QW26: Do you use leader boards to track and report on staff sales results? Please provide copies of your leader boards.

Answer: We use reporting systems and frameworks, including leader boards, to monitor and report data across our diversified business operations and customer groups. While the objectives and content of each data output may vary, these tools are used to help us manage and forecast performance at various levels. This includes identifying and comparing areas of high performance, what we can learn from high performers and where we need to support our people to improve.

The majority of performance data reporting is produced at a region or team (branch) level. The reporting provides relevant analytics, including productivity outcomes, activity outcomes, customer movements and balance movements, as well as sales activity.

Employees performing a sales role are able to access individual outcomes information against key role objectives via reporting systems.

Our approach to leader boards varies between divisions and sales role types. While leader boards have historically been used at an individual level, we continue to move away from individual leader boards, in line with our approach to reporting performance data at a regional or team (branch) level.