

TAB B - FY22 GROUP EXECUTIVE SCORECARD: Mary Maini

Priority Themes	Performance Objective	Measures	Baseline	FY22 Target	FY22 Stretch Target	% Weighting & Linked to APP
Financial Management & Scheme Performance	<ul style="list-style-type: none"> Overall improved expense management discipline Drive financial sustainability of schemes 	ENTERPRISE				20
		Net Result (\$m)	FY21 Forecast: NI: - \$152m Other Schemes TMF (WC & GL): + \$342m LTCS (including CTP): + \$222m	FY22 Budget: NI: - \$371m Other Schemes TMF(WC & GL): + \$155m LTCS (including CTP): + \$226m	Achieve additional 5% reduction on total operating expenses (~\$75m)	
		SCHEME				10
		Medical Payments	As per NI WC Scheme Scorecard Average medical PPAC \$3481 for FY21 (modelled as at May 21)	As per NI WC Scheme Scorecard Average medical PPAC not to exceed \$3411 for FY22.	N/A	
	<ul style="list-style-type: none"> Build Value with our customers Improved Customer Outcomes and Sentiment 	Claims Savings Target	N/A	\$87M	Greater than \$87m	
		SCHEME				10
		NI Return to Work: 4 week 13 week 26 week 52 week	4 week: 60.3% 13 week: 77.4% 26 week: 84.5% 52 week: 87.0% (as at Jan 21)	4 week: 70.0% 13 week: 85.0% 26 week: 87.8% 52 week: 89.8%	Greater than: 4 week: 70.0% 13 week: 85.0% 26 week: 87.8% 52 week: 89.8%	
		Customer experience (Scheme Net Promoter Score (NPS))	As per NI WC Scheme Scorecard Employer policy: 26 Employer claims: 10 Worker claims: 20 (as at Mar 21)	As per NI WC Scheme Scorecard Employer policy: +20 Employer claims: Maintain at 10 Worker claims: Maintain at 20	Greater than: Employer policy: +20 Employer claims: 10 Worker claims: 20	
		Customer complaints	As per NI WC Scheme Scorecard FY21 Average Policy: percentage of complaints resolved within SLA, three month rolling average Claims: percentage of complaints resolved within SLA, three month rolling average	As per NI WC Scheme Scorecard Policy: 100% of complaints resolved within SLA, three month rolling average Claims: 100% of complaints resolved within SLA, three month rolling average	N/A	

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Strategic Reset	<ul style="list-style-type: none"> Remediation of McDougall Recommendations 	ENTERPRISE				10
		Remediation (McDougall Recommendations) initiatives delivered against approved scope, key milestones/lead indicators, budget and independently assured.	Scope and Lead Indicators approved by Q4 FY21	Assurance confirms delivery of initiatives in accordance with Remediation Plan (scope, key milestones/lead indicators and budget) on a quarterly basis.	Assurance confirms delivery of initiatives ahead of Plan (key milestones/lead indicators and budget)	
	<ul style="list-style-type: none"> Set and drive newly defined Workers Compensation Strategy 	INDIVIDUAL				N/A
		A 5 year Strategic Plan for WC defined and endorsed by the Board and embedded into the FY23 SBI and Business Plan	N/A	Strategic plan for WC is approved and embedded into icare Strategic Plan Business plans in place to drive strategy execution by 30 December 2021	N/A	
People	<ul style="list-style-type: none"> Role models icare values and leads leadership team to work collaboratively & effectively Drive an engaged workforce Develop capability across all levels of the Workers Comp business Objectives in place for all employees across Workers Compensation Performance actively managed and supported by weekly, monthly feedback and formal biannual performance reviews across Workers Compensation 	ENTERPRISE				20
		PMES - Employee Engagement score	Below 50%	Greater than 50%	62% or greater	
		Organisational Culture Index (OCI)	Placeholder for OCI baseline	Placeholder for OCI key focus area targets	Placeholder for OCI key focus area stretch targets	
		SCHEME				10
		People Leader Index (PLI) – subset of OCI	Placeholder for People Leader Index baseline	Placeholder for People Leader Index target	Placeholder for People Leader Index stretch target	
		Succession plans in place for critical roles and pipelines developed Development plans in place for all critical roles	Succession plans require reset post new operating model implementation	Succession plans completed and in place for critical roles in line with Talent Management Review cycle timeline. Development plans in place for all critical roles in line with Talent	Succession pipeline development underway to address succession gaps.	

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				Management Review cycle timeline.		
Priority Themes	Performance Objective	Measures				Baseline
Risk Management & Operational Effectiveness	<ul style="list-style-type: none"> Material progress in icare's risk maturity Establish effective risk management framework and operationalise 	ENTERPRISE				20
		Risk Culture Index	Placeholder for baseline to be measure in August 2021	RCI remains stable or improves by #% [or #points]	RCI improves by more than #% [or #points]	
		Internal Audit Actions - Minimising Overdue Audit Actions	High and Medium items:- 2 items overdue: 50% (3 out of 6) 1 item overdue: 33% (2 out of 6) No overdue: 17% (1 out of 6)	No high-risk items overdue Max 1 medium risk item overdue items reported in more than 75% of the reporting period (9/12 months).	N/A	
		Timeliness of resolving incidents - Incidents closed within required time frames	87% of incidents were closed within required timeframes over each Quarter	90% of incidents closed within required time frames each quarter	N/A	
		Meeting regulatory time frames within risk appetite	RAS metric for regulatory time frames met in 2 out of 4 quarters	RAS metric for regulatory time frames met in 4 out of 4 quarters (rolling metric, and measured for the full four quarters at the end of the year).	N/A	
Stakeholder Engagement & Brand Reputation	<ul style="list-style-type: none"> Effectively manage key stakeholder relationships to ensure good working relationships and positive impact on the icare brand. 	INDIVIDUAL				N/A
		CEO Assessment of stakeholder relationship management	N/A	Sound relationships with key stakeholder and active management of relationships	N/A	