreditation from the Australian Business Awards. The awards recognise organisations that develop leading workplaces that maximise the full potential of their workforce.

To further enhance our appeal as an employer, we are conducting research to understand what attracts and retains talent, which will inform a new Employee Value Proposition.

Good Squad, making a positive impact

Through our Good Squad program, we encourage employees to contribute to their communities. Every employee can take two paid days per year to volunteer with a community organisation of their choice. Additionally, employees can take paid time off to donate blood, participate in emergency services training or serve in the Australia Defence Force Reserve.

Good Squad highlights

1,247

Volunteering hours

\$62,853

Workplace giving and fundraising activities, including positive impact days



Charity Golf Day

\$60,000 raised for seven charities

Starlight Children's Foundation

Hundreds of gifts collected for their Christmas Appeal

Zephyr Education Australia

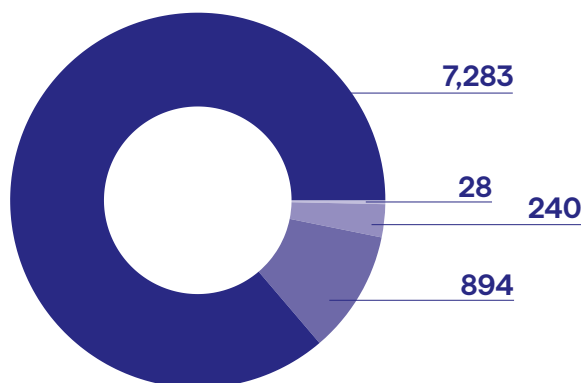
207 lunchboxes and 374 water bottles collected across our Toowoomba, Adelaide and Brisbane offices

Food on the Table

1,930 meals made while volunteering and \$16,000 raised at the Soup and Sleep event

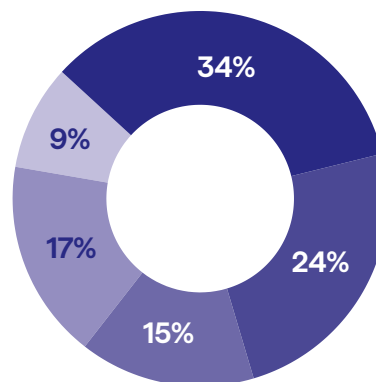


Shine, our Employee Recognition Program



- Diamond Awards** Ultimate recognition
- Ruby Awards** Recognising individuals and teams
- Ruby Nominations** Acknowledging individuals or teams for championing our values and positive risk behaviour
- Value-based eCards** Celebrating the significant contribution of our people

Length of service



- < 2 years
- 2 - 5 years
- 5 - 10 years
- 10 - 20 years
- 20+ years

“The thing which really struck me was all the great work that customer-owned banks, big and small, are doing worldwide.”

As Leader of Digital Acquisition and Origination, Sascha heads the team building the new People First Bank website.

Sascha also recently represented our organisation at the World Council of Credit Unions' global conference in Vancouver, Canada, along with 3,000 other people from 60 nations.

“It was an amazing opportunity.”

“Every day had a ‘wow’ moment, with me learning, meeting people, discussing what they’re doing and telling them about us,” she said.

Attending the Vancouver event was the result of Sascha’s passion and sheer hard work.

Competing against industry professionals from around Australia, she won the Customer Owned Banking Association’s annual Emerging Leader award.



Sascha presenting to the Customer Owned Banking Association.

“Throughout this process, I’ve realised I’m pretty passionate about the customer-owned banking sector and all the good it does in Australia and around the world,” she said.

“Many of the things I learned, about what our customers want, I’m now applying in my digital role.”

Sascha describes herself as the product of two things – “good culture and great leaders”.



On top of her numerous work commitments, Celia dedicates time every week to mentoring young students.

I absolutely love working for People First Bank. I have a fantastic work-life balance. I have great leaders at work and I'm very, very grateful to be able to do what I care about.

As we do good as an organisation, we also empower and encourage our employees to make a positive difference as well.

Celia has grabbed those opportunities with both hands and, in return, is making People First Bank better.

Soon after joining us in 2023, Celia volunteered for our Reconciliation Action Plan working group, to drive reconciliation activities and help build strong relationships with First Nations people and communities.

"My Aboriginal heritage has always been a driving force towards my passion for reconciliation, so if I can help create an opportunity for reflection, truth-telling and recognising, in a way where change can thrive, then I'm honoured to be part of that," she said.

And that is only part of Celia's community contribution.

In her previous role, Celia led Food on the Table, a charity which now provides 2,000 meals a week for people doing it tough.

She brought her passion for this project with her, resulting in it being included in our Good Squad volunteering program. So now many of her colleagues use their annual volunteer days to support the charity and our people recently participated in the Food on the Table's Soup and Sleep annual fundraiser.

Celia also used our flexible employment approach to work four days a week, leaving every Wednesday as her 'community impact day' which she uses for many causes, including youth mentoring.

Our governance

Our business is structured and operated to maintain high standards of corporate governance and ethics.





*L - R back: Stephen Davis, Amanda Heyworth, Virginia Hickey, Peter Clare, Brendan Baulch, Wendy Machin, John Patton.
L - R front: Georgina Williams, Dennis Campbell, Michael Cameron, Kerry Betros, Wendy Thorpe.*

Our Board

The Board of People First Bank is our principal governing body. Our Directors have the skills, capabilities and experience to successfully lead our bank.

During the reporting period, we announced that the Board would reduce in size from 12 to 10 Directors at our Annual General Meeting (AGM) on 14 November 2024, with Kerry Betros AM and Georgina Williams to retire. Two more Directors will retire at the 2025 AGM, reducing the Board size to eight.

This reduction process is set out in our Constitution and was a commitment made as part of the merger.

We thank both Kerry and Georgina for their contributions to our organisation.

Governance

The Board and management of People First Bank are wholly committed to acting lawfully, responsibly and ethically.

Taking a principles-based approach, our Board of Directors use their significant experience to provide effective oversight of People First Bank.

The Board has a number of standing committees with responsibilities for specific business areas. Committee members are selected on their skills and experience.



B Corp certification is highly rigorous with less than 9,000 organisations certified worldwide.

These committees are:

Remuneration and Governance Committee

Oversees the design, operation and monitoring of remuneration and corporate governance matters.

Risk and Compliance Committee

Oversees the implementation and operation of risk management and compliance frameworks.

Technology and Integration Committee

Oversees the formulation, implementation and delivery of technology and integration strategies.

Audit Committee

Oversees our prudential and statutory financial reporting, professional accounting activities, and related policies and control frameworks, as well as internal and external audit functions.

B Corp certification

We are proud to have B Corp certification for our People's Choice brand.

B Corps are businesses that meet the highest standards of social and environmental performance, transparency and accountability. The B Corp framework is central to our Environmental, Social and Governance (ESG) program as it underpins the way we design, measure and report on our positive impact.

Certification is a highly rigorous process, with organisations scored across five impact areas: governance, employees, community, environment and customers. The certification provides third-party verification of our impact and is internationally recognised, with more than 8,000 organisations certified globally.

We are using the B Corp framework to measure our diverse range of ESG activities and to continuously improve ahead of our B Corp re-certification in 2025 which will extend the certification across People First Bank and its brands.

Managing risk

As a leading financial institution, we are deeply committed to managing risk across our business. This is essential to fulfil all our legal and regulatory responsibilities and to protect our customers.

We achieve this through a detailed Risk Management Framework which comprises all the systems, structures, policies, processes and people associated with all sources of material risk.

We also have a Risk Appetite Statement which defines the degree of risk that we are prepared to accept, always considering the best interest of our customers. This guides us in implementing the controls needed to manage the risks we face in our operations.

Our strategy and business planning process also considers whether we are:

- Taking the right steps to identify risks and are responding effectively.
- Accepting the right level of risk and achieving the right outcomes.
- Making ongoing investments in our risk management systems and assessing whether we need to revise our risk appetite.

All employees are responsible for identifying and managing risk and operating within our risk appetite boundaries. This ensures effective risk management and is an integral part of good management practice.

Strengthening risk management

People First Bank continually monitors its overall risk management framework, to order to stay aligned with best practice.

During the reporting period we initiated numerous targeted activities to deliver further improvement. This included:

- Implementing an integrated assurance framework and completing several assurance activities to assess the effectiveness of internal controls.
- Implementing the risk culture framework and a self-assessment methodology.
- Implementing a single, business-wide governance, risk and compliance system.
- Performed additional stress testing of the adequacy of the bank's capital and liquidity position confirming the strength of the balance sheet.
- Establishing an implementation project for new Prudential Standard CPS 230 which takes effect in mid-2025.

We have also continued to deliver against our Integrated Remediation Plan (IRP), which commenced in 2022. We continue working towards our target state for risk culture, governance, controls, frameworks and compliance practices.

Our risk culture

An appropriate risk culture is fundamental to protecting our customers and achieving our strategic and business objectives.

The Board and Executive at People First Bank are fully engaged in promoting a culture which is guided by strong risk management and promotes appropriate ethical standards for our business operations and overall behaviour.

Our Values and Code of Conduct further underpin this determination to effectively monitor, manage and mitigate material risk.

Appendix

Our merger commitments

We made a series of commitments to our customers, employees and communities in the lead up to the merger of People's Choice and Heritage Bank.

The majority of those commitments have now been met and those ongoing have been built into our day-to-day operations and activities. The remaining commitments are detailed in the table below with further information available in the body of the report at the page numbers referenced.

Commitment	Read more on our action during the year
A single new brand will be adopted that reflects the values of both Heritage and People's Choice.	Overview, pg. 4
Access to contemporary digital banking capabilities (such as mobile banking applications) and emerging payment capabilities with increased security and protection.	Chairman and CEO's report, pg. 7 Our customers, pg. 13
Improved personalisation of services.	Our customers, pg. 10
24/7 Australian contact centre.	Our customers, pg. 8
Provide differentiated rates for green products, such as solar power and storage, electric and hybrid vehicles, and green waste systems for households.	Our environment, pg. 25
We will work to integrate the two organisations into a single operation - fully integrated systems, technology, products and services.	Chairman and CEO's Report, pg. 7
Increase total community support to a minimum of \$50 million over 5 years and we will look to expand certain initiatives such as the Heritage Bank Charitable Foundation and the People's Choice Community Lottery.	Our community, pg. 16
An inclusive and diverse culture where we value the individuality of our people.	Our people, pg. 29
Enhanced career development and growth opportunities.	Our people, pg. 30
Reduce carbon emissions with the goal of achieving net zero.	Our environment, pg. 22
Develop a Reconciliation Action Plan to support ongoing, deep and strong relationships with our First Nations employees, customers and communities	Our community, pg. 21



Diwali, the Hindu Festival of Lights, was celebrated with our people hosting morning tea.

People First Bank, a trading name of Heritage and People's Choice Limited
ABN 11 087 651 125
Australian Financial Services Licence 244310
Australian Credit Licence 244310

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