

2017

# Sustainability Key Performance Indicators and Targets

Sustainability is one of our core values, and to ensure it is embedded across the business each year we formally report on our environmental, social and governance performance against 94 key performance indicators and targets.

## TARGETS

### SUSTAINABLE BUSINESS PRACTICE

1. Strive for international leadership in sustainable business practises
2. Benchmark and report our community investment using the London Benchmarking Group (LBG) global standard
3. Board meetings have sustainability as a standing agenda item
4. Sustainability Policy and Committee Charter reviewed annually by the Board
5. ESG issues (Environmental, Social and Governance) embedded in our lending and investment practices
6. Maintain RIAA Certification as a Certified Ethical Bank
7. Public disclosure of our investment policy on climate change and fossil fuels
8. Implement a national Stakeholder Strategy aligned to our Stakeholder Engagement Standard
9. Mandate and embed Sustainability in our supply chain Vendor Management Framework (VFM)
10. Increase the purchase of more sustainable products and services
11. Roll out mandatory sustainability training for all employees
12. All staff at Grade 6 and above have sustainability KPIs
13. Promote a zero tolerance culture for corruption and fraud

### COMMUNITY

1. Invest a minimum of 3% of net profits after tax (NPAT) in the community

2. Provide financial support across the education sector via scholarships, sponsorships, grants, event support and professional development.
3. Manage partnerships with State Education Departments
4. Broaden collaboration and develop new partnerships in the Non-Government education sector
5. Support the professional development of teachers, office and support staff at conferences, events and leadership development courses
6. Develop and implement a national sponsorship strategy and review current sponsorship guidelines
7. Support NSW school children in need through Platinum Sponsorship of Stewart House
8. Assist poverty alleviation in Asia Pacific through Platinum Sponsorship of CUFA
9. Support Queensland teachers and students through the sponsorship of the Queensland Life Education programme for drug and health education
10. Introduce an indigenous education scholarship
4. 28% reduction in electricity use in all owned buildings, from 2014 to 2017
5. All new building leases to have minimum 3.5 star NABERS Energy rating
6. Mandatory installation of solar PV and LEDs for all new owned buildings
7. Investigate battery storage for commercial use
8. Maintain our status as a carbon neutral bank
9. Review our green Vehicle Policy
10. Engage and train employees on recycling
11. Streamline waste and recycling processes and roll out nationally
12. Reduce paper use per member
13. 100% paper purchased to be from a certified sustainable source
14. Implement new water saving initiatives

### ENVIRONMENT

1. Measure and report energy, emissions and solar PV performance annually
2. Develop and implement an integrated reporting system for environment and supply chain metrics
3. Achieve Net Zero Emissions for all owned buildings

### EMPLOYEES

1. 100% of frontline employees enrolled in/completed online complaints handling
2. Maintain employee satisfaction rating at or above 85%
3. Maintain employee engagement at or above 80%
4. Achieve employee engagement rating above the National Finance Sector industry standard (small to medium sized companies)
5. Minimum 85% of employees recommending TMB as a good place to work

6. Maintain employee turnover at below industry average
7. Minimum 20% of staff engaged in studying
8. All employees to complete annual performance reviews
9. All employees to complete annual development plans
10. Continue to develop and implement policies and procedures that reflect best practice in employee relations
11. Zero tolerance to discrimination, harassment and bullying
12. Exceed the ASX average of the percentage of females in Board, executive and management positions
13. Be recognised as an Employer of Choice under the Workplace Gender Equality Agency (WGEA)
14. Continue to support employee volunteer days, sponsorship and donation requests associated with charitable initiatives
15. Continue to develop and implement diversity, discrimination and flexible working guidelines for recruitment, training and promotion
16. Reduce the lost time incident rate (LTIR) (in days)
17. Maintain staff satisfaction with WH&S at or above 85%
18. Make health, safety and wellbeing an integral part of each employee's role
7. Achieve best practise for all complaints resolved within 14 days
8. No external loss of data that results in a major breach of policy
9. Host member engagement events
10. Visit member's workplaces
11. More than 90% of members to feel that they have adequate access to banking services
12. More than 90% of members to feel that they have adequate access to information and assistance
13. 100% of marketing campaigns complying with responsible marketing guidelines
14. No breaches of responsible marketing guidelines that adversely affect members and customers or result in adverse media or sanctions
15. Assist members in financial difficulty through the Credit Assistance Programme

## MEMBERS

1. Achieve member satisfaction ratings at or above 90%
2. Improve CANSTAR Member Valuation
3. Improve member retention rates
4. Adverse findings by external parties not to exceed 20% of disputes
5. Reduce the number of disputes lodged with external bodies each year
6. All complaints responded to within 1 business day

# KPIs

## MEMBERS

1. Member satisfaction rating
2. CANSTAR Member Valuation – against the four major banks
3. Mobile offices and business centres held
4. Home loan and investment seminars held
5. Formal complaints received by external bodies
6. Members assisted through the Credit Assistance service

## ENVIRONMENT

7. Paper recycled (tonnes)
8. Paper use per member (kg)
9. Waste generated per employee (tonnes/FTE)
10. Electricity generated by solar PV (KWh)
11. Emissions intensity (tCO<sub>2</sub>-e per million \$ of assets)

## COMMUNITY

12. Total community investment % of net profits before tax (NPBT)
13. School visits
14. Conferences supported
15. Employee fundraising

## EMPLOYEES

16. Percentage of females in management
17. Employee satisfaction
18. Staff engagement rating
19. Employee turnover rate
20. Employees currently studying
21. Study leave days granted
22. Worker compensation claims
23. Staff satisfaction with workplace health & safety (WH&S)
24. Average lost time incident rate (in days)