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# NRMA Sustainability report 2016



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# About this report

This is our eighth Sustainability Report, formerly known as our Corporate Responsibility Review. This Report covers the NRMA Group performance in Australia and New Zealand (our Thrifty business) across the period from 1 July 2015 to 30 June 2016, with our previous Review published online in October 2015. Our Sustainability Report is in accordance with the Core option of the Global Reporting Initiative (GRI) G4 guidelines.

We are refreshing our annual corporate reporting suite to better articulate the value that NRMA creates for Members and the broader community. This report is a transition for a more integrated approach in 2016-2017.

# Who we are

The NRMA is one of Australia's largest Member-owned organisations with more than 2.4 million Members in NSW and the ACT. With 96 years of expertise in motoring, we're always there to help keep people moving. And as the world changes, we're opening up new and exciting possibilities for our Members.

We're driving a new strategic direction toward the focus areas of My Car, My Journey and My Destination. Not only do these core pathways provide new business opportunities, they also contribute to shared value by improving safety through reducing breakdowns and accidents, shrinking commute times and improving access for all and stimulating regional economies to create more sustainable communities.



meeting our Members needs for anything related to their vehicle



helping Members move throughout their day



encouraging people to get out and about in the car and explore what our country has to offer



**2,481,577**  
Members in NSW & ACT



**22**  
car servicing and repair locations including our new country site in Wagga Wagga



**1,800+**  
employees



**1.725m**  
roadside calls for help answered




advocacy on mobility issues including road safety, vehicle safety, fuel prices, and integrated transport



**60,000+**  
hours in driver training delivered

**4,758,134**

customer reach across Australia and New Zealand 



Members get exclusive deals and travel assistance with our travel business



**177**

Thrifty rental locations in Australia

**1.4m+**

nights at our Holiday Parks, Travelodge and Hotel Kurrajong



magazines including bi-monthly magazine 'Open Road' (the most-read magazine in NSW)

**28**

in New Zealand



At the NRMA, we keep people moving. We're famous for it.

The world around us is changing rapidly and the NRMA welcomes the challenge of building a sustainable future for our 2.4 million Members.

We are responding to the changing world with a new strategic direction built on the concept of shared value. Broadly speaking, shared value is what happens when we deliver on the things that are most important to our Members, our stakeholders and our business strategy. We know transport is the vital lifeline connecting people to economic and social opportunities. So for us, shared value means sustainable communities in our regions and cities, access for all and safer mobility.

As a mutual, we start with a social purpose in mind. But profit and growth are still vital so we can continue to deliver value to

the community and for our Members. We're aiming big. When we're number one in everything we do, the value we offer will increase.

A key focus in 2016 has been getting the right team in place to support our future and gender diversity is a focus. Women represent two-thirds (67%) of our Board and a third (33%) of our executive leadership team\* resulting in a leading 50:50 gender balance.

We're transforming our business practices, improving our digital reach and still relying on the human touch. Our in-school education programs are empowering children and drivers of all ages to take greater responsibility for their own safety. We also help drought-affected farmers by servicing their vehicles and repairing equipment.

We've committed to going carbon neutral by 2020 and are well on track, having reduced our emissions by 16 per cent since 2010. With

such a large fleet of vehicles, sustainable practices are critical and they make good business sense. In addition, our corporate buildings use a third less energy following efficiency programs that also delivered significant cost savings. We'll move into our purpose-built headquarters at Sydney Olympic Park, delivering even more efficiency and productivity.

In this year's report, we have identified how our strategic goals are improving the outcomes for our community and helping to deliver the UN's Sustainable Development Goals (SDGs). We believe these objectives are complementary in delivering an NRMA that keeps people moving.

**Rohan Lund**  
Group Chief Executive Officer

\*In FY17 women represent 50% of our executive leadership team.

# Creating shared value

Our new direction provides opportunities to create shared value for our business, our Members and our community. This report demonstrates how we are creating value in all three dimensions.



# Headwinds

Since 1920, NRMA has responded positively to global trends and changes. Born at the time of great disruption with the advent of the motor car and in a world subject to great turbulence, the NRMA has always had our Members' interests at the heart of everything we do.

Today is no different. Disruption and changing times are the new 'norm' and NRMA is subject to our own set of headwinds. It is an exciting time as we transition to embrace the future of mobility and continue to deliver value to our Members.

With this comes a range of challenges for the organisation. A key challenge that we're currently tackling is remaining relevant to our Members and attracting new ones, in an environment where digital engagement, new automotive technologies and community expectations are rapidly evolving. The NRMA is responding to these challenges with a new business strategy which has shared value at its core.

## Structural headwinds have been attacking our relevance

Multiple players in our value chain

Connectivity technology

Ageing population

Emerging competitors

Electrification

On demand models

Autonomous technology

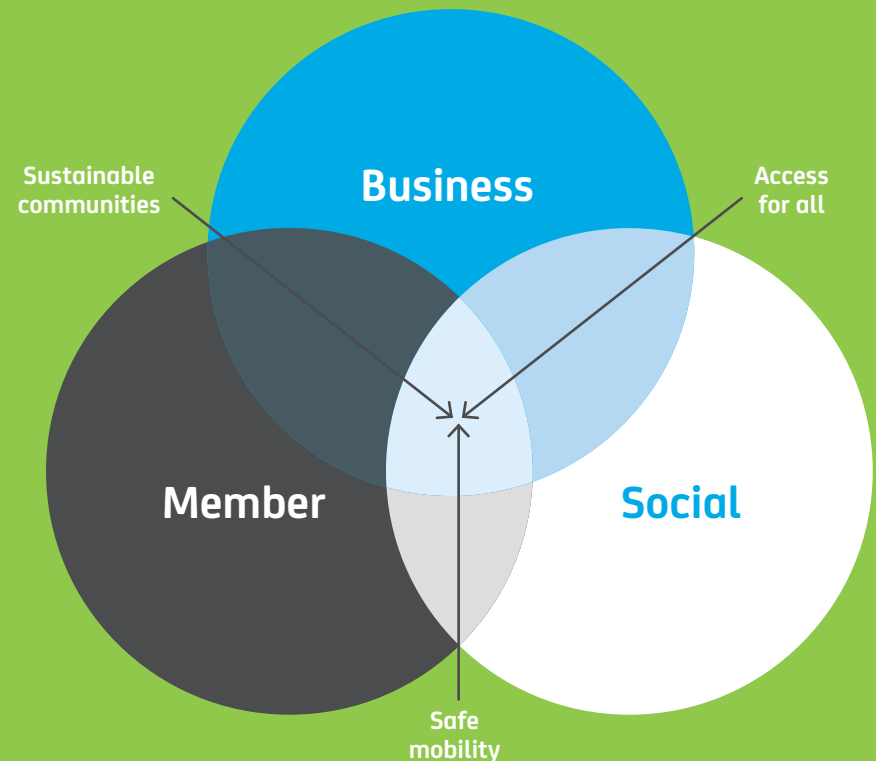
Shared mobility

Urbanisation

**Our purpose**  
We Keep People Moving

**Our vision**  
To create indispensable connections to Members mobility

**Our shared value**  
Shared value is our response to things that are important to our Members, our stakeholders and our new business strategy creating sustainable business delivering value for members and the community.



## Our operational move

We're returning to our roots, because as Australia's largest Member-owned mutual, our Members' interests are at the heart of everything we do.



### My car

We are putting Members back in control with proactive car maintenance by helping them through the whole motoring journey: finding the right car, getting finance, servicing, insurance, motoring advice and driver training.



### My journey

Parking shortages, failing roads and increased congestion affects us all. The solution is in connected cars, innovative parking solutions, ride sharing and multimodal transport. NRMA is ensuring the best outcomes for our Members around the state by looking at the whole journey from A to B.



### My destination

Driving holidays are a favourite Australian pastime. With a range of NRMA Holiday Parks and Travelodge Hotels, plus the Kurrajong Hotel, NRMA is reconnecting Members with the love of touring and encouraging them to explore the country. In doing so we are supporting the regions where many Members live and work.



### My membership

We are listening to our Members and working hard to develop a new customer value proposition delivering services people really value making NRMA Membership indispensable.

## Our corporate values

Our culture is built on our values of:



Energy



Courage



Humility



Ownership

## Our shared value focus areas

Buying a product or service from the NRMA means a lot more than just a simple transaction to us. We aspire to build lifelong relationships with our Members by delivering meaningful progress towards our goal of keeping people moving and delivering on our shared value together.



### Sustainable communities

We are committed to connecting communities across the ACT, NSW and beyond. By connecting communities, we deliver sustainable communities, supported by a framework of economic, social and environmental wellbeing.



### Access for all

The world of mobility is undergoing the most substantial transformation since the introduction of the motor car. NRMA stood at the vanguard of the introduction of the motor car and aspires to facilitate the next wave of reform supporting mobility as a service, new modes of travel and seamlessly connected journeys enabling greater access for all.



### Safe mobility

Safe mobility is a requirement of economic, social and environmental wellbeing in our modern society. We seek to provide our Members and the broader community with appropriate mobility options to suit their needs and capacity.





# Stakeholders and important issues



# Stakeholder engagement

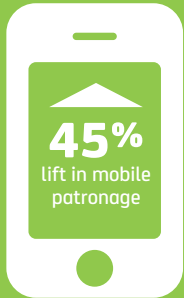
## Members & customers

**We constantly seek Member feedback**

every week of the year via multiple channels

**OPEN ROAD**

**1.1M**  
readership  
(1.4M circulation)



**45%**  
lift in mobile patronage

**490k**

social media interactions



**9.9M**  
website views

interactive advocacy  
**700,000**  
unique views in 2016  
and **50 new**  
**Speak Out**  
submissions

**7,000**  
Member forum attendees



## Government, industry, business & community partners



**48**

stakeholder surveys



**11**

submissions



Regular face to face meetings



Fit to Drive Member Forum, Newcastle 2015

## Materiality and stakeholder engagement process

This report covers our most important issues, as determined both by our stakeholders and our own assessment of the topics that are most relevant to our organisation right now.

In 2015-16, we deepened our stakeholder engagement and sustainability materiality journey. We refreshed and validated our prioritised material issues by asking 48 of our key stakeholders (key partners, suppliers, Thought Leaders and customers) what are important issues for us and where we create social value.

We also undertook a scan of emerging big issues that are material to key stakeholders, NRMA and Australia. This scan along with our stakeholder research, helped help us shape our new strategic direction based on a better understanding our social value and to respond to issues that are material to our key stakeholders.

During our annual GRI reporting cycle, we engaged key stakeholders from the business to collect information about the prioritised material issues in response to our changing business strategy. These relevant (material) issues are drawn from:

- The views of our stakeholders
- What is important to achieving our business goals
- The broader context of sustainable development.

We've displayed how these issues impact our stakeholder groups and indicated the internal or external boundary of each (see table).

Material Issue in FY16	Issue boundary	Stakeholders							Page/reference
		Members & customers	Industry peers	Employees & contractors	Board	Government	Community partners	Community	
Road safety & assistance	Outside the organisation, for our Members, and internally for our road safety assistance								Safety and wellbeing; pg. 48
Access to safe, affordable transport systems	Outside the organisation for our Members and the broader community								Advocacy for our members; pg. 29
Financial sustainability	Internally for our entire organisation								Building a more sustainable business; pg. 50
Leveraging connectedness	Internally for our organisation and employees, and externally for our Members and potential Members.								Future mobility and connectedness; pg. 72
Adapting to disruption	Internally for our organisation and employees								Future mobility and connectedness; pg. 72
Attract and retain good people	Internally for our organisation and workforce								34 Supporting our people; pg. 16
Managing environmental performance	Internally for our operations and externally for the NSW community								Environment; pg. 53
Accountability and transparency	Internally as we improve our systems and processes and externally for all our stakeholders								Building a more sustainable business; pg. 31, 51
Supporting communities	Externally the communities and organisations we partner to support								7.2 Community investment; pg. 60

## Being part of something bigger

In September 2015 the United Nations outlined a range of Sustainable Development Goals (SDGs) in an effort to mobilise countries and business.

The SDG goals are to help end poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The NRMA strongly aligns with the SDGs relating to motoring and mobility (see below). We've also mapped the relevant SDGs to our activities in our GRI content index.



Halve the number of global deaths and injuries from road traffic accidents

Reduce deaths and illnesses from pollution



Double the global rate of improvement in energy efficiency



Develop sustainable and resilient infrastructure with affordable access for all



Provide access to safe, affordable, accessible and sustainable transport systems for all



Develop sustainable tourism that creates jobs and promotes local culture and products

Rationalise inefficient fossil-fuel subsidies that encourage wasteful consumption



Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters

# Member value

As a mutual, we exist for our Members. We're passionate about creating value by delivering great Member benefits, providing best in class customer service, and being a voice on issues that matter to our Members and the broader community.



# Member benefits

Whether it's helping out on the road or providing savings through exclusive special offers and discounts, we continue to deliver great value to our Members. Here are some highlights of our year:

  
**1.4m+**

nights of booked accommodation at our Holiday Parks, Travelodge and Hotel Kurrajong Canberra

**\$105m**  
  
in Member savings from a range of special offers and discounts

  
**1.725m**  
roadside assistance calls for help answered

 **230,000+**  
days of rentals booked with Thrifty across Australia and New Zealand

grew **5.5%** *Thrifty*

**3**  
new car servicing locations, including our first country site in Wagga Wagga

  
employing seven locals including two apprentices

member value



**16%**  
more cars serviced



our child restraint fit and check service keeps us at the forefront of family safety

# Top 5 roadside issues



Lockouts



Car electrics



Cooling systems



Wheels & tyres



Batteries



**14%**  
more driver training students



Members get deals on flights, accommodation, cruises, packages and more

# Customer experience

Going beneath the numbers.

Net Promoter Score (NPS) is a key measure used across industries to assess customer satisfaction – that is, how likely our Members and customers are to recommend us to others. With a possible score range of -100 to +100.

Our roadside NPS for 2015/16 was an admirable **+80**



We're proud of our results, but we're not resting on them. Focussing on the top three Member concerns about each of our business units, we've invested in service improvements to boost NPS and reduce complaints. We've also brought senior managers closer to our Members and customers to increase understanding and inspire improvement.

## Customer feedback & improvements

**4%**  
increase

in customer satisfaction with roadside assistance customer service centre from improving empathy and first call resolution



changes to our telephone call classifier helped to

**1/2**

the number of complaints



**1 compliment**

for every 5 complaints in 2015/16. Now an area for improvement in 2017

**7** point increase in NPS after car servicing and repairs introduced



new booking system



flexible drop off/collection



SMS update system

### More service improvements:



new group membership system



needs-based sales capability program



review of contractor relationships



review of terms and conditions



new driver training booking system



holiday parks capital improvements program

Customer satisfaction  
**FY 14/15**

roadside customer satisfaction

**81.7%**

roadside NPS

**+77**

Customer satisfaction  
**FY 15/16**

roadside customer satisfaction

**84.2%**

roadside NPS

**+80.5**

# Member/customer data and privacy

Since December 2015 we've been managing Member and customer data on our own Group Membership System.

We're focussed on mitigating the risk of data-related breaches and issues. There are a number of safeguards already in place, and we'll continue to evolve our data-governance policies and procedures.



Our Privacy & Spam Committee is responsible for the NRMA privacy policy and requirements. Helping us achieve compliance with Privacy and Spam legislation and it is constantly being refreshed



Recognising the need for an growing focus on data, the Board established a new Data, Digital & and Technology Board Committee in December 2015



In FY16, we had no loss of customer data. All privacy concerns raised were fully investigated and rectified. [G4-PR8]



In FY17, we are committed to developing a new data governance framework which will be implemented across the NRMA group

# Advocacy for our Members

For nearly 100 years, the NRMA has been the voice of our Members in NSW, the ACT and beyond, delivering results on safer roads, better transport infrastructure and fairer petrol pricing.

During the financial year, we invested over 4% of our Membership revenue on advocacy and community programs.

In 2016 our Speak Out and social media platforms received more than 700,000 unique visits from over 450,000 people. We also published 50 Member campaign suggestions which were voted on by thousands of Members on our Speak Out site, generating important awareness and discussion about road safety, fuel prices, public transport and many other important issues.



**8,000**

Members told us which roads needed fixing in our Seeing Red on Roads Survey



**7,000**

senior Members joined 22 Fit to Drive forums to talk about issues with driving later in life



**Over 50**

Member campaign suggestions were voted on by thousands of people on social media



**17,000**

mentions across across TV, radio, newspapers and online

## Advocacy focus area success



### Saving lives on the road

- 200 additional portable speed advisory signs deployed in regional blackspots
- Speed limit now displayed on mobile speed camera signage.
- Drug Driving Roundtable led to Government funded Mobile Drug Testing (MDT) awareness campaign and to triple the number of roadside drug tests by 2017.
- Helping older drivers with 22 Fit to Drive Forums across NSW & ACT.
- Improving vehicle safety standards through the AAA Keep Australia Moving campaign.



### Saving Members money

- Improved fuel price transparency with all fuel retailers in NSW now required to upload their prices in real time – which can be accessed on the my nrma app.
- Released report into reducing the cost of public infrastructure in Australia in conjunction with the McKell Institute.
- After opposing many of the IPART proposals to increase rail fares, the NSW Government announced a much milder increase to fares than originally proposed.
- Continued the fight for a greater share of the Commonwealth Fuel Excise to be spent on fixing roads and public transport.



### Shorter travel times

- Travel Time survey found a 74% time saving and a 30% fuel saving by using motorways instead of alternate routes.
- NSW Budget put \$11.6 million to plan for and build the F6.



### Securing our future

- Our Accelerating our Smart Transport Future report called on government to prepare for autonomous vehicles and make the most of new technology.
- AAA submission in response to the Commonwealth Government’s Vehicle Emissions Discussion Paper pushed for lower emissions, renewable energy and alternative fuels.
- Campaigning for Australia’s fuel security led to a Senate Inquiry, which supported most of our recommendations.
- Promoting ridesharing saw the NSW government agree with many of our recommendations, to legalise ridesharing and reduce compliance costs for taxis.

## A truck load of interest

When the NRMA went on a ride-along with trucking industry activist Rod Hannifey, we only intended to learn more about the hazards truckies face on the open road and what ordinary motorists could do to make life safer for everybody. What we got was a social media phenomenon: more than 750,000 people watched the video and many thousands more liked, shared and commented on the issues raised.

## Our approach to public policy and political donations

To engage with political representatives and advance our advocacy of relevant issues on behalf of Members, NRMA representatives attend paid events organised by political parties within Australia.

Monetary contributions made to political parties are strictly limited to attendance at such events, for which there is a predetermined annual budget.

Full details of the total monetary value of these contributions, and the recipients of them, are disclosed to the Australian Electoral Commission (AEC) each financial year.

Our Annual Disclosure Returns to the AEC are publicly available online at [www.aec.gov.au](http://www.aec.gov.au) year, as per the requirements of the Commonwealth Electoral Act 1918.



# Business value

As a mutual, 'how' we do business is important so that we can create more value for our Members and the community. Our people, our economic performance and minimising our environmental footprint are all key to a sustainable business for the future.



# Supporting our people

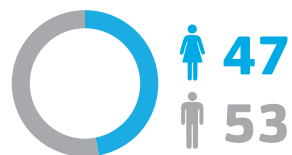
The NRMA has a clear new direction.

We've been transforming our skills and expertise to best suit our future, particularly in the areas of mobility and technology. We've also focussed on growing our leadership effectiveness and an engaged team, developing a learning culture, fostering diversity and inclusion and improving safety and wellbeing.

## NRMA workforce profile 2015-16

### Our workforce profile

#### Casual time employees



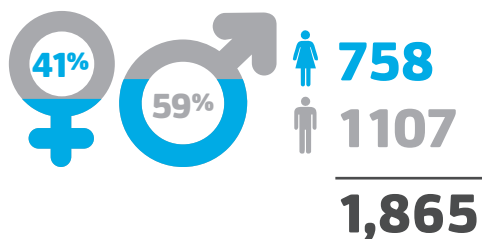
#### Part time employees



#### Full time employees



#### Employee total



## Talent attraction and retention

Building the right team to deliver on our strategic direction is key to being more competitive, innovative and fit for the future.

We're focused on ramping up commercial understanding and digital literacy across the business while keeping the customer at the core.

Attracting and retaining talent, particularly on our frontline, remains a significant challenge. High turnover rates are common within the industries in which we operate. We are working to reduce our new starter turnover from 34% by creating career pathways and offering career progression, training and other opportunities such as flexible work arrangements and workplace volunteering.

Thrifty's new starter turnover reduced from **40%** to



**15%**  
of the NRMA

utilise flexible working arrangements such as working from home

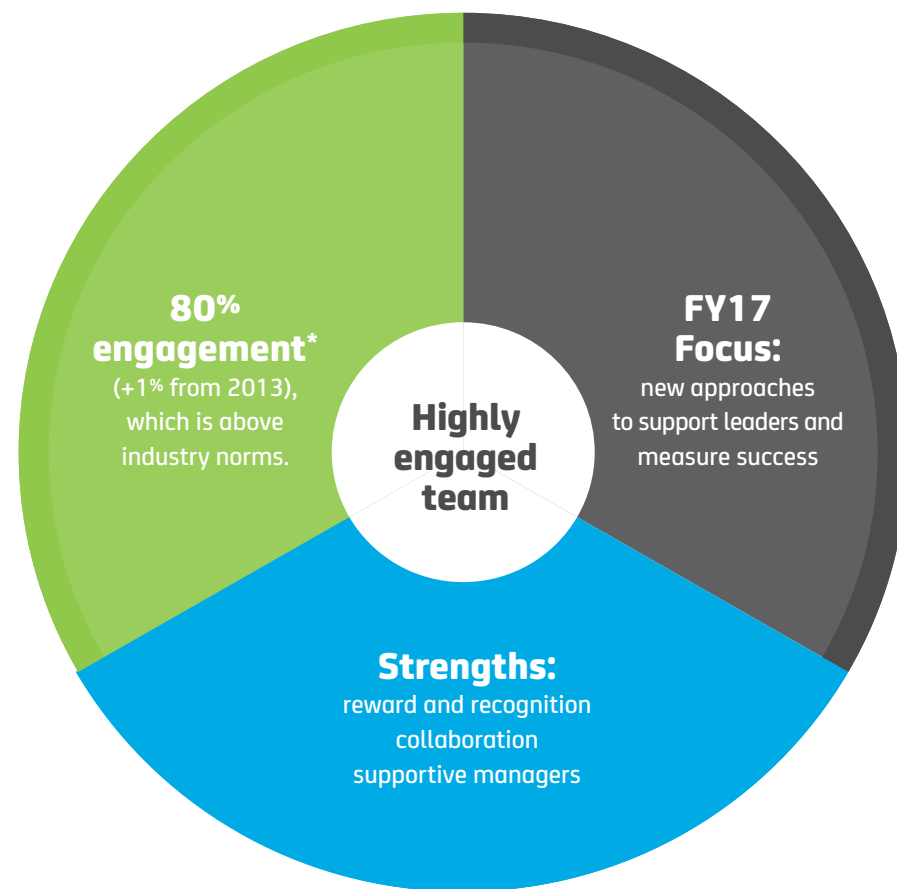
**28%**  
with better recruitment onboarding, redesigned training and development

Around **55%**   
of female staff return to work after taking parental leave

## Leadership effectiveness and an engaged team

With new ways of working, our leaders need to be more agile, flexible, collaborative and results driven.

Effective leadership capability at all levels is critical to deliver the strategy and culture transformation. A key focus is to build leadership skills for the future to keep employees engaged and encouraged to perform at their best.



Your Voice Culture Survey November 2015

## Our new HQ at Sydney Olympic Park

The NRMA is all about keeping people moving, and we're doing some moving ourselves – to brand new, purpose-built offices in Sydney Olympic Park. Our new home is designed to bring us together in new ways, with a central staircase connecting all levels, creative work spaces and state-of-the-art meeting technology to help get things done. The activity based working design allows us to operate on a smaller footprint and it's rated 5 Green Stars, so it'll be better for the environment too.



## Learning and development

We have continued our focus on shifting Learning & Development (L&D) in the business from a training to a learning approach.

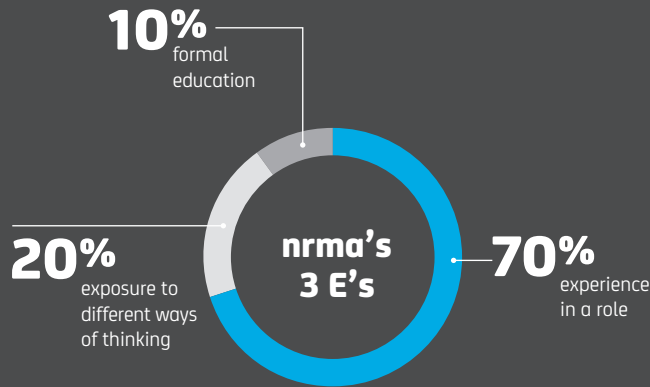
Research tells us that the best way to develop staff is via a diverse mix of development activities including experience in a role, exposure to different ways of thinking, and formal education – the 3 E's. Aligned to our strategy and supported by our goal to keep people moving, development conversations and planning are helping to identify activities tailored to meet individuals' goals and objectives.

**25,000**  
hours of training to staff

**14**   
hours average of training per employee

**17**   
hours average of training per female employee

**11**   
hours average of training per male employee



### Masterclasses

Across 2015/16, 87 people attended one or more Masterclass equating to 147 enrolments across all four classes. Approximately 50% of current managers attended a Masterclass.

### Apprentice program

2015 saw the first apprenticeship cohort from our new in-house program, through our partnership with Sydney TAFE. We welcomed 12 new apprentices in 2016.

### Customer service representative training

With a continued focus on frontline training, our customer services representatives are better able to match products with customer needs, identifying savings for them.



## Developing our people

Most of us want a job that takes us places, and Dave Grounsell is a great example of where you can go at the NRMA. Originally from the UK, Dave started his NRMA career as a customer service representative before taking on a team leader role. Dave's experience with our Members and deep knowledge of our systems landed him on an important project and the great work he did there led him to where he is today: Quality Assurance Manager in our Technology team.

## Appreciating our diversity

Diversity is an integral part of our vision, culture, values and the way we do business, offering tangible benefits for our employees, customers and members.

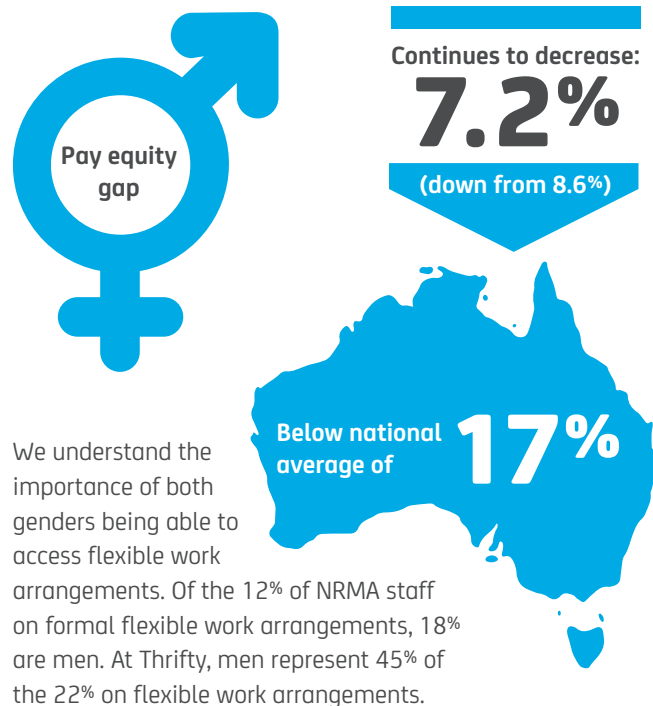
We look to embrace the unique skills and qualities of all our employees and maintain a culture that builds respect and fosters inclusiveness, so our people feel valued and empowered to do their best every day.

This means attracting and retaining the best people from a range of different backgrounds, cultures, ages and gender, and each building an understanding of not only our team mates' needs, but also those of our diverse customer and Membership base. A number of leaders have been trained on diversity and inclusion, and this helps to drive a more inclusive culture and workforce.

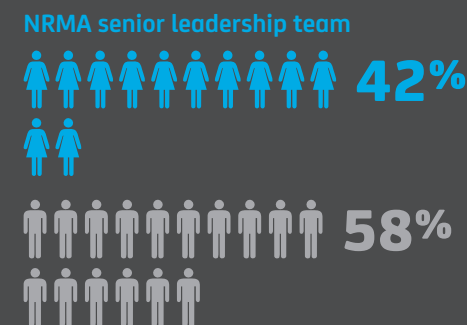
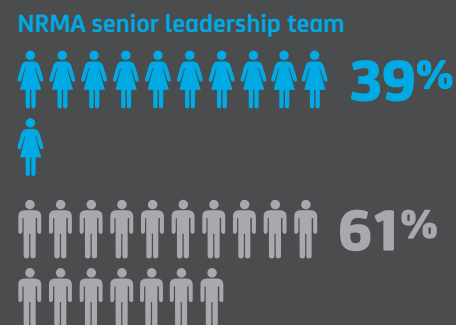
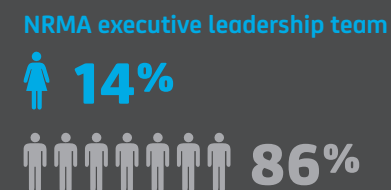
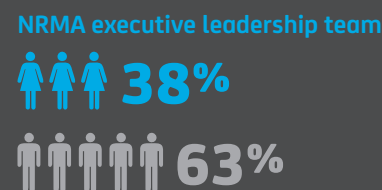
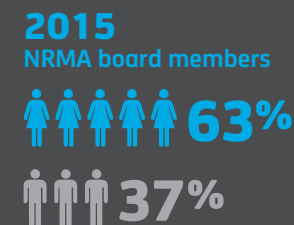
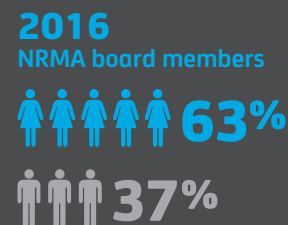
## Gender diversity/equal remuneration

The number of women in leadership positions at NRMA is substantial.

Eight of our nine Board Members are elected by our Members, with the final appointed based on a specific skill set. Currently, five of these are women. With female representation at executive level rising from 14% to 33%, we're delighted to have a 50:50 gender balance across the Board and our Executive Leader Team. The proportion of women at senior management representation remained steady at 42%.



### Women in leadership

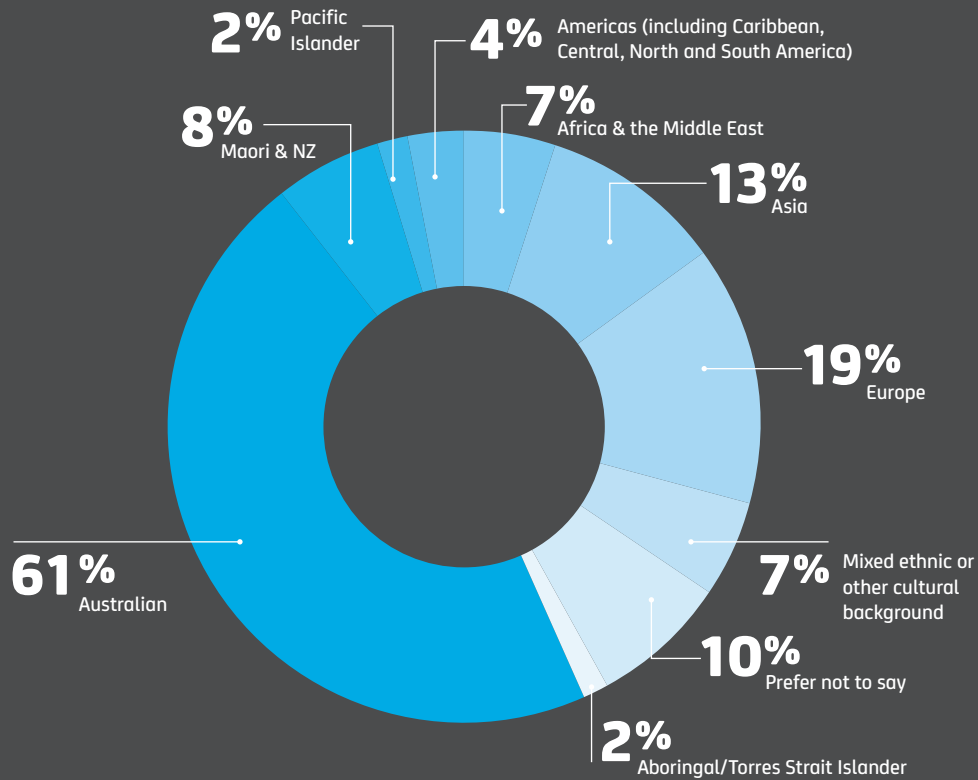


Note 2016 SLT is for General Managers only. 2015 is a broader senior manager role (L2 and L3 managers is approximately 43%)

# Cultural diversity

Our 2015/16 Your Voice Culture Survey

As part of our 2015/16 Your Voice Culture Survey we asked our employees across the Group to share with us which cultural or ethnic background they identified the most with. Results showed the largest background identified by our people, after Australian, is European and Asian.



\*Employees were able to choose more than one answer

# Supporting people through diversity

Our Members come from all over the world, which is why bi-lingual team members like Phillip Yoon are so important for people who aren't confident speaking English. "It's comforting for Members to know we can speak with them in the language they're most familiar with," says Phillip, who is fluent in Korean. "Communication is everything when we're helping a Member, and removing the language barrier where we can makes life much simpler for them."

"Communication is everything when we're helping a Member"

## Our reconciliation action plan

At the NRMA we believe in shared progress. When we ensure equal access to mobility for everyone, communities thrive.

In 2016, NRMA CEO Rohan Lund signed a Statement of Commitment to develop our first Reconciliation Action Plan (RAP), which was launched in December 2016. This strategic framework outlines our commitment to building strong relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples.

### Some key RAP initiatives already in the pipeline include:



Employment opportunities in our corporate and apprenticeship programs.



Supplier diversity through our procurement processes & Supply Nation membership.



Indigenous Learner Driver Mentoring Program where Members mentor young drivers.





## Safety and wellbeing

Our focus on safety is paying off and we've seen a downward trend in our serious incident rates.

Training and improvement to incident reporting has been a focus this year as part of our Group Health, Safety and Environment Management System. Our FY16 Lost Time Injuries totalled 15 and Lost Time Injury Frequency Rate (LTIFR) was 4.43, which is our lowest to date. Soft tissue knee, shoulder and lower back injuries make up the majority of workers' compensation claims, reflecting the sometimes hazardous nature of work involved.

### Systematic approach

The NRMA Group Health, Safety and Environment (HSE) Management System ensures we follow safe and sustainable work practices.

### Prevention is key

Our wellbeing program responds to areas that matter to staff: nutrition, stress management, regular physical activity and excess body weight.

### Safer driving is integral to who we are

Our Patrols have all undertaken courses through the NRMA driver training school.

### Training has been focus in FY16

95% completion rates for HSE onboarding; HSE due diligence training and over 80% for HSE Basics courses.



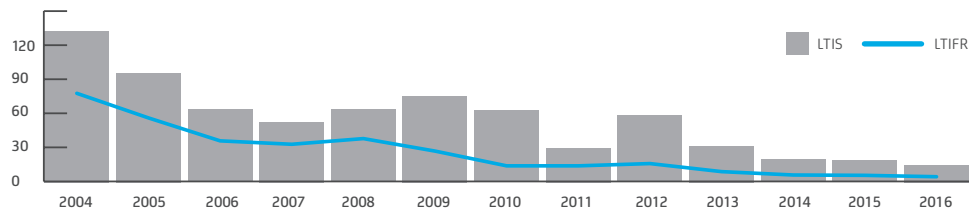
**21%**  
reduction  
on injuries

**15**  
lost time  
injuries

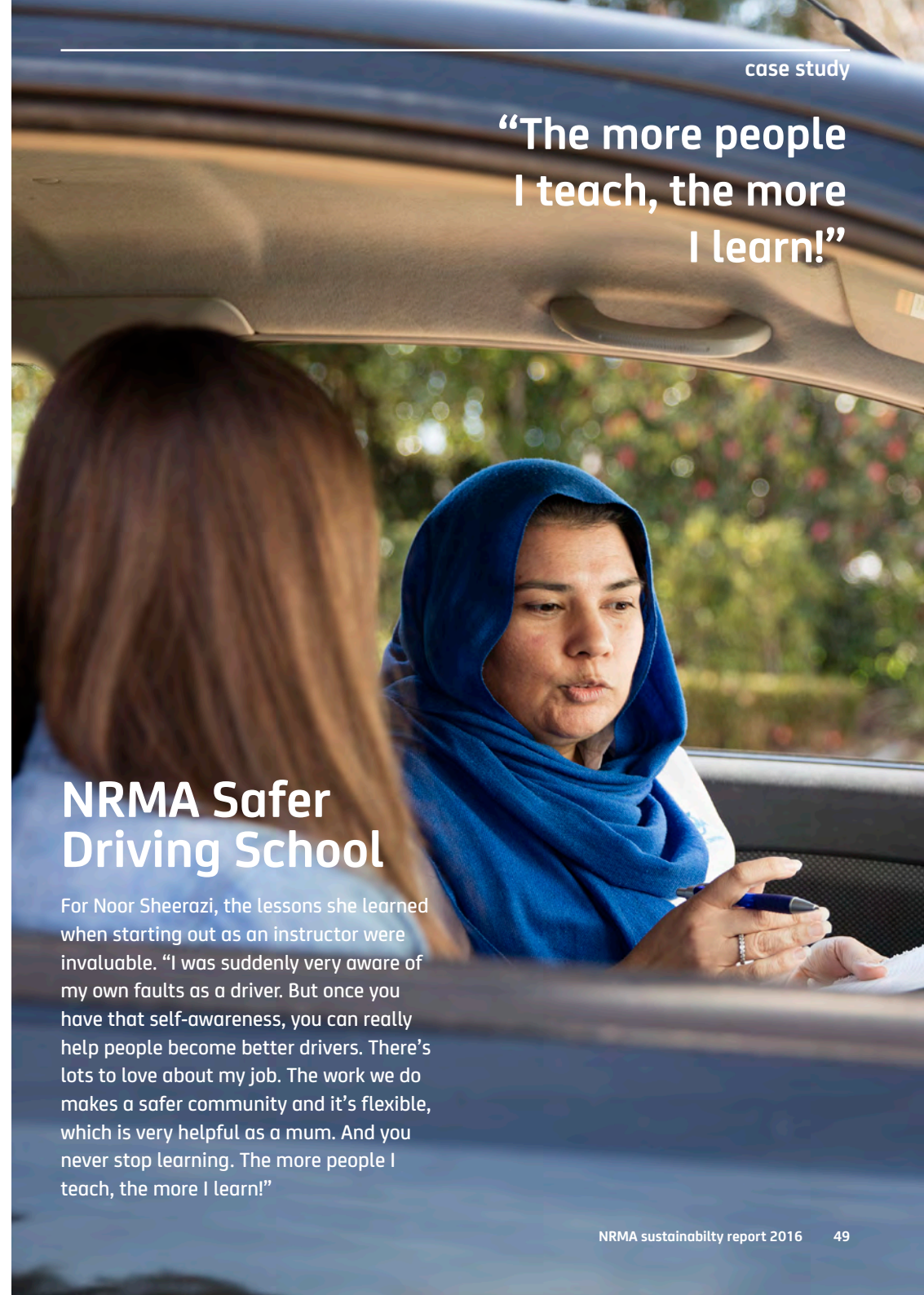
**4.43**  
frequency  
rate

### Frequency rate performance

NRMA Group LTI's and LTIFR as of June 16



“The more people I teach, the more I learn!”



## NRMA Safer Driving School

For Noor Sheerazi, the lessons she learned when starting out as an instructor were invaluable. “I was suddenly very aware of my own faults as a driver. But once you have that self-awareness, you can really help people become better drivers. There's lots to love about my job. The work we do makes a safer community and it's flexible, which is very helpful as a mum. And you never stop learning. The more people I teach, the more I learn!”

# Building a more sustainable business

We're always working to improve our performance across all aspects of our business.

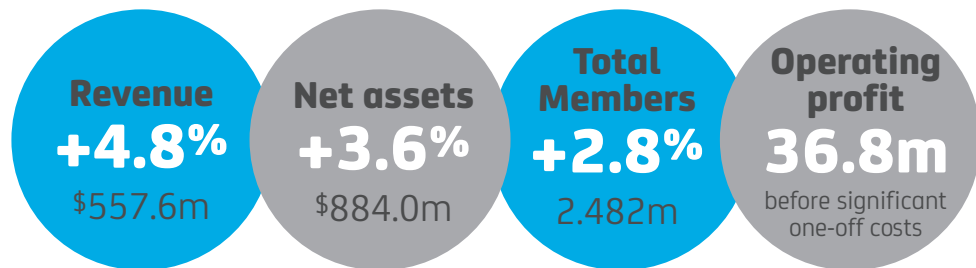
We're driven to be financially sustainable so that we can do more for our Members and the community. Being efficient in our operations means we can save costs, reduce our environmental footprint and add value through our supply chain.

## Economic performance

The NRMA reports all financial information in the Annual Financial Report 2016, which is available on our website.

### Financial snapshot

A fresh direction is setting a strong foundation for future growth. Our results are very pleasing, driven by strong investment income, cost reduction initiatives and better operating rhythm in all businesses.



To find out more visit our full financial report at [mynrma.com.au/annual-reports](http://mynrma.com.au/annual-reports)

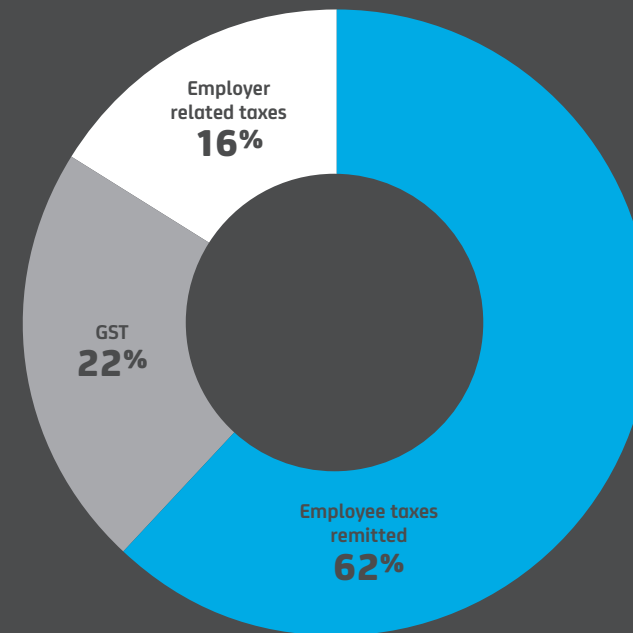
## Group tax transparency

Our approach to tax is built on integrity and transparency.

Our tax strategy and risk management are subject to rigorous governance to ensure group tax liabilities are managed in a manner that balances our community and Member responsibilities. At all times we consider the needs of our Members and the wider community in planning our tax strategies to ensure we deliver outstanding value.

Due to our mutual status, we are assessed as a corporate taxpayer but any income derived and costs incurred in our transactions with our Members are not subject to company income tax. This plus our carry forward tax losses and franking credits reduced our corporate tax payable in FY16 to nil.

### NRMA Australia Group 2016 taxes paid



Although we did not make any corporate income tax payments, in the 2016 financial year we remitted over \$68M in taxes.

## Our social investments continue to perform well

Strengthening our Membership proposition is core to ensuring ongoing financial sustainability.

Our investment portfolio aims to create stable income flows to support and enhance services to Members. In FY16 we saw strong returns in our investment income which increased 4% to \$46.5 million (Please see the NRMA Annual Financial Report for further details).

We ensure that a portion of our portfolio invests in opportunities that consider both financial return and social purpose.

### Impact investing:



We've continued to support the Benevolent Society through our investment in the Social Benefit Bond. Proceeds from bond sales are used to fund a New South Wales program to reduce the number of family breakdowns and children placed in the foster care system. Not only is this a good outcome for families, but the implied return on investment to date is approximately 5%. This is an attractive return considering the current interest rate environment, with the cash rate at 1.5%.

Our investment in the secondary Public Private Partnership social infrastructure fund has also continued to perform, reporting a rolling 12 month return of approximately 7%. The fund invests in social infrastructure assets that benefit the broader community by providing maintenance services to assets, such as schools and hospitals.



Our investment in start-up business Sendle is growing. Sendle provides a low flat-rate door-to-door parcel sending service Australia wide. This year, Sendle has transferred parcels across 100 million kilometres around Australia and offset more than 500 million parcel kilometres worth of carbon. On the last 100,000 parcels transferred, Sendle has saved small Australian businesses \$881,000 on delivery costs, which equates to an average saving of \$8.80 per parcel.

## Environment

Management of our environmental performance is an important part of delivering a sustainable business.

The environmental footprint of our operations differs across our family of products and services. Our activities range from ensuring we have effective management practices in place for key environmental risks such as managing the storage of fuel at our Thrifty car rental operations as well as containing leaks from broken down vehicles at the roadside, through to helping improve the biodiversity and natural environment surrounding our Holiday Parks.

Improving energy efficiency and reducing our carbon footprint is

a key environmental issue common to all our operations. We are keenly aware that the impacts of climate change will increasingly affect our Members and regions where we operate. Therefore, we're seeking new ways to reduce our carbon footprint and support Australia's transition to a low carbon transport economy through our advocacy activities.

**Since 2006 we've undertaken a number of activities supporting the need to reduce Australia's dependence on oil. Leading to Senate committee inquiry into Australia's transport energy resilience and sustainability. We're continuing our commitment to exploring new technologies such as electric vehicles and local options important for the economy and Australia's transport future.**



## Energy efficiency & carbon emissions

The NRMA is working towards a low carbon vision for 2020. Since 2010, we've set annual targets to reduce our carbon emissions. A focus on energy efficiency actions in delivering both cost savings and environmental benefits.



**Reducing fuel use in our fleet by replacing our patrol fleet with vehicles that provide 50% lower fuel consumption, 20% lower carbon emissions, 25 per cent lower operating costs and better functionality and safety.**



In FY16 our Group carbon emissions were 16% lower than the baseline year FY 2010 and 3.2% lower than FY15 (Scope 1 & 2).

**Energy efficiency efforts have delivered a 6% reduction in electricity use in the past year, and 31% reduction on our 2010 baseline. Our new office at Sydney Olympic Park has a 4.5 star NABERS rating which will help deliver even more savings.**



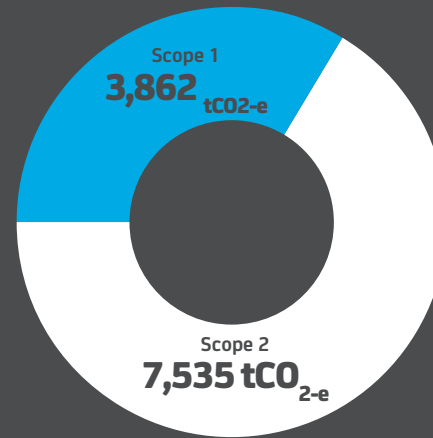
**We've installed solar panels at four car servicing locations, and our head office has solar panels assisting our hot water systems.**



**Our energy efficiency program complements offsetting carbon emissions from fuel used by NRMA roadside assistance vehicles and Thrifty's corporate fleet. This year we've sourced carbon offsets through one of our Members in the Bourke Shire, creating positive environmental, social and economic outcomes.**

\*NABERS (National Australian Built Environment Rating System)

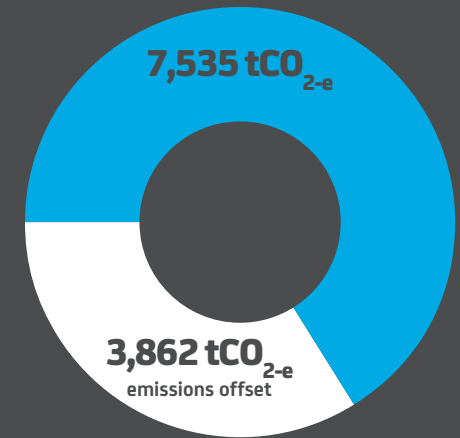
NRMA Group carbon emissions 2015/16



Total emissions 11,397 tCO<sub>2</sub>-e

**3%** reduction from last year

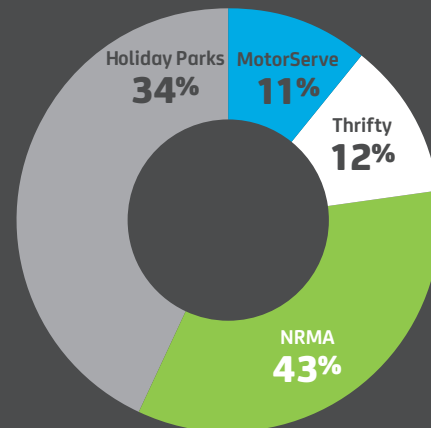
Total carbon footprint after offsetting



Total footprint after offsets 7535 tCO<sub>2</sub>-e

**2%** reduction from last year

Emissions by business area





## Carbon offset

This year, the NRMA have accessed carbon offsets from the Wapweelah Regeneration Project owned by farmers and NRMA Gold Members, Phillip and Diane Ridge. Located in the Bourke Shire of north-west New South Wales, the area is characterised by stunning red earth and the mighty Darling River.



### Key aspects of the project include:

- The regeneration of even-aged permanent native forests. Prior to the projects' commencement, high grazing pressure triggered the severe depletion of the pastures, causing livestock to graze areas of native forest instead. This suppressed the vegetation and caused erosion.
- Sustainability-focused farming practices to improve the quality of the land and allow regeneration. These include better management of the timing and extent of grazing of livestock, fence upgrades, the installation of water infrastructure and the humane management of feral goats.
- Diversifying income sources to improve resilience. This allowed Phillip and Diane to remain on their land despite pressures from the many difficulties Australian farmers face. The additional funds from the sale of Carbon Credit Units can be put back into the property, making it even more sustainable and profitable.
- Broader environmental benefits for the Mulga Lands Bioregion, with mulga forming the dominant vegetation type. The local environment has suffered from grazing and irrigation pressure, invasive species and erosion. Key threatened species include threatened flora and fauna, such as the endangered Greater Bilby, the Red-tailed Black Cockatoo and the elusive nocturnal Night Parrot, which has been so rarely sighted in the wild it was assumed to be extinct until 2013.

## Other environmental activities

### Water and stormwater

We use water to wash vehicles in our Thrifty and Car Servicing operations. When vehicles are not especially dirty, Thrifty uses a quick turnaround method reducing time and water use.

Our holiday parks operate swimming pools and water parks, and have landscaping areas. Using established stormwater management practices including diversion, harvesting and bush regeneration helps reduce erosion during storm events and saves water.



### Battery recycling

**153,774**

batteries recycled, totalling 2230 tonnes this year. Most of these are recycled at facilities in NSW including Wagga Wagga and Unanderra.



**680 tonnes** of paper saved

### Open Road saved 680 tonnes of paper through:

- Changing the paper type (12%)
- Reducing the paper size (11%)
- Cutting duplication waste (21%)
- Plus 285,000 Members' switching to digital renewals

## Environmental compliance

Our Group Health, Safety and Environment Management System helps ensure consistent management practices to identify and reduce our environmental risk and maintain compliance with environmental laws and regulations. If a significant environmental risk was presented then the Board Audit and Risk Management Committee oversees decision making in response. The Group holds

a number of environmental licences issued by statutory bodies or water authorities in the regions where the NRMA operates. These licences primarily control trade waste discharges from workshops and washbays operating at MotorServe and Thrifty locations. There have been no significant known breaches of environmental regulations or licence conditions.



## Holiday parks treading lightly

One of the reasons that our holiday parks are fantastic places to stay is that they are located near beautiful waterways and beaches and in unique bushland settings. We're committed to continually improving their environmental performance to preserve and enhance the local area and offer guests the best experience.

The Gumnut Awards Program run by the Caravan and Camping Industry Association in NSW provides recognition for meeting strict objectives and proving continued commitment. Ten areas of sustainability are considered including biodiversity

conservation, saving energy and water, and better waste and recycling management.

Darlington Beach – which among other initiatives is working with University of Sydney and Coffs Harbour City Council in a kangaroo fertility control program – has maintained Gold Gumnut status. This is a fantastic achievement as from amongst over 500 parks in NSW, there are less than ten Gold Gumnuts awarded. Ocean Beach and Merimbula have also previously achieved the Silver Gumnut level and Treasure Island, Murramarang and Myalls Lakes Holiday Parks attaining Bronze.

# Our supply chain

Thrifty and NRMA are supporting supplier diversity and aim to give Indigenous Suppliers equal opportunity to compete in procurement.

In addition, we are members of Supply Nation, a non-profit organisation supported by the Australian Government to grow Aboriginal and Torres Strait Islander businesses. The organisation certifies businesses as at least 51% owned, managed and controlled by Indigenous Australians, and we commit to achieving an agreed amount of procurement with these suppliers.

Our core supply chain is categorised as follows: automotive requirements (tyres, fuel, spare parts); products that we purchase and on-sell to Members and customers (batteries, tyres, and other products); contractors and sub-contractors who deliver services to our Members and customers; office consumables and promotional merchandise; and professional services consultants who provide a service directly to NRMA.

There has been no change to NRMA's supply chain during this reporting period.

The NRMA Supplier Engagement Principles (SEP) outline the expectations of suppliers on their commitment and compliance to health, safety and environment, local labour practices and human rights laws, and their impact on society.

This year, a key focus of the procurement team has been reviewing all our existing contracts to ensure we're getting value and identifying areas for improvement. Next year, as part of our Reconciliation Action Plan (RAP), we'll be reviewing opportunities to incorporate greater supplier diversity across the Group. One of our first actions is to review procurement policies to identify barriers to Indigenous businesses.

[mynrma.com.au/about/reconciliation-action-plan](http://mynrma.com.au/about/reconciliation-action-plan).



# Social value

As a mutual, helping and being part of the community has always been part of who we are. We're building our community program to create shared value around our new strategy. A key part of this is improving access to transport and supporting regional communities. In addition, we're delivering fantastic community outcomes through our education programs, from empowering kids to take more responsibility for their own safety through to helping older drivers as their needs change.





# Stimulating regional economies

Nearly half of our Members live in a rural or regional locations, so it's important that we always look for ways to help create sustainable communities beyond metro areas. Our operations also help bring indirect economic benefits to local communities.

## 100% NSW and ACT coverage

We have a strong network of country service centres ensuring Members can get help when and where they need it. We're expanded our car servicing business into regional areas with our new Wagga Wagga centre bringing job opportunities to the community.

## From Albury to Armidale and Temora to Tweed Heads

Through our Member Benefit partners we've teamed up with businesses in regional NSW to provide great savings for Members in local areas through our Member benefits program.

## Inspiring local journeys

We encourage Members to get out and explore what the country has to offer. We continue to support the Royal Easter Show, the Elvis Festival in Parkes, and the Open Road regularly features great road trips, providing indirect economic benefits through increased tourism.



**Our Holiday Parks help provide local employment opportunities. We source locally where we can and each \$1 spent in a holiday park generates \$1.38 of economic activity in the local community.<sup>1</sup>**

1. Caravan, RV & Accommodation Industry of Australia Economic Benefit Report, 2012.

# Community investment

A new Community Investment Strategy is being developed to shift the focus towards a shared value model, resulting in strategically aligned programs that address material and social issues important to our Members and stakeholders. Understanding issues in our regional areas is a key factor in developing our new Community Investment Strategy in FY17.

## Highlights from our community program

### Indigenous Learner Driver Mentor Program

We're helping Aboriginal and Torres Straits Islander people increase their access to mobility through a Learner Driver Mentor Program. With access to mobility comes opportunities to reach healthcare, employment, education, family and friends across the country.

In December 2015 we got involved with Driving Change in Wagga Wagga; The George Institute for Global Health Australia's driver licensing support program for Aboriginal and Torres Strait Islander

learner drivers. Through an FIA Road Safety Grant, we contributed professional lessons, safer drivers courses, funding for licence fees and training for volunteer NRMA Members to supervise extra log book hours.

### Member and Staff Volunteering

We support numerous volunteering initiatives encouraging staff and Members in giving back to the community. We've partnered with Alzheimer's Australia NSW, Conservation Volunteers Australia, Dress for Success, Exodus Foundation, Starlight


Children's Foundation, RSPCA NSW and more.

### Leukaemia Foundation patient transport service

The NRMA provided funding for two vehicles to transport patients to hospital for treatment, and our Patrols volunteer every fortnight to drive patients to and from their medical appointments.

### NRMA Starlight Escapes program

The NRMA has continued its support by helping 40 Starlight families get some much needed rest and recreation at one of our holiday parks.



“...helps ease the burden, even just a little bit, then it’s well worth it”

## NRMA mechanics head west

Since 2014, the NRMA has sent around 40 patrols and Car Servicing mechanics to dozens of drought-affected farms in Lightning Ridge to fix farming equipment such as tractors, windmills and harvesters, delivering over \$100,000 worth of work.

To highlight the struggles facing farming communities, the NRMA this year released *Where the Black Rays Shine*; a tribute video to farming families and the challenges they face to survive one of the worst droughts recorded in far-Western NSW. The video, featuring a poem by Lightning Ridge farmer Robert Turnbull, has been viewed

over 700,000 times, and can be seen at [mynrma.com.au/lightningridge](http://mynrma.com.au/lightningridge), where volunteering information can be found and donations made to support regional farming communities.

NRMA Patrolman George Whisker, who led the tour for the third year in a row, said the impact the drought has on the land and communities needs to be seen to be believed.

“If taking our tools and expertise out west to get equipment running again helps ease the burden, even just a little bit, then it’s well worth it and I’m glad we are going to continue providing that level of support.”

# Safe motoring education

Through a variety of platforms and initiatives, the NRMA delivers high-quality education for children, young people, the aged and the wider community.

Aimed at increasing road safety and raising awareness of mobility and future transport options. Our core focus continues to be centred on road safety, but we are always looking to evolve our offering and respond to the changing needs of our community. We've also identified new parents as a group in need of programs that will help them protect and educate their children and make informed decisions on their safety.

## Young driver programs

We work with our Driver Training on the Keys2Drive program that supports parents of learner drivers.

The program addresses the required mindset shift from child to independent young driver using interactive group participation.

The My First Car program offers live demonstrations from our mechanics on car maintenance and what to look for when finding your first car.

## Older driver programs

We continue to service our older Members with our Years Ahead and Pedestrian programs that ensure they are independent and mobile for as long as possible.

## Primary school program

Our Science and Road Safety Day includes theatrical shows and educational resources that empower children to look out for their own safety on the road and to then influence those around them. We also partner with many schools to educate parents and the community.

## Sustainability & Future Mobility Program

We delivered workshops on sustainable transport to 6,000 students at the Youth Eco Summit (YES) and hosted the YES 21st Century Learning Awards.

## Science and Road Safety Day

The innovative Science & Road Safety Day from the NRMA is a free touring road safety program for primary schools reaching more than 140,000 children over the past three years.

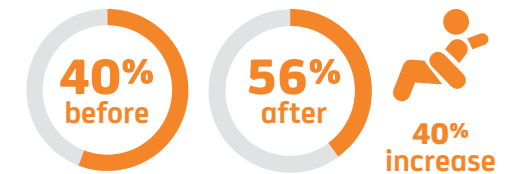
By using theatre and science demonstrations, the program makes it easy for children to understand the forces that act on them in motion and how safety equipment keeps them safe. A unique feature of the program is the importance placed on teaching children how to recognise unsafe behaviours, especially incorrectly fitted seatbelts and bike helmets, and how to correct them.

### Improvement in children's road safety knowledge

#### Bike helmet correctly fitted



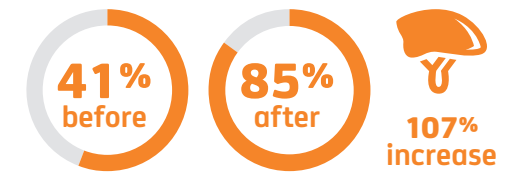
#### Child not to sit in front seat of car



#### How to correctly fit a seatbelt



#### Need to replace a bike helmet after a crash



#### Child not to exit on road side of car





## Youth Eco Summit

Over 3000 students aged between 10 and 18 years attended the Youth Eco Summit (YES) at Newington Armory in late October, to learn about alternative transport options such as electric and hydrogen fuel cell cars. The NRMA is a founding member of the summit, first held five years ago.

“We want students to think about new technologies...as these are the cars they will be buying in the future” said Senior Manager Motoring Education Venera Owens. “We need them to also understand that the infrastructure to support these new technologies has not been built and it won’t get built until they speak up to demand change.”

We invited Members and schools to choose their favourite school-based sustainability project as part of our sponsorship of the NRMA YES People’s Choice Award, and in one week received 15,353 votes. The winning school was Mawarra Public School, Eldersie, and we visited them to run a day of exciting sustainable transport workshops.

# Future mobility and connectedness



## The concept of connectedness is central to how we think about mobility

Mobility is about connecting people to opportunities – jobs, goods, services, resources, activities and destinations.

Our strategy is to advocate for better mobility and to leverage our organisational capabilities to support this goal.

In an era where the way the way people engage with the world is rapidly changing, technology plays a big role in ensuring connectivity. In order to remain relevant to our Members and customers, and to attract new ones, we're developing our digital media capabilities to make engagement easier and more intuitive.

## Key areas of focus in FY17

### Connecting to our customers



Developing a new customer value proposition to deliver services people really want and make NRMA Membership indispensable.



### Connecting us to new technologies

Thrifty introduces its first electric and advanced technology car to its fleet and the NRMA is researching a new connected car product focused on safety, driver performance, proactive vehicle health and optimising vehicle and fuel efficiency.

### Connecting us to our people

Working with our staff to bring our new corporate values to life.



Energy



Courage



Humility



Ownership

### Connecting to shared value

Our focus in 2017 will be transitioning to 'measurable impact' in the shared value areas.



Safer mobility



Access for all



Sustainable communities

### Connecting us to new mobility models



launches car sharing





Move into parking with investment in Divvy

# GRI G4 content index for 2015-16



GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
<b>Strategy and analysis</b>			
G4-1	Statement from the most senior decision-maker	Group CEO message; pg. 9	
G4-2	Description of key impacts, risks, and opportunities	Group CEO message; pg. 9, Created Shared Value; pg 12-15, Stakeholders and important issues; pg 18-21	
<b>Organisational profile</b>			
G4-3	Name of the organisation	About the NRMA; pg. 5	
G4-4	Primary brands, products, and services	About the NRMA; pg. 5-7	
G4-5	Location of the organisation's headquarters	9A York Street, Sydney, NSW 2000.	
G4-6	Number and name of countries where the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	About the NRMA; pg. 5-7	
G4-7	Nature of ownership and legal form	About the NRMA; pg. 5-7	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	About the NRMA; pg. 5-7 NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> pg.25-27	
G4-9	Scale of the organisation	About the NRMA; pg. 5-7 NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> pg. 25-27	
G4-10	Number of employees by employment type, gender, and region	Supporting our people; pg. 34; (add NZ no.)	
G4-11	Percentage of total employees covered by collective bargaining agreements	44% of NRMA staff are covered by a collective agreement. Information is not currently available for subsidiary organisations.	
G4-12	Description of the organisation's supply chain	Our supply chain; pg. 60	
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	During the period NRMA ceased the operations of our Online Shop, Emergency Home Assist and Living Well Navigator.	
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	We take a precautionary approach by taking action to reduce our social and environmental impacts. NRMA's strategic planning processes are used to manage risks in operational planning and new product development.	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Group CEO message; pg. 9 Community investment activities; pg. 65 Safe motoring education; pg. 68	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations.	Being part of something bigger; pg. 21. Memberships of associations (such as industry associations) and national or international advocacy organisations. <ul style="list-style-type: none"> <li>• ACT Electric Vehicle Council</li> <li>• Australasian Fleet Management Association (AfMA)</li> <li>• Australasian New Car Assessment Program (ANCAP)</li> <li>• Australian Automobile Association (AAA)</li> <li>• Business Council of Cooperatives &amp; Mutuals</li> <li>• Caravan and Camping Industry Association</li> <li>• Child Restraint Evaluation Program</li> <li>• Committee for Sydney</li> <li>• Consumer Rating &amp; Assessment of Safety Helmets</li> <li>• Federation Internationale de l'Automobile (FIA) – the AAA is the member of FIA on behalf of all clubs</li> <li>• Global Mobility Alliance (GMA)</li> <li>• National Road Safety Week Council</li> <li>• NSW Business Chamber</li> <li>• NSW Road Safety Advisory Council</li> <li>• Pacific Highway Taskforce</li> <li>• Supply Nation</li> <li>• Trans-Tasman Business Circle</li> <li>• Tourism and Transport Forum</li> <li>• Vehicle Safety Research Group</li> <li>• Western Sydney Business Chamber</li> <li>• Sustainable Business Australia</li> </ul>	
<b>Identified material aspects and boundaries</b>			
G4-17	Entities included in the organisation's consolidated financial statements or equivalent documents	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> pg. 8, 81	














GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
G4-18	Process for defining the report content and the Aspect Boundaries and implementing the Reporting Principles for Defining Report Content	Stakeholders and important issues; pg 20	
G4-19	Material Aspects identified in the process for defining report content	Stakeholders and important issues; pg 20	
G4-20	For each material Aspect, report the Aspect Boundary within the organisation	Stakeholders and important issues; pg 20	
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation	Stakeholders and important issues; pg 20	
G4-22	Report the effect of any restatements of information provided in previous reports	There were no restatements from previous reports.	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	There are no significant changes in Scope and Aspect Boundaries.	
<b>Stakeholder engagement</b>			
G4-24	Stakeholder groups engaged by the organisation	Stakeholders and important issues; pg 18- 20	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholders are identified and selected on the basis of our material impacts.	
G4-26	Organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Stakeholders and important issues; pg 18- 20	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	Stakeholders and important issues; pg 18- 20 Customer experience - going beneath the numbers; pg. 26-27	
<b>Report profile</b>			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	About this report; pg. 4	
G4-29	Date of most recent previous report (if any)	About this report; pg. 4	
G4-30	Reporting cycle (such as annual, biennial)	About this report; pg. 4	
G4-31	Contact point for questions regarding the report or its contents	Senior Manager, Sustainability Email: <a href="mailto:sustainability@mynrma.com.au">sustainability@mynrma.com.au</a>	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
G4-32	Report the 'in accordance' option the organisation has chosen; the GRI Content Index for the chosen option; and the reference to the External Assurance Report	About this report; pg. 4	
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report	We have not sought external assurance for this report.	
G4-34	Governance structure of the organisation, including committees of the highest governance body	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> pg. 4, 11 & 18-20	
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> pg. 16	
G4-36	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 10 -11	
G4-38	Composition of the highest governance body and its committees	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 13	
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 4	
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 14	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed, and whether conflicts of interest are disclosed to stakeholders	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 15	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 15	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Reviewed annually by the CEO through Business Units reports, plans and the Sustainability Report	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Reviewed annually by the CEO through Business Units reports, plans and the Sustainability Report	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered	NRMA's Group CEO, Mr Rohan Lund.	
G4-51	Remuneration policies for the highest governance body and senior executives.	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 17	
<b>Ethics and integrity</b>			
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	About the NRMA; pg. 5 NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 17, 21	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 21	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 21	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
<b>Specific standard disclosures</b>			
<b>Category: economic</b>			
<b>Material aspect: economic performance</b>			
G4-DMA	Generic Disclosures on Management Approach	Building a more sustainable business; pg. 50 NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 10;	
G4-EC1	Direct economic value generated and distributed	Economic performance; pg. 26; NRMA 2016 NRMA Annual Financial Report 2016; See <a href="http://www.mynrma.com.au/about/reports.htm">www.mynrma.com.au/about/reports.htm</a> ; pg. 10; Social investments continue to perform well; pg. 27 8. Decent work and economic growth	
<b>Category: environmental</b>			
<b>Material aspect: indirect economic impacts</b>			
G4-DMA	Generic Disclosures on Management Approach	Stimulating regional communities; pg. 64	
G4-EC8	Report examples of the significant identified positive and negative indirect economic impacts the organisation has.	Stimulating regional communities; pg. 64 Community investment; pg. 65	
<b>Category: environmental</b>			
<b>Material aspect: materials</b>			
G4-DMA	Generic Disclosures on Management Approach	Environment; pg. 53-59	
G4-EN2	Percentage of recycled input materials used to manufacture the organisations' primary products and services.	Other environmental activities; pg. 58; we do not record recycled materials as a percentage.	
<b>Material aspect: energy</b>			
G4-DMA	Generic Disclosures on Management Approach	Energy efficiency and carbon emissions; pg. 54	
G4-EN6	Reduction of energy consumption	Energy efficiency and carbon emissions; pg. 54; energy reduction reported as a percentage change from baseline, not in joules.	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
<b>Material aspect: emissions</b>			
G4-DMA	Generic Disclosures on Management Approach	Environment; pg. 53	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Energy efficiency and carbon emissions; pg. 54-55	
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Energy efficiency and carbon emissions; pg. 54-55	
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Energy efficiency and carbon emissions; pg. 54-55; total emissions were reduced by 387tCO <sub>2</sub> -e in FY16.	
<b>Material aspect: compliance</b>			
G4-DMA	Generic Disclosures on Management Approach	Environmental compliance; pg. 58	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There were no known breaches of environmental regulations or licence conditions.	
<b>Material aspect: supplier environmental assessment</b>			
G4-DMA	Generic Disclosures on Management Approach	Our supply chain; pg. 60	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Our supply chain; pg. 60	
<b>Category: social</b>			
<b>Sub-category: labor practices and decent work</b>			
<b>Material aspect: employment</b>			
G4-DMA	Generic Disclosures on Management Approach	Talent attraction and retention; pg. 36	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Talent attraction and retention; pg. 36; age, gender, region not reported	
G4-LA3	Return to work and retention rates after parental leave, by gender	Talent attraction and retention; pg. 36	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
<b>Material aspect: occupational health and safety</b>			
G4-DMA	Generic Disclosures on Management Approach	Safety and wellbeing; pg 48	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Safety and wellbeing; pg 48; region and gender not reported	
<b>Material aspect: training and education</b>			
G4-DMA	Generic Disclosures on Management Approach	Learning and development; pg. 40	
G4-LA9	Average hours of training per employee by gender, and by employee category	Learning and development; pg. 40	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing their career endings	Learning and development; pg. 40	
<b>Material aspect: diversity and equal opportunity</b>			
G4-DMA	Generic Disclosures on Management Approach	Gender diversity/equal remuneration; pg. 42	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indication of diversity	Gender diversity/equal remuneration; pg. 42-43; reported only as gender breakdown in leadership categories	
<b>Material aspect: equal remuneration for men and women</b>			
G4-DMA	Generic Disclosures on Management Approach	Gender diversity/equal remuneration; pg. 42	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Gender diversity/equal remuneration; pg. 42; reported as a percentage not ratio	
<b>Material aspect: supplier assessment for labor practices</b>			
G4-DMA	Generic Disclosures on Management Approach	Our supply chain; pg. 60	
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Our supply chain; pg. 60	

GRI G4 indicator	Disclosure title	Section; page number	Sustainable development goal
Sub-category: human rights			
<b>Material aspect: supplier human rights assessment</b>			
G4-DMA	Generic Disclosures on Management Approach	Our supply chain; pg. 60	
G4-HR10	Report the percentage of new suppliers that were screened using human rights criteria.	Our supply chain; pg. 60	
Sub-category: society			
<b>Material aspect: public policy</b>			
G4-DMA	Generic Disclosures on Management Approach	Approach to public policy and political donations; pg. 31	
G4-S06	Total value of political contributions by country and recipient/beneficiary	Our Annual Disclosure Returns to the AEC are publicly available online at <a href="http://www.aec.gov.au">www.aec.gov.au</a>	
<b>Material aspect: supplier assessment for impacts on society</b>			
G4-DMA	Generic Disclosures on Management Approach	Our supply chain; pg. 60	
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	Our supply chain; pg. 60	
Sub-category: product responsibility			
<b>Material aspect: customer health and safety</b>			
G4-DMA	Generic Disclosures on Management Approach	Customer experience; pg. 26 Safety and wellbeing; pg. 48	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	100% of NRMA Group businesses.	
<b>Material aspect: product and service labeling</b>			
G4-DMA	Generic Disclosures on Management Approach	Customer experience; pg. 26	
G4-PR5	Results of surveys measuring customer satisfaction	Customer experience; pg. 26	

# We want your feedback

To continue our process of engaging our stakeholders in our sustainability journey, we welcome your comments so that future reports better respond to your questions and concerns.

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