

# NRMA MOTORING & SERVICES - Our approach to corporate responsibility

## *A snapshot of what we are doing*

Being a good corporate citizen has always been a part of what we do, as reflected in our Constitution and our corporate values of Community, Help, Integrity, Quality and Speaking out. To ensure that we continue to provide Member value, we are refreshing our approach to corporate responsibility and developing a new strategic framework across our businesses. As a result, we will report our progress in more detail in future and develop appropriate targets against which to report in 2009/2010.

## *Our highlights for 2008/2009*

For almost 90 years, NRMA has been a voice for our Members on things that are important: whether it be speaking out for Motorists, helping in the Community or supporting a greener future. Some of our highlights in 2008/2009 include:

### **Community**

In 2008/2009, 250 of our staff contributed 1,750 hours of support to our charity partners. Activities included transforming Sunnyfield residences for people with an intellectual disability, protecting our landscapes with Conservation Volunteers Australia and creating activities for children in hospital through the Starlight Foundation. This is an amazing achievement which our staff can be proud of.

### **Helping the environment**

We called for action on alternative fuels and technology with the release of the Jamison Group Report 'Roadmap for Alternative fuels in Australia' and developed a sustainable transport policy to move toward a greener, less volatile transport future.

In our own operations we have achieved a 30% reduction in greenhouse gas emissions from NRMA-owned patrol fleet fuel use by switching to LPG and using less fuel. Overall we have reduced our carbon footprint (electricity and fuel) by 6 per cent in the last year (with a 12 per cent reduction over the past two years).

### **Integrity**

We are committed to making NRMA a great place to work and as part of this we were recognised as an EOWA Employer of Choice for Women. The NRMA Group is also committed to efforts to achieve best practice standards in safety management.

### **Quality**

NRMA was recognised for our outstanding customer service with a

win in the Service Excellence category of the 2009 Australian Business Awards.

### **Speaking out**

NRMA has always campaigned for safer roads and safer cars. During the year we have helped secure record funding for NSW roads, including \$1.7 billion to finally get the F3 - Branxton link built plus a funding boost for the Pacific Highway. We have always kept up the pressure on governments for better roads and we are also campaigning for better public transport. So, regardless of whether our members drive, catch a bus or take the train, they can get around as quickly and easily as possible. We successfully fought for a fairer demerit system, a better deal for older drivers and are campaigning for a fair go for young drivers as well.



# NRMA Corporate Responsibility Strategy

We are extending our corporate responsibility framework across our businesses. The following is a snapshot of some of our key priorities over the next 12 months. More details will be available on our website as we progress:

*What we want to do*

*How we are going*

*What is our priority in 2010*

## COMMUNITY WE'RE ACTIVE IN THE COMMUNITY

### COMMUNITY

<p>Extend NRMA Motoring &amp; Services staff volunteering across the NRMA Group.</p>	<p>NRMA Motoring &amp; Services has a strong tradition of helping those in need and we support this commitment with one day's paid volunteering leave each year for all Motoring &amp; Services staff. Many of our staff also participate in our workplace charitable giving program.</p>	<p>To have a diverse calendar of activities from all of our charity partners that support the objectives across the NRMA Group.</p>
<p>Use NRMA's core business to offer our charity partners professional development and support opportunities.</p>	<p>We currently have a young person from Youth Off The Streets working as an apprentice at NRMA MotorServe.</p>	<p>Expand opportunities for charity engagement within the NRMA business.</p>
<p>Benchmark our charity partner and fundraising activities across the NRMA Group.</p>	<p>We currently report on our five charity partners through which we support a range of innovative programs.</p>	<p>Expand reporting to include our social impact through our involvement with our charity partners and fundraising.</p>

## HELP HELP IS WHAT WE PROVIDE

### ENVIRONMENT

<p><b>Environment &amp; Climate Change</b> Strengthen NRMA's environmental performance by reducing our footprint and helping our Members to reduce theirs.</p>	<p>We are currently implementing NRMA's Climate Change Strategy across the Group. This includes monitoring our carbon footprint, undertaking energy audits and finding efficiencies. We are continuing to make savings in our NRMA-owned Patrol fleet emissions.</p>	<p>Continue to focus on greenhouse gas emission reduction actions improving reporting systems across the NRMA Group and setting Group wide targets.  Implement an Environmental Management System across the NRMA Group.</p>
<p><b>Sustainable Transport</b> Identify sustainable transport solutions and help Members move toward a greener, less volatile transport future.</p>	<p>We successfully launched the Jamison Group <i>Roadmap for Alternative fuels in Australia to help reduce our dependence on oil</i>. We developed a NRMA Sustainable Transport Policy to focus on:</p> <ul style="list-style-type: none"> <li>• Providing leadership to foster new vehicle technology and alternative fuels;</li> <li>• Helping to educate motorists on ways to use less fuel; and</li> <li>• Calling for sustainable transport solutions including improving the public transport system.</li> </ul>	<p>Continuing to raise awareness on the need to act now by releasing the next Jamison Group Report and holding a Summit. We will continue sharing with Members what we learn along way including information on greener driving techniques and new exciting technologies as they emerge.</p>



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## INTEGRITY WE DO THE RIGHT THING

### GOVERNANCE

#### Corporate Governance

To have leading corporate governance practices in place which are effective and reflect our core values.

A governance restructure was undertaken in 2009, including a revised way to manage and monitor our subsidiaries to reduce fees and to increase the transparency of the NRMA Group.

A full review of the new governance structure and ways to better integrate corporate responsibility into the way we provide Member value and do business as well as improving transparency to Members.

#### Risk Framework & Internal Audit

Instil a risk management culture throughout the NRMA Group which supports strong internal control, process improvement and financial sustainability.

We implemented our Group Risk Management Framework across the group. Results are regularly reported to management, the Board and Committees. The internal audit plan covers both key risk areas and controls, and process improvements.

Actively manage our risk exposure to remain sustainable across the NRMA Group.

Maintain a comprehensive, effective, Group internal audit and process improvement program.

### EMPLOYEES

Build a high performing culture that delivers business results and Member value.

As part of our talent management program, 100% of employees participate in regular performance and career development activities.

Reward and recognise outstanding performance through our talent management system across our Group.

Foster a culture of innovation to deliver business results and Member value.

Strengthen our position as an Employer of Choice.

We have been recognised by the Australian Government as an Employer of Choice for Women.

Optimise and embed our position as an employer of choice across the NRMA Group.

Increase our employee engagement and track engagement scores across the NRMA Group.

### SAFETY

#### Safety

Achieve best practice standards in safety management by continuing to foster a safety culture across the NRMA Group.

We agreed objectives and lead and lag indicator targets for NRMA Motoring and Services and NRMA MotorServe.

We are implementing strict protocols for the control of Fatigue Management across the NRMA Group.

Implementation of agreed lead indicators in all NRMA Group businesses.

Reduction in number and severity of all incidents, particularly those involving lost time.

Reduction in claims costs across the NRMA Group.

Supporting ageing workforce within Patrols.

#### Wellbeing

Ensure the wellbeing of our employees and enhance their work life experience.

We held wellbeing focus groups in NRMA Motoring & Services to identify and agree actions to increase overall staff wellbeing.

Implementation of a coordinated and adequately funded Wellbeing program across the NRMA Group, focussing on agreed priorities, including "Work/life" balance and the use/support of online information/support services.



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## QUALITY EXPECT THE BEST FROM US

### MEMBERS

Continually work to enhance our Member experience.

We measure the satisfaction of our Members. Our Roadside Assistance Satisfaction result for 2008/2009 was 90%.

Continue to provide excellent service to our Members and identify opportunities for improvement and increase our performance.

Expand our measurement to provide a more detailed understanding of the satisfaction of Members with our different products and services.

Continuously improve our high level of service by listening to what our Members tell us through feedback and surveys.

We have improved the management of Member feedback to give our Members an even stronger voice within the business.

Develop a new Member feedback capture system to provide more transparency and accountability to the complaints handling process and improve reporting ability.

Member feedback is resolved within five business days in 80% of cases.

NRMA was awarded the Service Excellence Award in the 2009 Australian Business Awards.

### STAKEHOLDERS

Better manage our relationship and engagement with key stakeholders and suppliers.

A new stakeholder and supplier relationship management system is under construction which will centralise and help to better coordinate our stakeholder activities.

Formalise our stakeholder engagement activity and work towards a common and coordinated approach in managing the needs and expectations of our stakeholders.

### SUPPLY CHAIN

Implement a Group Procurement Policy that is integrated across our businesses.

We are currently reviewing and refreshing our procurement policies across our businesses as part of implementing the NRMA Group procurement approach.

Develop social and environmental criteria to be embedded into the Group Procurement Policy and sourcing decisions across the NRMA Group.

## SPEAKING OUT WE SPEAK OUT WHERE IT MATTERS

### ADVOCACY

Advocate on behalf of our Members to achieve fairness, transparency and policy reform.

Our policy submissions and advocacy are publically available on our website.

Improve the feedback mechanisms to Members on our advocacy activities.

Member surveys and feedback is integral to our advocacy approach.

Maintain a high satisfaction rating to Members on activities on speaking out.

