



NRMA Corporate Responsibility Review

2010/2011

Thinking ahead for you

2020 VISION

To be the most trusted member organisation, through our great people excelling at delivering highly relevant services and legendary roadside assistance.

What we stand for

With more than 2.3 million Members in NSW and the ACT, NRMA Motoring & Services is one of the largest Member-owned organisations in Australia, and we are still growing.

As a mutual organisation, we will always focus on delivering better results for our Members. As well as enjoying our legendary roadside service and a diverse range of motoring, leisure and lifestyle products and services, NRMA Members benefit from the many ways we act on their behalf.

Over the past 12 months, we have lobbied for less congested roads, better value fuel, greener motoring and much more. Our staff have lent a hand to a range of good community causes. We have stepped up our commitment to safety and customer

service. And we have looked ahead to what our Members will need over the next decade and beyond.

As a Member-driven organisation, it's not just about the "what, when and where" of offering great value products and efficient services. It's about the "how". We will always make sure our core values shine through:

- Community
- Help
- Integrity
- Quality
- Speaking out

This publication is a snapshot of our 2010/11 activities for each of these values and summarises how we are performing against our goals. For more detail, visit mynrma.com.au



CEO message

It has been an exciting year for NRMA. After 90 successful years, we have been taking stock and making plans that will see us through to our centenary and beyond.

We formed a team tasked solely with understanding what our Members' needs will be in the future and how NRMA can meet those needs. This publication explains why this team's work is so vital to our long term planning.

This year we also launched our new service promise and education program. Our investment in staff training is one reason we won the Australian Business Award for Service Excellence for a third year in a row – an award that recognises the outstanding dedication of our people.

In a busy year, we continued to strengthen our commitment to speaking up on behalf of our Members, to workplace safety, and to helping the communities we serve.

Values-based activities like these are at the heart of who we are. Whatever the future holds, that will never change.

Tony Stuart Group CEO



Thinking ahead for you

In a changing world, we want to secure a sustainable future for your NRMA.

We know that by 2020, the way we work, live and play is likely to be quite different. This year, we began the journey to ensure NRMA can continue to play a significant role.

By responding positively to global trends and changes, we plan to continue providing outstanding benefits and services to our current and future Members.

To kick start the process, we formed a project team of NRMA staff and external contributors. Team members spent months investigating the technological, social and environmental factors that will influence our

world over the next ten years and beyond. They canvassed the opinions of experts and talked to over 1,200 consumers from all over Australia.

The team reported that, while Roadside Assistance should remain at NRMA's core, there are great opportunities to expand our Member services in line with emerging technologies and changing social patterns.

Defining the path for our future has been an exciting, challenging and robust experience that is only the beginning of an ongoing evolution for NRMA. With the guidance of our Members, we will work hard to find the best combination of old and new ideas.

Focus on the Future

In the coming decades, Australians will experience new technologies and ways of staying connected; an ageing, highly mobile population; and threats to the sustainability and longevity of our resources.

By 2020, we will have changed how we live and what we expect.

- Consumers will favour organisations that make their lives better, avoid information overload and value their time.
- A smaller workforce and ageing population will cause tension between competing social priorities.
- Technology will be fully integrated with every aspect of daily life in ways we can only dream of now.
- Increasing mobility will impact our lifestyles, housing needs, transportation choices and employment.
- Increasing congestion as people move into our cities and urban areas.
- With limited resources, we will extract more value from what we have and challenge accepted concepts such as ownership.

Visit the 2011 Members Review at www.mynrma.com.au to find out more about the insights gathered by NRMA on future local and global trends and what they may mean to you.





NRMA staff lending a hand at Tom Thumb Lagoon, Wollongong and Taronga Zoo, Sydney.

Helping to create a brighter future

Our Patrols are not only famous for helping stranded motorists, they have a reputation for being willing and able when community organisations need help.

Over the years our Patrols and staff have provided

hands-on support for a range of good causes that are working to secure a better future for people, animals and the environment.

2010/11 was another busy year of volunteering. Our staff planted trees with

Conservation Volunteers Australia, hosted community car maintenance sessions at NRMA MotorServe and took part in Reno Rescues at Sunnyfield residences for people with a disability.



COMMUNITY

Helping to create a brighter future

Our ongoing commitment to helping out is an important part of NRMA's ethos – our organisation was founded on it.

VOLUNTEERING

NRMA has five corporate charity partners; Sunnyfield, the Starlight Children's Foundation, Conservation Volunteers Australia, Youth Off The Streets and the Australia Diabetes Council. Through our Helping Hands volunteering program, NRMA staff members can engage with the work of these organisations and choose to spend one day each year helping out.

Over the past 12 months, a record number of staff helped our partners. They served homeless people from food vans and charity kitchens, inspired people with a disability through art therapy workshops, and brightened the lives of families with seriously ill children in hospital.

SPONSORSHIPS

During the year we delivered several key sponsorships and events. These included the annual NRMA Motorfest, Technopush, the Australian Motorlife Museum, and Taronga Conservation Society Australia.

We reached out to regional communities through our famous Mobile Member Centre, our NRMA Ambassadors and vintage vehicle fleet, promoting road safety and sharing our motoring history.

We also continued our financial support for the Youth Off The Streets Scholarship Program. This funds disadvantaged young people who show the ability to succeed but who need assistance to reach their potential.

This year our Community Engagement team plans to expand our charity partner involvement, including hosting professional skills workshops and assisting with key charity projects.

Find out more about NRMA Community Engagement at <http://www.mynrma.com.au/about/community-engagement.htm>



RIGHT 2010 NRMA Helping People Award winners and NRMA Directors



NRMA Helping People Awards

Every year across NSW and ACT, hardworking and passionate volunteers go the extra mile when helping their chosen charities.

The annual NRMA Helping People Awards recognise these volunteers' tireless contributions and the huge difference they make to their communities.

Here are our 2010 winners, who all win a well-deserved holiday thanks to NRMA Travel.

Environmental Volunteer Award

Suzanne Medway, Wildlife Preservation Society of Australia, Brighton Le Sands, NSW

Young Volunteer Award

Amy Mills, Oaktree Foundation, Campbell, ACT

Community Volunteer Award

Colin Lott, St John's Ambulance Australia NSW, Wyong, NSW

Senior Volunteer Award

Janet McFarlane, Merry Makers Australia, Yarramalong, NSW



COMMUNITY

How are we doing?

WHAT WE WANT TO DO	OUR FOCUS IN 2010/2011	OUR PROGRESS & ACHIEVEMENTS	OUR PRIORITIES FOR 2011/2012
Extend staff volunteering across the NRMA Group.	<p>Supporting the Group of companies to engage their staff in volunteering and charitable activities.</p> <p>Identify one relevant charity to partner with each Group business.</p> <p>Achieve 300 days of staff volunteering across the Group.</p>	<p>Last year staff from across the Group engaged in volunteering and fundraising activities supporting the CEO Sleepout, Movember, Pink Ribbon Day and Starlight Day among others.</p> <p>Staff and Members assisted with selecting our new charity partners, who align with our corporate and community values and vision for the NRMA Group. The new partners will be announced in November 2011, joining our existing partners.</p> <p>Over 300 NRMA Group staff took part in staff volunteering days in 2010/11, achieving our target and enabling a range of staff to support the work of our charity partners. This follows a year on year increase in our staff volunteer numbers from 2006.</p>	<p>Develop and grow the NRMA Helping Hands Program to expand our support across our group of corporate charity partners.</p> <p>Involve staff in using their professional skills to support and engage with our charity partner projects.</p> <p>Achieve 350 days of staff volunteering across the Group.</p>
Use NRMA's core business to offer our charity partners professional development and support opportunities.	A staged roll-out to provide tangible professional support to our charity partners.	<p>We have been working closely with our charity partners to identify key areas where we can provide professional development opportunities. One example is our Innovations Team mentoring and assisting Starlight Children's Foundation to start their own innovations program.</p> <p>We also continue to support the operation of the Youth Off The Streets food van and to provide roadside assistance for charity partner vehicles.</p> <p>In the days after the February quake in Christchurch, the Thrifty team gave free rentals to The Salvation Army, the Red Cross, church groups and visiting volunteer doctors as well as families and individuals in need. In addition, donations totalling more than \$42,000 were collected by Thrifty Australasia and the NRMA Group for The Salvation Army Canterbury Earthquake Appeal.</p>	From 2011/12 we will begin a series of NRMA Collaborate Workshops, launching in October 2011. Staff in key areas of the business will collaborate with our charity partners. The first topic will be Media.
Benchmark our charity partner and fundraising activities across the NRMA Group.	Address community activity reporting across the NRMA Group.	As part of a review process of the Helping Hands program, a priority is to formalise benchmarking across the Group. We are on track to have the NRMA Group Community Engagement Program up and running. Once it is finalised, we will begin to benchmark across the Group.	Assess community impact.



LEFT CEO NRMA Group Tony Stuart dons a sleepsuit for the CEO Sleepout

RIGHT Emma Gardiner, General Manager for Thrifty New Zealand handed over a cheque to Major Robert Ross, Territorial Public Relations Secretary at The Salvation Army Linwood Community Centre in Christchurch.



LEFT NRMA Roadside Assistance vehicles go pink for the Cancer Council Pink Ribbon Day

Sharing our experiences

Deborah-Ann Allan, NRMA's Innovation & Development Manager, has provided her experience and support to the Starlight Children's Foundation in developing their own innovations program.

According to Louise Baxter, CEO, Starlight Children's Foundation, the organisation fully appreciates their partnership with NRMA.

"Working with the NRMA Innovations Team will make a difference to our innovation journey," she says. "The sharing of experience has had an amazing impact on the team here, helping to create an innovation culture."

"Sharing our learnings not only helps others but will help to inform our own program into the future," commented Deborah-Ann.

BELOW Captain Starlight an Australian innovation



Protecting our native animal heritage

Wildlife rescue organisation WIRES reports that approximately 2.5 million animals are killed by motor vehicles in NSW each year.

Carnage on the roads is one reason the survival of several native species is threatened.

As part of our longstanding support for the work of Taronga Conservation Society Australia, NRMA supports Taronga Zoo's Australia's Nightlife nocturnal exhibit.

The exhibit is educating motorists on how to avoid animals at night, what to do with injured creatures, and key contact details for wildlife centres.



Lending a hand

For the past year and a half, NRMA has helped to staff the Youth Off The Streets food van and provided financial assistance.

This year we helped aspiring audiologist Benjamin Traynor to achieve his dream of studying at university through the Youth Off The Streets Scholarship Program.

BELOW Emma Treadgold from the NRMA Community Team presents Benjamin Traynor with his award.

Father Chris Riley's
Youth Off The Streets®



A bright green Mitsubishi iMiEV car is shown from a front-three-quarter view. The car features NRMA branding on the front and side, including the text 'NRMA MOTORING + SERVICES' and 'NRMA Roadside Assistance'. The license plate reads 'NSW PLUG IT'. The car has a small orange light bar on the roof. The background is slightly blurred, showing other vehicles and a building.

HELP

Protecting tomorrow by acting today

NRMA was a Mitsubishi foundation partner receiving one of the first production electric vehicles to arrive in Australia – the Mitsubishi iMiEV. We launched two

Australian firsts during the year – a production electric Roadside Assistance vehicle and a mobile charger – and are installing two public chargers.

Protecting tomorrow by acting today

Our philosophy is that it is our responsibility to do as much as possible to make Australia a better place for future generations.

SUSTAINABLE TRANSPORT

The technologies and fuels of the future already exist, and we want Australians to have access to them. For example, we continue to liaise with independent transport and energy experts, the Jamison Group, to understand Australia's driving future beyond oil.

The need for action was a central pillar for our Seeing Red campaign roadmap for the incoming NSW Government in 2011. We called for action on key areas such as mandatory fuel consumption and vehicle pollutant emission standards, investment in alternative fuels and technologies, and improved public transport.

ENVIRONMENT AND CLIMATE CHANGE

NRMA Group is working hard to achieve our vision of a low carbon future by 2020. This builds on savings we have made at NRMA Motoring & Services since we started measuring our carbon footprint from electricity and fuel use in 2006.

At NRMA offices, we are saving energy by switching off computers, turning down air conditioners and sourcing some renewable energy at our larger sites. On the road, we are being more fuel-conscious and applying whole-of life functionality, safety and environmental considerations to our fleet.

Now we have made major reductions, we are buying carbon offsets for emissions we cannot avoid from our NRMA-owned Roadside Assistance fleet fuel use. Overall, we have saved or offset over 23% of our Group carbon footprint from fuel and electricity use and are well on the way to our low carbon future.

SUPPORTING PERFORMANCE

Throughout 2010/11 we worked hard on integrating our Health Safety and Environment Management System across the NRMA Group. We established a steering committee to oversee the implementation of relevant programs and a technical reference group to support business units. Not only will this help keep our people safe, it will help drive our environmental performance.



Looking for alternatives

During the next decade, Australia will import over 80% of our oil needs, so developing local options is an economic priority. During the year we continued to research alternatives, influence government policy and urge action.

Following the NRMA Alternative Fuels and Technology Summit 2010, we formed the Alternative Technologies and Fuel Coalition of business and community groups.

The group took an active role in the lead up to the Federal election, calling on all political parties to help develop a national strategy to reduce oil dependence by 75% by 2030.



WHAT WE WANT TO DO	OUR FOCUS IN 2010/2011	OUR PROGRESS & ACHIEVEMENTS	OUR PRIORITIES FOR 2011/2012
Environment and climate change Help contribute to a greener community by strengthening NRMA's environmental performance through reducing the NRMA Group's carbon footprint and helping our Members to reduce theirs.	<p>Achieve a 15% reduction in carbon emissions from electricity and fuel use across the NRMA Group.</p> <p>Provide assistance and advice to Members to help them reduce their environmental footprint.</p> <p>Embed the Environmental Management System across the Group and integrate with the Group Safety System.</p>	<p>We have adopted a new vision for NRMA Group: NRMA Motoring & Services to be carbon neutral by 2020 and to support our Group businesses in reducing their carbon footprint too. Despite our growth in our business, we have kept our carbon emissions from fuel and electricity steady, implemented new reduction activities and are buying carbon offsets for our 100% NRMA-owned Roadside Assistance fleet fuel use. These measures have achieved a 23% saving on our carbon footprint against the 2009/10 baseline for the NRMA Group.</p> <p>We launched our new website and made information on green driving tips and alternative fuels easier to access. Our publications regularly include advice on how to reduce fuel use through vehicle choice and driving techniques and keep Members up to date on the latest technologies.</p> <p>The new Health Safety and Management System is being developed across the Group. It combines the processes for managing health, safety and the environment, creating a more effective system.</p>	<p>Report progress on our strategy for our 2020 vision of a low carbon NRMA Group.</p> <p>Continue to focus on reducing our carbon footprint, including reducing and continuing to offset NRMA-owned Roadside Assistance fleet fuel use.</p> <p>Instil a culture of continuous improvement for our Health Safety and Environment management system across the Group.</p> <p>Improve our environmental metrics measurement and reporting.</p>
Sustainable transport Identify sustainable transport solutions and help Members move towards a greener, less volatile transport future.	<p>Work with the Alternative Technologies and Fuel Coalition to advocate for government action to reduce oil dependence. Provide Members with more information on greener motoring and ways to reduce oil dependence.</p> <p>Review internal activities for consistency with Alternative Technologies and Fuel Coalition activities.</p>	<p>NRMA and the Alternative Technologies and Fuel Coalition visited Parliament before the 2010 Federal election to lobby for action over reducing oil dependence.</p> <p>NRMA and the Jamison Group engaged at departmental levels and participated in industry and government round table discussions.</p> <p>NRMA acquired, trialled and launched Australia's first electric roadside assistance vehicle, a Mitsubishi iMiEV. The vehicle has also been used as a training tool for Patrols to familiarise themselves with new technology.</p> <p>We organised electric vehicle road shows to raise awareness and provide information about new technologies in urban and regional areas. These technologies included battery electric vehicles, hybrid electric vehicles and electric assisted bicycles.</p>	<p>Work with the Jamison Group and Alternative Technologies and Fuel Coalition to input into key government policy activities and ensure action e.g. Federal Government Energy White Paper.</p> <p>Share what we know about new technologies with Members. Install a public electric vehicle charging station and trial mobile electric vehicle chargers.</p> <p>Continue engaging Members over alternative fuels and technologies.</p> <p>Continue our greener fleet strategy to help reduce our oil dependence through our whole of lifecycle approach. Roll out the Green Drive initiative to our fleet to reduce fuel consumption. A pilot involving a group of Patrols achieved an 8% average reduction in fuel use, with top performers saving up to 23%. Monitor cycle of vehicle usage (fuel use, maintenance costs) in order to develop a whole-of-fleet management system.</p>

Treasure Island Holiday Park

Our Holiday Parks win awards for their environmental sensitivity as well as their facilities.

For example, family-friendly NRMA Treasure Island Holiday Park incorporates several sustainable features.

Rainwater is harvested for use in pool top-ups, cabin cisterns and irrigation. As a result, water usage is well below the Queensland benchmark target of 200L/day.

Measures such as timer switches, heat pumps and reticulating pump by-products to the pools has reduced energy usage by 12%.

We're also supporting local wildlife by landscaping with native trees.



Low carbon by 2020

In the future, we will all have to do more with less as our natural resources dwindle.

At NRMA, we are concerned about Australia's continued dependence on oil and we have taken steps over the past five years to find alternatives. So far, we have saved over 30% of our carbon emissions from our NRMA-owned Roadside Assistance fleet fuel use by using less fuel and switching to LPG.

Avoiding and reducing carbon emissions will always be a focus for us and is a great start to the journey towards our low carbon vision for 2020. In our next step, we have started offsetting the carbon emissions from our NRMA-owned Roadside Assistance fleet to further reduce our footprint.



Thrifty New Zealand

Since 2007, over 7,300 native trees have been planted across New Zealand on behalf of Thrifty and Thrifty customers.

Through Sustainable Business Network's Greenfleet program, Thrifty New Zealand customers can opt to offset the carbon emissions from their car rental.

As well as helping the climate, planting native New Zealand trees has co-benefits for biodiversity and water quality as much of the planting is done along rivers and streams.

BELOW Thrifty staff from the Auckland City Branch getting involved in tree planting at Oakley Creek, Auckland.



Always doing the right thing

Portia Malinowski joined NRMA's Call Centre then held roles in Member Relations and Quality Assurance. Throughout, she dreamed of becoming a successful

lawyer "but when I started out working in the call centre, that goal seemed a long way off". Helen Burgess, Group General Counsel and Company Secretariat,

said, "Thanks to NRMA's mentoring program, we discovered Portia's ambition. Now she is studying law and is a valued member of our Company Secretariat team".

INTEGRITY

Always doing the right thing

From our Members and customers to our staff and suppliers, everyone who interacts with NRMA trusts us to be true to our core values. This trust is one of the reasons we have stood the test of time in the past and will endure into the future.

PEOPLE

This year, our focus on NRMA's future led us to introduce new programs to help our leaders guide their teams through the changes ahead. The programs covered our Executive Team as well as frontline managers.

HEALTH AND SAFETY

We have spent the past 12 months continuing to foster a safety culture within the NRMA Group to make sure the health and safety of staff, Members and contractors is a priority for everyone. We implemented a Group Safety Strategy that included a safety audit program, safety training for operational managers and the introduction of an early intervention and injury management program.

WELLBEING

Staff made the most of our new Wellbeing program. They took the Bite4Life challenge, attended Diabetes Australia seminars, had their eyes checked by OPSM and signed up for weight loss programs and fitness boot camps.

GOVERNANCE

Accountability, transparency and trust are key to our governance and risk management processes such as our Ethics Hotline. This year

our Members voted on a new constitution which will ensure NRMA keeps pace with governance best practice and help us to match our services to Members' needs for years to come.

SUPPLIERS

This year we started a major overhaul of our procurement processes. Our new Group Procurement Policy and Supplier Engagement Principles embed governance, risk, social and environmental requirements into all major purchasing decisions. This streamlined our suppliers from 20,000 to 500, leading to more competitive Group-wide rates and gaining future benefits for staff and Members.

RIGHT John MacGregor, Robert Varney & Dennis Maina members of the Patrols OH&S Committee.



Prioritising Health, Safety and Environment

As part of our ongoing commitment to creating a healthy and safe workplace, we are standardising policies and procedures across health, safety and the environment.

These are now being integrated into a single system - the Health Safety and Environment (HSE) Management System.

The system provides all NRMA Group companies with minimum standards and procedures to protect our people and the environment,

Combining health, safety and environment processes into one system makes it easier for staff to understand what is needed to minimise the risk of injury to our team.



WHAT WE WANT TO DO	OUR FOCUS IN 2010/2011	OUR PROGRESS & ACHIEVEMENTS	OUR PRIORITIES FOR 2011/2012
PEOPLE			
Build a high performing culture that delivers business results and Member value.	<p>Continue to look at ways to improve our performance programs and develop our staff to deliver exceptional results.</p> <p>Implement leadership programs for staff.</p>	<p>Our focus has been on ensuring real alignment between our strategy and individual accountability. Our new performance appraisal program plays a key role. After successful road testing with our Executive Team it will be rolled out to a broader range of staff in the next year.</p> <p>Our new Leadership programs - Future Leaders and Growth Academy - were successfully implemented, aligned with our competencies and targeted to key areas of the business.</p>	<p>Deliver core skills in coaching and leading teams, engaging as many leaders as we can through our new management essentials program and driving a consistent Member experience across the Group.</p> <p>Introduce change management toolkits to help our leaders drive and lead change.</p> <p>Focus on further supporting new staff, including our Onboarding Buddy Program for Patrols, which partners senior Patrols with new recruits.</p>
Strengthen our position as an employer of choice.	<p>Maintain (EOWA) compliance status across NRMA Group.</p> <p>Implement culture action plans to further improve our workplace and employee engagement.</p>	<p>Equal Opportunities for Women in the Workplace Agency (EOWA) compliance status was maintained at NRMA Motoring and Services, NRMA MotorServe and Thrifty.</p> <p>Local action plans were implemented to drive simple change in our business. A key focus was on creating an environment of more accountability with adequate empowerment.</p>	<p>Design a new workplace diversity training program and align it with the implementation of recruitment and selection training. Expand employee initiatives, including supporting ageing workforce programs and attracting new apprentices.</p> <p>Use our Your Voice staff engagement culture pulse check to see how we are tracking locally with our action plans and ensure we are making a difference.</p>
SAFETY			
Achieve best practice standards in safety management by continuing to foster a safety culture across the NRMA Group.	<p>Implementing a Group Safety Strategy including a safety audit program.</p> <p>Roll out safety training for all operational managers across the Group including targeted safety training e.g. manual handling.</p> <p>Introduce an early intervention and injury management program for incidences at work and outside work.</p>	<p>A new Group health and safety strategy was introduced and is on track. An external safety audit program was conducted; action plans to drive improvements were developed for each NRMA business.</p> <p>Our Safety Essentials training program was rolled out across Thrifty and NRMA MotorServe Group businesses managers.</p> <p>We developed the framework for a Group Health Safety and Environment Management System in consultation with key stakeholders across the business.</p> <p>We introduced early intervention strategies including a new Group incident reporting hotline, an active care physiotherapy program, a Manual Handling Strike Force and expanded our employee assistance program (EAP) across the Group.</p>	<p>Implement the new Group-wide Health, Safety and Environment (HSE) Management System and continue our focus on accountability for safety across the Group.</p>

WHAT WE WANT TO DO	OUR FOCUS IN 2010/2011	OUR PROGRESS & ACHIEVEMENTS	OUR PRIORITIES FOR 2011/2012
WELLBEING			
Ensure the wellbeing of our employees and enhance their work life experience	Implement a Wellbeing program across the NRMA Group	Our new Wellbeing program has been a huge success, with staff enjoying a diverse range of activities.	Expand our Wellbeing program with a focus on supporting staff in more physical roles.
GOVERNANCE			
To have leading corporate governance practices in place that are effective and reflect our core values.	Continue to improve our corporate governance practices.	The new Constitution was approved. Major changes included introducing a new Affiliate Membership category, four year terms for Directors (with a maximum of 12 years in total) and simplified boundaries and election processes to help reduce costs. Directors are now required to undertake the Australian Institute of Company Directors' course, or equivalent. A new training and mentoring program commenced for all Directors. The Industry Advisory Panels were reviewed and their terms were extended for a further 12 months. A major review of governance documentation was completed. Revised Board and Committee Charters were developed to reflect changes to the roles of each Committee.	<p>Boost engagement and participation of Members in our governance processes e.g. encourage more Members to get involved in the Annual General Meeting and vote in the 2011 Board Election.</p> <p>Do more to encourage Members to receive their corporate documentation electronically and to vote in the Board Election and AGM online.</p>
RISK			
Instil a risk management culture throughout the NRMA Group.	<p>Update, enhance and document the Group Business Continuity Plan.</p> <p>Continue to promote and ensure a culture of adherence to high ethical standards, integrity, transparency and accountability.</p>	<p>A comprehensive review and update of our Business Continuity Plans was completed, reflecting our current Group structure.</p> <p>An internal auditing program focused on key control, risks and process improvement areas.</p>	<p>Continue to enhance processes for business continuity planning with localisation and further staff training. Expand scenario testing activities to ensure robustness of business systems across the Group.</p> <p>Implement new risk and internal audit data management system. Develop associated audit follow up process for control self assessment in Group businesses.</p> <p>Refresh and manage our Ethics Hotline.</p>
SUPPLY CHAIN			
Implement a Group Procurement Policy that is integrated across our businesses.	Through new supplier engagement principles, embed environmental and social sustainability requirements into procurement processes and communicate these to major and new suppliers.	<p>A new Group Procurement Policy incorporates Supplier Engagement Principles into all major tenders. Governance, risk, social responsibility and environmental management issues form part of key evaluation criteria for major bid activity.</p> <p>Training staff and educating suppliers on new procedures was a key focus.</p>	<p>Focus on employee awareness and training across the Group around Supplier Engagement Principles.</p> <p>Continue to evaluate and review Group requirements to streamline procurement further across the business and ensure robust business controls are maintained.</p>

Growth Academy

Inspiring leadership and ongoing innovation are essential for a progressive organisation.

So during the year, we brought together frontline managers from across the NRMA Group in our Growth Academy to help them become better leaders and devise new ways to improve their business areas. Participants identified a range of key improvements and followed them through during the year.

Sigi Leo, Patrol Team Leader, reports: "As part of the Growth Academy, we all felt a sense of purpose as we worked together to find solutions. It felt great to be part of it. Best of all was knowing we were making a difference."



Wellbeing@NRMA

Wellbeing@NRMA is a work-life balance program across the whole NRMA Group during 2010/11. Developed in conjunction with NRMA staff, it offers a range of fitness, health and social activities.

The program will be further developed over 2011/12. Gemma O'Halloran, one of our Wellbeing champions, will lead it into its next phase.

"I have a strong passion for health, nutrition, yoga and wellbeing, which is reflected in my activities outside work," she says. "It's fantastic that I can now combine the two as the Wellbeing Consultant for NRMA."



Work life balance

Women hold 42% of the most senior roles at NRMA. Their need for flexible work patterns is no impediment to their career progression.

Melanie Willis is CEO NRMA Investments and non-executive director for two companies. She epitomises the talented women at NRMA who achieve high goals while balancing work with other responsibilities.

Melanie has "huge flexibility around how I work", enabling her to have a portfolio career, time with her children and be a good role model for other women.

"It's not just the policies, it's the support from the top and the operational environment of NRMA that makes it possible," she says.



QUALITY



AUSTRALIAN BUSINESS
AWARD WINNER FOR

SERVICE
EXCELLENCE

2009 2010
2011

Delivering legendary service every time

We are always evolving and looking for ways for new ways to help you. Our dedication to ongoing improvement was recognised again this

year when NRMA won the Australian Business Award for Service Excellence for the third year in a row and the Award for Innovation for the second year running.

BELOW Customer Service Representative, Sonja Casagrande with the Award for Service Excellence and Innovation and Development Manager, Deborah-Ann Allan with the Innovation Award.



Delivering legendary service every time

NRMA aspires to be Australia's most trusted Member organisation by 2020. To achieve this goal, we want to ensure our Members experience the highest quality of service across the whole Group, from Roadside Assistance and NRMA MotorServe to NRMA Travel and Thrifty.

MEMBER EXPERIENCE

A major activity this year was introducing our new NRMA Group Service Standards and our new Group Services Promise. These aim to standardise the quality of service delivery across the Group. We built and piloted an education and training program around the Service Promise, and are rolling it out across the Group during 2011. Our goal is for Members and customers to have a consistently great service experience whenever they interact with any NRMA personnel, from our call centre operatives to our NRMA MotorServe mechanics.

Responding to Member feedback, we also improved the quality and range of our services and products. We made it easier to join or renew Membership online, and to book our Safer Driving lessons. We introduced SMS messaging to keep stranded motorists up to date on Patrol arrival times, and we trained Thrifty staff to assist with fitting child seats in cars.

During the year we reviewed the way feedback is reported back across the NRMA Group so we can prioritise improvements in the areas that our Members and customers value most. Our Member Experience, Member Relations and Insights teams

played a key role in this and are acting as independent advocates across the Group for continuous improvement.

INNOVATION

As part of the Innovation and Development program, we introduced the *myIdeas* portal in 2010/11. Aligned with the NRMA business strategy and linked into new processes and training, myIdeas is the central channel for NRMA employees to generate, collaborate, network and implement ideas.

The Innovation and Development program is a major tool in our drive to build a sustainable future for NRMA. It aims to make us more agile and responsive and to help develop new growth opportunities.



LEFT Helping our Members by keeping abreast with changing technology.



Our three simple promises

We want to ensure every NRMA customer experiences the same level of reliability, expertise and friendliness across all our businesses – every time.

1. WE'LL AIM TO NEVER LET YOU DOWN

As a Member organisation you, our Members, are the reason we're here. We'll always happily go out of our way to help you from the moment you get in touch with us, right through to the end. And we'll do whatever it takes to get the job done right, the first time.
– That's a promise.

2. WE'LL ALWAYS BE A PLEASURE TO DEAL WITH

You're not simply a Member or a customer; you're like part of our family so whenever you deal with us you'll be treated like one. You can expect us to always be genuine, keep things simple and always show you courtesy, patience and respect.
– That's a promise.

3. WE'LL ALWAYS KEEP OUR PROMISES

We're always here to lend a hand. We put your interests first and will constantly look for ways to improve. You can be confident in our reliability and commitment to the best service.

From advocating for change with government to doing the right thing in our community, we are always in your corner and we'll never stop championing your interests.
– That's a promise.

WHAT WE WANT TO DO	OUR FOCUS IN 2010/2011	OUR PROGRESS & ACHIEVEMENTS	OUR PRIORITIES FOR 2011/2012
MEMBER EXPERIENCE			
Continually work to enhance our Member experience and lift levels of satisfaction.	<p>Establish Member Experience Champions in each business area to drive improvement.</p> <p>Continue to deliver legendary Member experience by supporting staff with more training.</p> <p>Achieve a "Great" score of 79% across the NRMA Group. ("Great" meaning a nine or ten out of possible score of ten).</p>	<p>Member Experience representatives were established in all business units and are working on key priority initiatives to drive improvements.</p> <p>A new Group Service Promise and standards were developed with input from our Members and customers, senior management and frontline staff. This was supported by Phase 1 of a new staff development and training program.</p> <p>A Group Member Experience report was developed to highlight Member and customer feedback across the Group. The aim was to raise awareness of Member and customer issues and help prioritise improvements where they told us they matter the most.</p> <p>While we fell short of our 79% stretch target and achieved 75%, this was an improvement on the previous year and we saw increased levels of customer satisfaction across all our businesses.</p>	<p>Ensure Phase 2 of the Member Experience Staff Development program is rolled out.</p> <p>Continue to influence positive Member Experience improvements at key touch points across the NRMA Group.</p>
MEMBER RELATIONS			
Continuously improve our high level of service by listening to what our Members tell us through feedback and surveys.	Ensure our Member feedback process is world class.	We are building on our high service levels by expanding our feedback channels and Member surveys. Further developing our team has been a priority, moving to a more multi-skilled approach. By expanding our feedback channels, we have increased our feedback volumes by 18% and maintained our service level agreement of resolving 80% of Member feedback within five working days. We have introduced a new customer feedback capture and management solution at Thrifty to ensure continuous service improvement to benefit our Members and customers.	Focus on team development to further improve performance by leveraging existing skills and ensure consistency of service across the Group.
STAKEHOLDERS			
Better manage our relationships and engagement with key stakeholders and suppliers.	<p>Continual improvement in the identification and management of key stakeholders. Develop strategies to strengthen important relationships.</p> <p>Develop specific stakeholder management plans for each Group business.</p>	NRMA has a diverse range of stakeholders including government and industry groups, suppliers and media. To ensure we have effective communication and engagement with all our stakeholders we have been implementing across our core business a new Stakeholder and Supplier Management (SSRM) system and associated training.	Identify priority areas and work with business units in building their relationships with their key stakeholders, giving these relationships visibility across the business and increased accountability to the relationship owner.
INNOVATION			
Foster an innovation culture to deliver Member value and business results.	Embed innovation and collaboration across the business and expand elements across the Group and out to our Members.	As part of the Innovations Framework, we established Idea Champions across the Group with an array of supporting tools for turning ideas into actionable concepts, including ways to fast-track them.	<p>To pursue business process innovation across the Group to a value of \$1M cost reduction and value-add opportunities.</p> <p>To be supported by new innovation tools and training to foster agility, performance and employee engagement.</p>

Revitalising NRMA Travel

During 2010, our Innovation team investigated opportunities for new approaches at NRMA Tourism & Leisure. Several great initiatives resulted.

“Taking an innovation approach let us step back from the business to assess and review our product acquisition processes,” says Andrew Mulholland, General Manager of Adventure World.

“It also helped to deliver immediate and ongoing improvements to our business, such as streamlined administrative activity and improved negotiation skills.”



Customer service innovations

Thrifty wants to set the industry benchmark for good customer relations. The team has been working hand-in-hand with NRMA’s Innovations and Member Relations teams to set up a system to capture and manage customer feedback.

As a direct result of feedback received from Thrifty customers, including NRMA Members, Thrifty branch employees are now trained to install child car seats in their rental vehicles. Customer Experience Manager Tracey-lee Herbert said: “Having specialist trained staff on hand to safely fit car seats is peace of mind for all of our Members travelling with small children. Safety is vital to us and this is a great example of where feedback from Members has directly resulted in an improvement to the service we can provide.”



Transformation 2020

Our Transformation 2020 team set out to understand future trends so we can keep offering Members products and services that are relevant to their lives.

“Developing concepts for the future and working backwards to connect with what we’re doing today is a difficult task but the team undertook it in a positive and innovative way,” says Jeremy Simmons, Transformation Executive General Manager. “Engaging with over 1,200 people throughout the helped us stay connected with our Member’s needs”.



SEEING RED ON ROADS

Giving Members a voice

Our Seeing Red on Roads campaign for the NSW State Election in March 2011 enabled our Members to get actively involved by identifying NSW's most frustrating roads in the Red Flag survey and attending community rallies.

Responding to Members' concerns about road congestion in NSW, we held community rallies and conducted the Red Flag survey to find out the State's worst trouble spots. Then we put together an action plan covering everything

from motorways to local roads, road safety and younger drivers, congestion and alternative fuels. The campaign was the centrepiece of our 2010/11 advocacy calendar and helped NRMA to win the 2011 Australian Business Award for Innovation.

SPEAKING OUT

Giving Members a voice

Our advocacy and education programs aim to deliver action on issues that concern our Members now and into the future. Our consistent commitment to these activities has made NRMA one of Australia's largest, most effective and most respected advocacy organisations.

ADVOCACY

Timed to coincide with the NSW State election, our Seeing Red on Roads campaign received overwhelming support from Members, with over 9,000 motorists flagging their most frustrating roads. We presented the resulting action plan to all political parties and were delighted when the incoming government enacted some recommendations.

We also presented the NSW Government and RTA with a comprehensive Decongestion Strategy for Sydney. Consisting of 10 relatively simple measures, the plan resulted in some immediate actions.

ROAD SAFETY EDUCATION

Our big education campaign during 2010/11 was Be Road Safe Ready, featuring NRMA Roadbots Norman and Norma (see page 24). We also sponsored our third NRMA Gold Medal Challenge for high school cyclists, extending it to primary school students and their parents. We continued to focus on young driver education with the U Turn the Wheel classroom program, sponsored Rotary Young Driver Awareness (RYDA) and North Coast's RRISK (Reduce Risk Increase Student Knowledge) activities and ran a program supporting learner driver supervisors. We also

presented Motorvate, an in-school regional program that educates young drivers about the consequences of speed, alcohol and fatigue.

Older drivers embraced our Years Ahead program, which was attended by close to 10,000 Gold Members, and we introduced our new CarFit free community education program for seniors.

NRMA SAFER DRIVING SCHOOL ROAD SAFETY GRANTS

Each year NRMA Safer Driving School Road Safety Grants provide \$100,000 for government and not-for-profit organisations to implement grass root road safety education programs. This year we supported 41 organisations and half the projects were school-based initiatives.



Norman and Norma keep children safe

NRMA Road Safety Roadbots Norman and Norma spearheaded our *Be Road Safe Ready* education initiative. They featured in a range of support materials communicating simple but important road safety messages.

We developed activity books for children up to Year 2 and classroom learning resources for Years 3. Older children received a 20-page student workbook related to the school curriculum, which was supported by newspaper inserts.

So far we have distributed 100,000 activity books and 85,000 workbooks.



SPEAKING OUT How are we doing?

WHAT WE WANT TO DO

Advocate on behalf of our Members to achieve fairness, transparency and policy reform under the broad themes of safer roads, safer drivers, safer vehicles, transport economics and sustainable transport.

OUR FOCUS IN 2010/2011

Maintain best practice for advocacy activities by undertaking an annual public review of advocacy activities. Conduct annual survey to measure trust levels in community.

Ensure other parts of NRMA understand advocacy priorities and inform decision making across the Group.

Focus on youth road safety education in primary schools and when learning to drive.

Raise the importance of transport and mobility for our ageing population by holding a Summit.

OUR PROGRESS & ACHIEVEMENTS

Our annual advocacy survey results confirm that our Members have a high trust of NRMA and support our advocacy on their behalf. More than half of our surveyed Members acknowledged NRMA's fairness and equity in relation to the issues of public transport, road infrastructure and driver licensing.

To maintain this high level of trust, our advocacy programs target the key issues identified in our annual survey by our Members, which include road conditions, speed cameras and fuel prices. Additionally, NRMA's highly successful Seeing Red on Roads campaign, with the active support of our Members, has already seen results including increased road funding from the Australian and NSW Governments.

To ensure that NRMA Group staff understand our advocacy priorities a number of internal communications channels are used including our staff intranet, the Out of the Blue staff magazine and podcasts for NRMA Patrols. For example, staff from different areas across the NRMA Group were involved in promoting our Seeing Red on Roads campaign during the NSW State Election.

Creation of Norman and Norma and the Be Road Safe Ready education program and creation of learning resources for preschool, K-2 and Yr 3 -4.

Sponsorship of RYDA (Rotary Young Driver Awareness) which will allow us to educate young drivers from 200 schools per year on how to choose a safe car.

The NRMA Ageing Mobility Summit in October 2010 highlighted issues and called for government to develop an action plan by 2012.

OUR PRIORITIES FOR 2011/2012

Ensuring that all levels of government act on the concerns of NRMA Members, including better planning and delivery of road and public transport projects.

We will continue our annual survey of Members to ensure that we are focussed on their concerns and that we retain their confidence and trust.

Continue to engage our Members directly in our advocacy campaigns.

We will undertake a high profile road safety program.

Increase educational support to primary schools to ensure all primary school students have access to our Be Road Safe Ready program.

Through NRMA Safer Driving School Road Safety Grants and other strategies, assist primary and high schools to create digital road safety resources, utilising school digital learning tools.

Continue to focus on transport and mobility issues with a series of eight regional ageing forums and roll out of the Car Fit program.

SPEAKING OUT

Students go for gold

NRMA and Bicycle NSW joined forces to encourage school students and their families to be more active and aware of the health benefits of cycling.

The NRMA Gold Medal Challenge allows participants to set goals of between 250 and 2000km and then cycle towards it. The Challenge aims to improve rider safety through practical skills workshops and raising awareness of cycling safety issues.

BELOW Medallists Drew and Ryan Gilchrist from Bonville Public School



Mapping the future for older drivers

With an ageing population and a trend for retirees to move away from urban centres, it is essential that governments start planning now for the future transport needs of older people.

A driver's licence means independence for older motorists, but we also need a good range of transport options for older Australians who can no longer drive.

During 2010/11, NRMA staged a number of events to discuss this challenge and canvass solutions with Members. The first Ageing Mobility Summit was held at NSW Parliament to place this on the public agenda. Eight forums around regional NSW and Sydney have subsequently been conducted to help us better understand the needs of our Members.

BELOW The Hon John Watkins - Chief Executive, Alzheimer's Australia NSW the chair of the Ageing Summit



Think before you park

More than three quarters of people with impaired vision have experienced difficulties getting around their communities because of vehicles parked across footpaths.

A grant from NRMA allowed Guide Dogs NSW/ACT to create The Think Before You Park video to highlight the problem.

The video communicated a simple but compelling message – keep footpaths clear, even when there is limited road parking.

The video is available at www.thinkbeforeyoupark.com.au

