

**2.11 QW: Do you use leader boards to track and report on staff sales results? Please provide copies of your leader boards.**

**Answer**

NAB uses visual management tools and online reporting as the two main methods of tracking, reporting and discussing performance. These are typically in the form of:

- A visual management system designed to track and monitor the customer experience. These are used in branches and Business Banking Centres (BBCs) to track overall performance measures and guide future activity. Measures and discussion areas include Net Promoter Score (NPS), number of customers who have NAB as their main bank and referral and sales performance against goals. NPS is NAB's single enterprise-wide measure of customer advocacy. Customers are asked, on a scale of 0-10, how likely they'd be to recommend NAB to friends, family or colleagues. NPS is calculated by subtracting the percentage of detractors from the percentage of promoters.

- Performance & insights reporting (such as sales, conversion of enquiries and management of customer needs, file quality, productivity).

The use of ranking systems and visual management boards to track and monitor performance of teams and individuals is used in a variety of ways across NAB. Where these tools are utilised, they are mainly used to measure a broader range of elements that contribute to overall performance. This includes an end to end focus on customers, risk management and sales. Leader Board ranking is also used by Managers and various risk and compliance teams at NAB to identify risk and/or unusual activity.

While a leader board is not NAB's main method for reporting and tracking performance, there are some limited situations in which a leader board is used to track and report on performance. For specific local area and ad hoc campaigns, a leader board system is sometimes used to report and track results. Campaigns are designed to motivate employees, usually for a specific duration and/or activity and are built around a theme. The overall performance of staff is still based on a broader view of performance including metrics for risk, customer advocacy and behaviours. NAB has provided two leader boards, one each from NAB's Retail Banking (**Annexure I**) and Wealth Management divisions (**Annexure J**).