

2.15 QW: Are sales ranking tables used and distributed by Managers within NAB to highlight and promote employee sales performance?

- a) If so, in which areas of the bank?
- b) Are ranking tables utilised within NAB to highlight other types of employee performance?
- c) Do you consider the use and distribution of sales rankings by Senior Managers to employees as behaviour consistent with the NAB values?

Answer

Further to information outlined in response to question 2.11, reporting on various metrics, compliance and other matters is available to management within NAB to assist in managing performance on a daily or weekly basis depending on the business area. The intent of these reports is to enable leaders to manage performance across a broad set of metrics at an individual level.

These practices align with NAB's values. NAB does not focus on sales in isolation of everything else needed to deliver an optimal service and experience for customers. NAB's values, which are complimentary, are:

- **Passion for customers**
I start with the customer and build trusting relationships
- **Do the right thing**
I make good decisions for our customers, people and communities, even when it's difficult
- **Will to win**
I go the extra mile and never give up
- **Be bold**
I ask the tough questions and take accountability
- **Respect for people**

I treat others with dignity and respect and embrace diversity

- a) Within Retail Banking a Sales & Performance Report is available to all employees on NAB's intranet. It shows ranking at a region, local area market and branch level across sales and non-sales metrics.

Within Direct Banking a tool called Agent Stats is a daily online reporting tool which tracks sales performance and compliance metrics – this can be reported on a business, team and individual level. This report is available to managers and to individuals to track and monitor their own performance.

Within Wealth, financial performance is managed through reporting at an individual level. At a local level in some teams, measures such as ranking tables are used.

Within Business Banking, financial performance is managed as a business and bankers work towards targets. However, this occurs on a one on one basis via weekly discussions with bankers. The focus of these discussions is on coaching, as opposed to comparison with peers' financial performance via league ladders.

- b) Ranking tables are used within NAB to highlight other types of employee performance. For example, they can be used by business divisions and the Management Assurance, Risk and Compliance departments to identify risk and/or unusual activity.
- c) 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. The use of these tools to manage performance purely from a sales perspective is limited. 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, quality and sales.