

Products and Services

Stakeholder	Committed Action Statement	Output	Outcome	Responsibility	Timeframe	Completion	Commentary
Customers Community	Expand programs that offer safe and affordable credit to more people on low incomes.	Expanded programs reaching more people with aim to reach 30,000 NILS loans in 2018	Significant increase in financial inclusion and economic mobility for people on low incomes.	Operations	Dec-18	Partially completed	We are on target to reach 30,000 loans in FY18-19, through a combination of actions: <ul style="list-style-type: none"> ▶ Brought on 11 additional network providers & sites since Jan 2019 ▶ System enhancement to allow providers to be able to process applications more efficiently and manage their loan book more effectively (automation of reporting, bulk upload of loan payments, more visibility of loan information across the network, automation of client communications) ▶ Realignment of funding to support higher loan volumes ▶ Reviewing and enhancing policies to meet changing demand of our clients
Customers	Provide programs which support the needs of people who have experienced barriers to starting their own business.	Increased participation in our microenterprise program LaunchME with 80 people in 2018	More people are able to generate increased income or experience improved financial capability.	Innovation and Marketing		Completed	We have reached 155 participants in FY18/19, through our participant recruitment campaigns across four LaunchME sites in Victoria and South Australia
Customers Community	Increase access to better alternatives for small cash online loans for people with limited options.	Increased awareness and uptake of our new loan program – Speckle	Better use of suitable credit products by people on low and moderate incomes, especially women.	Retail and Online		Completed	Speckle has been launched and supported by a widespread awareness, media and advertising campaign. 44,595 applications have commenced, with \$428,000 in fee savings for successful applicants.
Customers	Expand physical footprint in current and new states to people who need access to safe and affordable programs.	<ul style="list-style-type: none"> ▶ Growth in the number of Good Money and microfinance network locations ▶ Target of 40 net new locations in 2018 	More people on low incomes are able to access safe and affordable financial services.	Retail and Online Operations		Completed	We've 11 additional network providers & sites since Jan 2019, with another five currently in the process of becoming network members. Individual providers make decisions as to "sites" providing NILS loans so evidence of specific number of locations is unavailable at present.
Community	Extend our leadership of the Financial Inclusion Action Plan into major sectors that can make a significant difference to financial inclusion and resilience, but are not yet well represented on the FIAP program.	45 Trailblazers by end of 2019. 200 Trailblazers by end of Phase Two (2022).	More Australian companies and organisations have FIAPs in place that respond to the needs of customers, staff, and communities suffering from financial exclusion and hardship.	Advisory	2022	Partially completed	We are on track for our Calendar 2019 target: FIAP has grown to 36 Partners and 10 Pioneers (Participants in place-based program in Geelong). New sectors have been reached such as insurance and transport.

Capabilities, Attitudes and Behaviours

Stakeholder	Committed Action Statement	Output	Outcome	Responsibility	Timeframe	Completion	Commentary
Customers Community	Explore the current and potential opportunities to develop positive financial behaviours through our programs, both face-to-face and online.	<ul style="list-style-type: none"> ▶ Documented review of programs to identify opportunities to include behaviourally-informed financial capability supports. ▶ Learnings shared internally and with other FIAP organisations. 	<ul style="list-style-type: none"> ▶ Better understanding of the potential to apply behavioural principles into program design. ▶ Employees are better equipped to use behavioural techniques. 	Advisory	Sep-18	Completed	Designed and completed the "Conversations to Capability" and "Building Connections for Enterprising Women" research. Conducted Reviews of programs including NILS, LaunchME, Good Money and FIAP. Learnings have been shared within our programs, service provider networks, academic publications, presentations and published via LinkedIn and FIAP network.

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Employees	Promote employee benefits such as EAP for financial wellbeing, mortgage check and salary sacrificing.	Employees are aware of and access support packages available related to financial wellbeing and capability.	Employees are better able to cope with financial stress and have improved financial wellbeing.	People and Culture	Dec-18	Completed	We offer a holistic EAP program that includes Financial Assistance. We have over 90% uptake of Salary packaging which offers increased take home pay through tax savings. Our salary Packaging provider offers a Mortgage Check service. All these offerings are promoted with team members regularly and are especially highlighted during GSM Orientation.
	Undertake an employee financial wellbeing survey.	Survey of financial wellbeing of Good Shepherd Microfinance employees. Analysis of the survey used to tailor capability building activities.	Understanding of financial capability and wellbeing of employees, leading to tailored capability building activities in the future.	Advisory People and Culture		No longer planned	Recent organisational changes have resulted in postponement of this action

Awareness and Understanding of Culture and Diversity

Stakeholder	Committed Action Statement	Output	Outcome	Responsibility	Timeframe	Completion	Commentary
Employees Customers	Support our people to participate in cultural awareness training to ensure our programs support the cultural needs of clients.	More than 80% of employees have undertaken some form of cultural awareness training.	Clients are able to access financially inclusive programs in ways that are sensitive to needs of culture and diversity.	People and Culture	Dec-18	Partially completed	78% of team members have completed Indigenous Cultural Awareness Training
Employees	Continue to offer increased superannuation and superannuation during paid parental leave to all employees.	Continued offering of 0.5% increased employer contribution and superannuation support during paid parental leave.	Reduced inequalities in superannuation for those who have taken parental leave.			Completed	80% of GSM employees receive 10% super. Employees who have returned from parental leave have received a lump sum super payment on both their paid and unpaid leave
Customers Community	Provide programs that focus on women, with an aspirational target of 70% of services provided to women.	At least 70% of clients are women	Women are able to access microfinance services that meet their needs and help achieve increased financial resilience and wellbeing.	Operations	Ongoing	Partially completed	66% of NILS clients are women
	Ensure programs are relevant to Aboriginal and Torres Strait Islanders, who are currently 24% of NILS clients.	At least 25% of NILS clients Aboriginal and Torres Strait Islanders	Aboriginal and Torres Strait Islanders are able to access microfinance services that meet their needs and help achieve increased financial resilience and wellbeing.			Completed	This target has been achieved. In addition we have recently launched our Indigenous Money Network program.
	Support the national microfinance network to tailor NILS programs to meet the needs of women experiencing family and domestic violence.	Microfinance network provides services for women experiencing family and domestic violence.	Women experiencing family and domestic violence are able to access services that improve their financial wellbeing and resilience.			Partially completed	In the context of our liaison with government stakeholders, the Federal Government has committed to providing \$5 million per annum from July 2020 to provide NILS loans to women who are survivors of family and domestic violence. Planning for this has commenced, and we anticipate expansion of loan purposes to accommodate this initiative.

Economic Participation and Status

Stakeholder	Committed Action Statement	Output	Outcome	Responsibility	Timeframe	Completion	Commentary
Employees	Continue to analyse and report on Gender Pay Gap on an annual basis.	Annual review of Gender Pay Gap within target less than 2%.	Women have increased economic participation and equality.	People and Culture	Dec-18	Completed	We monitor and report the Gender Pay gap to the Board and in the last 12 months it has varied from -3% to 3%. This is significantly lower than the average Australian Gender Pay Gap of 14.6% (WGEA).
	Team members across all levels have Learning & Development plans that support future career opportunities.	<ul style="list-style-type: none"> More than 90% of employees have development plans in place. Career development workshops in place. 	Increased economic and career opportunities employees at all levels and across all locations.	People and Culture Organisation-wide		Partially completed	41% of team members currently have development plans. Our EAP program offers Career Assist and in last 12 months. 10% have accessed this service which offers career coaching. 3% employees have taken up secondments in the last year and 15% have had their roles reviewed reflecting an enlargement or enhancement of their roles with subsequent change to classification and increased remuneration. 10% have had the opportunity to act up in senior roles and received higher duties allowance in recognition of this
Customers	Introduce new customer satisfaction survey to measure social and economic impact of programs.	<ul style="list-style-type: none"> Benchmark survey completed and report highlights opportunities for improved. Results shared with microfinance network. 	Improved ability to understand what is working and where programs can be improved.	Operations Advisor		Partially completed	A provider satisfaction survey has just been conducted with the provider network (85% satisfaction rate). We are currently considering ways to measure client satisfaction to meet govt reporting requirements regarding measuring the impact of loans.
	Build our capacity to support the financial wellbeing of people working on low to moderate incomes through major employers.	Support 700+ individuals through programs in partnership with major employers.	Employees experience improved financial wellbeing which contributes to maintaining workforce participation.	Retail and Online		Completed	Through the introduction of our NILS In The Workplace Program, support has been given through loans and grants (604 applications approved or grants given) and financial counselling sessions (494 new clients, 2447 sessions)