

# Medibank Reconciliation Action Plan

2022 - 2024

Interim Progress Report  
March 2022 to April 2023



RECONCILIATION  
ACTION PLAN  
STRETCH

The Medibank logo is positioned in the top right corner of the page. It features the word "medibank" in a lowercase, sans-serif font, with "medi" in red and "bank" in blue. The background of the entire page is a vibrant Aboriginal dot painting. It features a central circular motif with a large black circle surrounded by concentric rings of red and white dots. This central motif is connected by a white, wavy line to several smaller black circles, each also surrounded by concentric rings of red and white dots. The background is filled with a dense pattern of small red and white dots. Various elements are scattered throughout the painting, including a white lizard-like creature in the upper left, a blue wavy shape resembling a river or cloud in the middle right, and a brown bird in flight in the lower right. Several hands in various colors (black, orange, white, yellow) are positioned around the edges, appearing to hold or support the central elements.

## Story of the artwork

**Artist:** Christopher Delamont

**Country:** Wiradjuri/Nari Nari

**Original Dimensions:** 90x90cm

**Year Created:** 2022

**Artwork Title:** *Murun Waluwin* (Live Healthy)

The storytelling in *Murun Waluwin* represents Medibank's growth over the last 10 years, and illustrates the impact of the values Medibank employees live out every day.

*Murun Waluwin* begins with the outstretched hands as a symbol that it has taken everyone to get to this point, both First Nation's and non-Indigenous voices, building on this relationship through meetings to listen and learn along the journey, drawing in an array of people to arrive at the centre point and as a collective build on lived values for positive change.

The ripples represented around the page embody the impact of each of Medibank's values and the positive ripple effect they have on community.

In several ways, the river has special meaning to Chris. By sharing *Murun Waluwin*, he hopes its audience will draw from it during their journeys to connect with a spiritual space. Chris always feels a calmness along the Murrumbidgee ("Big Water in Wiradjuri") where he grew up and continues to connect with as a place of healing and reflection, with the reminder that not all journeys are smooth and straight. They can be winding and long. Draw on this message not only with this Reconciliation Action Plan (RAP), but in your day-to-day life as employees at Medibank.

The two Totems depicted are Chris's personal Totem, Gugaa the Goanna and Bunjil the Wedge Tailed Eagle, the Totem of the lands on which he works and lives. By adding these elements to this artwork, he feels they represent connection, safety and a feeling of the true understanding of the importance of this RAP, encompassing Medibank's genuine commitment to helping build better health outcomes for Chris's Mob and community.



## Acknowledgment of Country

Medibank acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. We proudly recognise Elders past, present as the Traditional Owners and Custodians of the lands on which we work and live. We're committed to supporting self-determination and envision a future where all Australians embrace Aboriginal and Torres Strait Islander histories, cultures and rights as a central part of our national identity.

# Creating a culturally inclusive, safe and responsive workforce

Medibank will strive to become a truly inclusive workplace which demonstrates respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and enabling our people to bring their whole selves to work.

Commitment	Status	Timeline	Progress
1. Display a visual Acknowledgment of Country in all three Medibank corporate offices through signage and/or artwork.	Achieved	December 2022	Visual Acknowledgement of Country plaques are displayed at all three Medibank corporate offices.
2. Implement and communicate a cultural protocol document which includes our commitments to: <ol style="list-style-type: none"> <li>Creating protocols for Welcome to Country and Acknowledgement of Country.</li> <li>Clear guidance for employees to deliver a personalised Acknowledgement of Country at the commencement of important meetings.</li> <li>Inviting a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two organisation-wide events.</li> <li>Employees and senior executives providing an Acknowledgement of Country or other appropriate protocols at all public events.</li> </ol>	Achieved	June 2022	We worked with Aboriginal employees and community stakeholders to develop a Cultural Protocols Guide. Housed on the employee intranet, this resource is promoted to all employees in key RAP/cultural awareness related communications.  A Welcome to Country was warmly provided at two key organisation-wide events (a senior leader forum in March 2022 and at Medibank's Annual General Meeting in November 2022) in the past 12 months.
3. Develop and implement education, training and resources to increase employee understanding of the purpose and significance behind cultural protocols.	Achieved	June 2022	We developed a Cultural Protocols Guide alongside cultural awareness training to provide information on the purpose and significance of cultural protocols, with links to relevant internal resources. This training is now mandatory for all employees and new starters annually. Alongside this, we continue to deliver cultural awareness and Acknowledgment of Country workshops, and local cultural walks with Wurundjeri Woi-wurrung Elders for employees based near our head office.
4. Update the email signature templates of all employees to include an Acknowledgement of Country and reflect the Traditional Owners of the land on which they are located.	Achieved	June 2022	Email signature templates across the organisation now include an Acknowledgement of Country. We also provided guidance to our people around personalising their signature to reflect the Traditional Owners of the land on which they are located.
5. Encourage employees and senior executives to participate in at least one external event to recognise and celebrate NRW each year through promotion in internal communications.	On track	May-June 2022, 2023 and 2024	We encouraged our employees and senior executives to participate in at least one external and internal NRW event in 2022 through multiple internal communication channels including CEO communications, people leader bulletins, intranet articles and Yammer. We included an extensive list of local and virtual external events in the communications to support a wide range of opportunities.
6. Ensure RAP Working Group members participate in at least one external event to recognise and celebrate NRW each year.	On track	May-June 2022, 2023 and 2024	RAP Working Group members participated in at least one external event during the year to recognise and celebrate NRW. We captured and reported their participation in a central reporting platform.

## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
7. Organise at least one internal NRW event and at least one organisation-wide NRW event, each year.	On track	May-June 2022, 2023 and 2024	We hosted two organisation-wide internal events for NRW in 2022: A powerful story-sharing event with employee Vanessa Kendall on Sorry Day (May 2022) and an NRW event with activist Rachael McPhail (June 2022) who worked with Australia Post to create a space for including traditional place names as part of mailing addresses. Both events included virtual capabilities to encourage the participation of employees nationally.
8. Register all Medibank NRW events on Reconciliation Australia's NRW website each year.	On track	May-June 2022, 2023 and 2024	We registered Medibank's events on Reconciliation Australia's NRW website in May 2022.
9. Ensure Reconciliation Australia's NRW resources and reconciliation materials are available to all employees.	On track	May-June 2022, 2023 and 2024	We shared Reconciliation Australia's NRW resources and reconciliation materials via intranet articles and senior leader (including CEO) communication, Yammer posts and other team communications. The materials promoted the week and related events hosted by Medibank and within the community.
10. Support all employees to participate in at least one external NAIDOC Week event each year.	On track	July 2022, 2023 and 2024	We promoted opportunities to participate in local and online NAIDOC Week activities to all employees. To support flexibility and access, this included both in-person and virtual opportunities.
11. Ensure RAP Working Group members participate in an external NAIDOC Week event.	On track	July 2022, 2023 and 2024	RAP Working Group members attended a range of external NAIDOC Week events, including local marches and flag raisings.
12. Support at least one external NAIDOC Week event each year in consultation with Aboriginal and Torres Strait Islander stakeholders.	On track	July 2022, 2023 and 2024	Barkindji Warrior and world jiu-jitsu champion Shantelle Thompson shared a powerful keynote with our people during NAIDOC Week. Alongside this, Shantelle's social enterprise for young women/girls and youth at risk - Kiilalaana, hosted NAIDOC Week activities for young people. We contributed funding to support these activities.
13. Review People, Culture & Sustainability policies and procedures to remove barriers to employees participating in NAIDOC Week.	Achieved	May 2022	We worked with Medibank's external cultural advisor Leroy Maher in a review of relevant policies and procedures. A key recommendation from the review was to increase awareness by leaders and employees of available NAIDOC leave and related support to the policy is understood and is being adhered to. This is being actioned in 2023.
14. Increase Aboriginal and Torres Strait Islander employee representation across the organisation to 2% of our total workforce (as reported in our annual engagement survey), with a focus on increasing representation in more senior roles.	Not yet due	December 2024	Progress to be updated in subsequent reports.
15. Increase Aboriginal and Torres Strait Islander employee representation in clinical roles by co-designing and piloting a program that supports Aboriginal and Torres Strait Islander students and early career clinicians to join and stay with Medibank.	Not yet due	December 2024	Progress to be updated in subsequent reports.
16. Review and implement opportunities to broaden our inclusive approach to leadership development and learning programs to ensure all employees have access to opportunities.	Not yet due	December 2024	Progress to be updated in subsequent reports.

## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
<p>17. Review and update Medibank's Aboriginal and Torres Strait Islander recruitment, engagement, and professional development strategy, which includes:</p> <ul style="list-style-type: none"> <li>a. Reviewing recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> <li>b. Reviewing language in job advertisements for all roles to ensure they are inclusive of diverse candidates.</li> <li>c. Working with partner organisations to build a pipeline of talent within Medibank including targeted employment opportunities and senior roles for Aboriginal and Torres Strait Islander people.</li> <li>d. Utilising diverse recruitment panels and targeted employment opportunities for Aboriginal and Torres Strait Islander people in leadership roles.</li> <li>e. Increasing employment opportunities for Aboriginal and Torres Strait Islander interns across all business units.</li> <li>f. Increasing cultural responsiveness for hiring managers to ensure culturally safe/responsive onboarding processes.</li> </ul>	Achieved	December 2022	The development of our updated Aboriginal and Torres Strait Islander recruitment, engagement and professional development strategy was led by our Aboriginal Recruitment Lead and Talent, Inclusion & Engagement senior executive. Over the next two years we will continue to implement the strategy including an approach to recruitment in line with the specific requirements of the role. Alongside this, we will utilise regular surveys to better understand the ongoing experience of Aboriginal and Torres Strait Islander candidates and employees.
18. Engage with Aboriginal and Torres Strait Islander employees to review Medibank's Aboriginal and Torres Strait Islander recruitment, engagement and professional development strategy.	Achieved	December 2022	Medibank's Aboriginal Recruitment Lead led a discussion with the Aboriginal Employee Network (AEN) at its 2022 offsite in Brisbane. Ongoing, formalised opportunities for input and reviews will continue periodically, led by the Aboriginal Recruitment Lead.
19. Develop and promote an interactive employee proposition to showcase Medibank as an employer of choice for Aboriginal and Torres Strait Islander peoples.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Our Aboriginal and Torres Strait Islander employee proposition continues to develop, informed by employee input, the Aboriginal recruitment, engagement and professional development strategy, and guidance from Medibank's Aboriginal Employee Business Partner. Key elements of the proposition include having an Aboriginal Employee Network, a tailored recruitment process and a culturally tailored Employee Assistance Program. It also features a continued commitment to creating a culturally safe workplace by building cultural awareness and competencies of all employees by the development of training programs and an internal information hub. The hub details key information about Medibank's RAP commitments and cultural protocols. These information sources reflect, and will continue to reflect input from our Aboriginal employees.
20. Provide opportunities for Aboriginal and Torres Strait Islander employees exiting Medibank to share feedback on their employee experience through multiple channel options.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We appointed an Aboriginal Employee Business Partner to support the exit interview experience and to review/formalise culturally responsive feedback options. This is alongside periodic surveys throughout the employee journey.
21. Support Aboriginal and Torres Strait Islander employees to connect in person at least once a year to foster connections and networks.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	The Aboriginal Employee Network (AEN) held an annual offsite in Brisbane in October 2022. Over three days the AEN spent time connecting, discussing priorities and participating in cultural wellbeing activities.

## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
22. Conduct a review of cultural learning needs within our organisation.	Achieved	June 2022	<p>In 2022, Medibank's cultural advisor, Leroy Maher, led the development of a cultural responsiveness framework, which was developed from the insights and findings of a cultural learning needs review. This was developed under 'Aboriginal Led co-design' principles where Aboriginal and Torres Strait Islander employees were active participants in developing and endorsing the framework. The insights from this review and the development of the cultural responsiveness framework set the foundation for Medibank's first inclusion learning framework 2022 - 2026.</p> <p>The framework entails the four steps of our inclusion learning journey expected of our people; Awareness, Sensitivity, Confidence and Responsiveness; and details the learning outcomes and offerings available under each pillar. A key focus of the 'Awareness' pillar was the development of our 'Inclusion @ Medibank' training program. This program includes the module 'Moving forward together through reconciliation' and is required training for all Medibank employees. Leroy Maher was actively involved in the development and review of the modules.</p>
23. Consult Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Achieved	September 2022	<p>Our cultural advisor Leroy Maher led the development of a cultural responsiveness strategy that has been informed by consultation and input from a range of Aboriginal and Torres Strait Islander stakeholders including employees. Alongside this, Leroy also provided valuable input into the inclusion learning framework to ensure Aboriginal and Torres Strait Islander cultural awareness was embedded into this overarching strategy as well.</p>
24. Implement and communicate a cultural learning strategy for our employees in consultation with Aboriginal and Torres Strait Islander employees.	Partially achieved	December 2022	<p>Medibank's cultural responsiveness framework was developed with our cultural advisor. Launch and communication of the strategy will begin from July 2023.</p>
25. Commit all RAP Working Group members, People, Culture & Sustainability business partners, senior executives and all new employees to undertake formal and structured cultural learning.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>The first step in Medibank's approach to formal and structured cultural learning was to establish mandatory foundation level online cultural awareness learning for all employees including new starters. This was achieved through the launch of a mandatory online cultural awareness module in December 2022.</p> <p>We have also started to record the attendance of senior executives at cultural learning experiences annually. Targeted, tailored training for key internal groups is planned for the second half of 2023.</p>



## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
<p>26. Increase cultural responsiveness through Aboriginal and Torres Strait Islander cultural awareness training for all employees, including:</p> <ul style="list-style-type: none"> <li>a. Online Aboriginal and Torres Strait Islander cultural awareness modules included in annual compliance training.</li> <li>b. Online Aboriginal and Torres Strait Islander cultural awareness modules included in induction training for all new employees.</li> <li>c. Specialist teams complete role-specific cultural awareness training including, but not limited to, Talent Acquisition, People, Culture &amp; Sustainability Business Partnering, D&amp;I Squad members, Health Operations teams and customer facing teams.</li> <li>d. All senior executives complete at least one face to face or immersive learning experience each year.</li> <li>e. 10% of all employees participate in at least one facilitated or cultural immersive experience each year.</li> </ul>	Partially achieved	December 2022 ongoing thereafter, progress reported twice yearly, June and December 2023, 2024	<p>We progressed our commitment to increasing cultural responsiveness through cultural awareness training including:</p> <ul style="list-style-type: none"> <li>a. Mandatory online cultural awareness learning launched to all employees in December 2022.</li> <li>b. Mandatory online cultural awareness learning was embedded into onboarding for all new starters in December 2022.</li> <li>c. Specialist teams training underway – Our Mental Health and Quitline teams completed face to face cultural awareness learning in 2022 and more are planned for the second half of 2023.</li> <li>d. All senior executives completed a face to face cultural learning experience in 2022, with participation tracked and recorded. Some examples include cultural walks and Aboriginal keynotes at senior leader forums.</li> <li>e. 5% of employees participated in at least one facilitated or cultural immersive experience by December 31 2022 and 7% by the end of April 2023.</li> </ul> <p>In August 2022, our CEO promoted Listen and Learn sessions on the Uluru Statement from the Heart to all employees. Two sessions, including a closed session for Aboriginal and Torres Strait Islander employees, were held in September 2022. These sessions were presented by From the Heart's Indigenous Engagement Lead Kenny Bedford. We also provided information on the Uluru Statement from the Heart on the intranet to give our people an overview of its history and the Voice, Treaty and Truth reforms it is calling for.</p>
27. Develop an inclusive leadership development toolkit, including guidance for people leaders supervising Aboriginal and Torres Strait Islander employees.	Not yet due	December 2023	Progress to be updated in subsequent reports.
28. Refresh employee onboarding welcome packs to extensively showcase Medibank's value of diversity and inclusion, including Aboriginal and Torres Strait Islander cultures.	Achieved	June 2022	We updated our employee onboarding welcome packs in 2022 to amplify the value that Medibank places on diversity and inclusion and how employees can get involved in our reconciliation efforts. Wiradjuri/Nari Nari man Christopher Delamont's original artwork that featured in Medibank's RAP 2022-2024 is featured in the pack along with his powerful health story.
29. Continue to engage and promote a culturally appropriate Aboriginal and Torres Strait Islander provider for our Employee Assistance Program for Aboriginal and Torres Strait Islander employees.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Rosemary Wanganeen, grief counsellor at The Healing Centre for Griefology, continues to provide a valuable, culturally appropriate Employee Assistance Program and cultural supervision (where relevant) for Aboriginal and Torres Strait Islander employees.
30. Continue to engage and promote a cultural clinical supervision program for Aboriginal and Torres Strait Islander employees in telehealth and relevant clinical roles.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Alongside the Employee Assistance Program, Rosemary Wanganeen also continues to provide valuable cultural supervision for Aboriginal and Torres Strait Islander employees.

## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
31. Engage with Aboriginal and Torres Strait Islander employees and advisors to implement, communicate and continuously improve our anti-discrimination policy.	On track	December 2022, 2024	Our cultural advisor Leroy Maher reviewed our anti-discrimination policy with key call outs around increasing awareness and removing barriers to cultural safety to increase knowledge of the policy and trust in its process.
32. Continuously improve People, Culture & Sustainability policies and procedures concerned with anti-discrimination.	On track	December 2022, 2024	Aligned to the progress update above, policies and procedures concerned with anti-discrimination were included in the completed review. Implementation of improvements, particularly around awareness and knowledge of the process, will continue in 2023.
33. Provide education opportunities for senior executive and people leaders on the effects of racism.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	An internal senior leader forum was held in March 2022. The focus was on sharing lived experiences from Aboriginal and Torres Strait Islander employees in the business and the broader Aboriginal health sector. This was with the purpose of shining a light on the potential effects of racism in the workplace and health system. The agenda included an impactful keynote session from Stan Grant, and small group discussions with Aboriginal employees and our partners at the Australian Indigenous Doctors' Association. Alongside this, mandatory cultural awareness learning for all employees includes content directly related to the effects and impacts of racism across workplace, leadership and community settings.
34. Encourage senior executives to publicly support and role model anti-discrimination campaigns, initiatives or stances against racism.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Medibank CEO David Koczkar and Senior Executive and RAP Champion Sally Haydon have encouraged senior executives to learn more about the impact of racism and participate in cultural awareness learning activities to build a foundation level of understanding of the impacts of racism. Building from this foundation, further initiatives are planned for 2023 including senior executive discussions and workshops.





## Addressing health equity

Medibank is committed to strengthening collaboration across the health sector to collectively work together toward improving health outcomes for Aboriginal and Torres Strait Islander peoples and contribute to Closing the Gap.

Commitment	Status	Timeline	Progress
<p>35. Collaborate with Reconciliation Australia to grow the Health RING network by strengthening partnerships across the health sector to improve health outcomes for Aboriginal and Torres Strait Islander peoples and contribute to Closing the Gap, including:</p> <ul style="list-style-type: none"> <li>a. Partnering with the Australian Indigenous Doctors' Association to co-design culturally responsive training for clinical practice.</li> <li>b. Collaborating with Reconciliation Australia to advance the Health RING network.</li> <li>c. Setting an agreed vision and Terms of Reference for the Network.</li> <li>d. Meeting bi-annually to review progress and consult in Aboriginal and Torres Strait Islander health priorities.</li> </ul>	Partially achieved	June 2022	Members of the Health RING including Medibank, Bupa and NIB met twice in 2022 to advance discussions around formalising a Terms of Reference for the network and priorities for impact. It was agreed that the Terms of Reference should be finalised together with relevant Aboriginal and Torres Strait Islander stakeholders, particularly those from the health sector including the Australian Indigenous Doctors' Association. This is planned for mid-2023.
36. Review and update assessment and application processes for independent hospital contract re-negotiations and new independent hospitals requesting contracts, to ensure mutual alignment with reconciliation.	Not achieved	March 2022	This action was not achieved in the reporting period. It is planned for 2023.
37. Continue to offer Aboriginal and Torres Strait Islander research funding opportunities as per the Medibank Better Health Foundation strategy.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We supported an evaluation of the Menzies HealthLAB project in 2022. For ten years the HealthLAB has been delivering health education and access in the Northern Territory in partnership with local communities. The evaluation will help Menzies better understand the current needs of the communities it works with and how to adapt its services in the future.
38. Commit to an annual financial contribution of at least \$50k to support Aboriginal and Torres Strait Islander community-led research or community projects.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We committed \$50k to support the Menzies HealthLAB evaluation project in 2022.
39. Engage with the Galiwinku community to identify new opportunities to deliver social programs, partnerships and research, including maintaining Yalu Aboriginal Corporation Board and Research Committee membership.	Changed focus	Ongoing, progress reported June and December 2022, 2023, 2024	It was agreed that the focus of this action would shift towards engaging communities local to a range of Medibank's locations.
40. Continue to integrate culturally inclusive design into any new product and service development, including consultation with Aboriginal and Torres Strait Islander peoples.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Relevant teams are reviewing the development processes involved in product/service design at Medibank with the purpose of identifying the relevant points at which consultation and co-design opportunities exist. As yet there is not a central, overarching approach but this is planned for the second half of 2023.
41. Ensure all new clinical service designs are informed by early consultation and engagement with Aboriginal and Torres Strait Islander peoples.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	As above, stakeholders within our health services business (Ampliar Health) are reviewing and identifying relevant processes to ensure that early engagement with Aboriginal and Torres Strait Islander stakeholders is embedded into any new clinical service design.

## Establishing strong meaningful and mutually beneficial relationships

Medibank will establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Commitment	Status	Timeline	Progress
42. Develop a Terms of Reference to outline the purpose, priorities and objectives of the Aboriginal Employee Network (AEN).	Achieved	March 2022	A Terms of Reference was developed by Medibank's Aboriginal Employee Network in January 2022.
43. Review, update and implement an engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders.	Partially achieved	December 2022	We are engaging with the Wurundjeri Woi-wurrung Traditional Owner Cultural Heritage Corporation, the Traditional Owners of the lands on which our new head office will be located. This has provided an opportunity to engage directly and in an ongoing way with Traditional Owners and learn more about what best practice for respectful, culturally safe engagement looks like. The process has been led by our Aboriginal Engagement Lead for the project and will form the basis of a broader engagement strategy to be developed in 2023.
44. Establish and maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including the Australian Indigenous Doctors' Association and Thamarrurr Youth Indigenous Corporation.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Our valuable partnerships with Thamarrurr Youth Indigenous Corporation (TYIC) and the Australian Indigenous Doctors' Association (AIDA) continue, with an ongoing focus on two-way value including supporting self-determination in health and building capabilities around culturally safe care.
45. Engage with internal and external Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	With support from our cultural advisor Leroy Maher and input from Aboriginal employees, we have begun the process of developing a shared understanding of the guiding principles of engagement through our cultural awareness learning and engagement opportunities with stakeholders. These stakeholders include Medibank's Aboriginal Employee Network and Traditional Owner groups including Wurundjeri Woi-wurrung. The next step in this process is to formalise these shared principles and share them broadly across the organisation.
46. Further establish and maintain respectful relationships with Aboriginal and Torres Strait Islander people and communities on the lands in which Medibank operates, including consulting with Traditional Owners in the development of new workspaces.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Moving to and designing a new head office for 2024 has provided an opportunity for deep and thoughtful consultation and engagement with local Traditional Owners from Wurundjeri Woi-wurrung Country. The design process continues to include meaningful engagement opportunities to embed local cultural details into the environment and tailored work spaces including local Indigenous planting schemes, coloration spaces, commissioned art and language. The build project continues to be an ongoing opportunity to build on respectful relationships with our local traditional owners through multiple visits to country, cultural walks and yarning circle-style consultation.
47. Maintain, review and promote an Aboriginal and Torres Strait Islander procurement strategy and framework to support our long-term Indigenous procurement goals.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We developed an Indigenous procurement framework in consultation with our cultural advisor, Leroy Maher. The framework documents our aspiration and strategy for achieving RAP objectives. Program oversight has been established, along with the working group's meeting cadence, to support the delivery of the relevant objectives.

## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
48. Embed our Indigenous procurement strategy into our procurement policy and procedures to ensure Medibank can effectively do business with Aboriginal and Torres Strait Islander businesses without systemic bias or assumption of capability at a corporate level.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Our sustainable procurement strategy is in development and includes Indigenous procurement under the social aspect of ESG. Once endorsed, this will factor into further updates to our Procurement Policy and procurement procedures. Our aim is to normalise Aboriginal and Torres Strait Islander procurement into BAU process through providing and promoting the associated tools, education and support.  We are also developing reports for monthly communication regarding Indigenous procurement activity and spend.
49. Maintain a Supply Nation membership.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We have an ongoing membership with Supply Nation.
50. Demonstrate an ongoing commitment to supplier diversity by reporting to the CEO and Executive Leadership Team on Indigenous supplier engagement and spend.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We have developed an Indigenous spend metrics dashboard to facilitate at least biannual reporting to the CEO and Executive Leadership Team via our Senior Executive - Property, Procurement & Operations.
51. Set a target spend of \$1 million per annum, to be achieved by the end of the third year of the RAP, to encourage procurement from Aboriginal and Torres Strait Islander businesses. Target anticipated to be achieved with spend across the period in Y1 of \$725k, Y2 of \$850k and Y3 of \$1m. It is expected that there will be fluidity in these Y1, Y2 and Y3 numbers due to timing of contract expires.	On track	December 2024	Our target spend of \$1 million per annum was achieved in the 2022 calendar year, with a total spend with Aboriginal and Torres Strait Islander businesses of \$1,062,606. We have exceeded our target spend over the past two years.
52. Establish a panel of pre-approved Aboriginal and Torres Strait Islander businesses as suppliers and review existing panel arrangements, to ensure the inclusion of Aboriginal and Torres Strait Islander businesses on each panel.	Not yet due	June 2023	Progress to be updated in subsequent reports.
53. Maintain at least two ongoing strategic relationships with Aboriginal and/or Torres Strait Islander businesses.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We currently have ongoing commercial relationships with 22 Aboriginal and Torres Strait Islander businesses. Seven of these businesses have been onboarded in the past 12 months.
54. Review, update and publish procurement practices designed to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Achieved	June 2022	We updated our Procurement Policy and procurement procedures to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. Development of our sustainable procurement strategy is currently underway as we look to further mature the social aspect of our approach to ESG. This will factor into future updates to our Procurement Policy and procurement procedures. Our aim is to embed Aboriginal and Torres Strait Islander procurement into our BAU processes together with tools, education and support. In late 2022 we obtained licensed access to the Givvable platform, which is a central portal for searching suppliers with Aboriginal and Torres Strait Islander business ownership credentials across business registries.

## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
55. Develop, maintain and promote a new supplier diversity welcome kit for Aboriginal and Torres Strait Islander businesses.	Achieved	November 2022	Our Supplier Registration Guide was developed in consultation with Aboriginal and Torres Strait Islander businesses including Dhiira (led by cultural advisor, Leroy Maher). We are in the process of promoting the guide to all employees.
56. Encourage employees to purchase from Aboriginal and Torres Strait Islander businesses, by: <ul style="list-style-type: none"> <li>a. Communicating opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to key decision makers.</li> <li>b. Training all relevant employees in contracting Aboriginal and Torres Strait Islander businesses.</li> <li>c. Encouraging key decision makers to complete social procurement learning modules.</li> <li>d. Promoting access to Aboriginal and Torres Strait Islander suppliers and engagement process under Medibank's procurement policy and procedures.</li> </ul>	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We continue to champion Aboriginal and Torres Strait Islander businesses within Medibank including through regular executive workshops to showcase opportunities. We have enhanced visibility of spend reporting through our procurement platform and have Aboriginal and Torres Strait Islander business opportunity pipeline sessions planned with each business unit and their key decision makers in FY23.</p> <p>Through our procurement hub initiative, we will ensure goods and services provided by Aboriginal and Torres Strait Islander businesses appear first in our guided buying portal to promote inclusive buying.</p>
57. Develop and implement an approach ensuring we engage all employees through effective communication and opportunities for education.	Achieved	June 2022	<p>We continued to develop and implement our approach to increase visibility of, and engagement with, our RAP commitments. This is overseen by Medibank's Employee Communications Business Partner (through an overarching Employee Experience Plan) who works closely with the RAP Working Group as an embedded member to ensure an 'always on' focus that leverages all available platforms to share information and encourage participation. Key elements of the approach include CEO and people leader communications to provide specific calls to action such as completing the required cultural awareness learning and other cultural awareness opportunities. Given the composition of Medibank's workforce spanning corporate, frontline and health professionals, careful consideration is given to ensuring communication and education opportunities are tailored to different areas of the business, including virtual options, 'bite-sized' updates and learning modules, and local place-based initiatives.</p> <p>In relation to education related to the 2023 Aboriginal and Torres Strait Islander Voice referendum, we commenced an in-depth consultation and awareness process. In September 2022, we issued a questionnaire to employees to measure their level of awareness of the Uluru Statement from the Heart and to seek input on how we could build on our work to support reconciliation and walk with First Nations peoples in this movement for a better future.</p> <p>In September 2022, From the Heart campaign's Indigenous Engagement Lead Kenny Bedford presented at Listen and Learn sessions available to all employees, including Aboriginal and Torres Strait Islander employees (who could attend a closed session). The following month, From the Heart campaign's Nick Eakin joined a Medibank Diversity &amp; Inclusion Council Roundtable.</p>

## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
58. Host at least two health related thought leadership events per year to positively influence our external stakeholders to drive reconciliation outcomes, and support corporate partners to strengthen their cultural responsiveness capability.	Achieved	December 2022, 2023 and 2024	<p>We held two health-related thought leadership events during the reporting period.</p> <p>In March 2022, Australian Indigenous Doctors' Association (AIDA) joined our senior leader forum session to share insights on the value of creating culturally safe care for better health outcomes.</p> <p>In 2022, we partnered with Menzies School of Health Research to evaluate their HealthLAB program delivering health education to remote Aboriginal and Torres Strait Islander communities. The researchers showcased this work to Medibank in March 2023 during Health Research at Medibank Month.</p>
59. Communicate our commitment to reconciliation publicly through channels such as internal emails, social media, events and our annual sustainability report.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We communicated our commitment to reconciliation through a range of channels:</p> <ul style="list-style-type: none"> <li>• CEO all employee emails</li> <li>• Medibank intranet</li> <li>• 2022 sustainability and annual reports</li> <li>• 2022 Annual General Meeting</li> <li>• Medibank website and newsroom</li> <li>• Medibank LinkedIn</li> <li>• Live Better Magazine</li> </ul>
60. Showcase at least two stories per year profiling success stories from the community-led health sector and Aboriginal and Torres Strait Islander health knowledge. Promote via our customer communication channels including the online member communications platform.	On track	December 2022, 2023, 2024	<p>We published three stories on our external newsroom and shared with customers via communication channels over the period:</p> <ul style="list-style-type: none"> <li>• 'Medibank implements fifth Reconciliation Action Plan' (March 2022) featuring case studies from community led initiatives.</li> <li>• 'Celebrating 10 years of Menzies HealthLAB delivering health education and access to remote Aboriginal communities in the Northern Territory' (March 2023).</li> <li>• 'Working with Indigenous Professional Services to build cultural safety in health' (May 2023).</li> </ul>
61. Formalise and promote a reconciliation ally or champion network to advocate for and drive engagement to support reconciliation priorities and opportunities at Medibank.	Achieved	June 2022	<p>We established a RAP Alliance Network to drive broader engagement and support for our reconciliation priorities. This group includes members from across the organisation. A representative from the network is also a member of the RAP Working Group, supporting two-way feedback and alignment to key priorities.</p>
62. Promote the Indigenous health equity agenda and Close the Gap Day annually to our employees and at least 80% of our national retail store network (84 stores).	Partially achieved	March 2022, 2023, 2024	<p>We shared information with all employees including retail store employees on Close the Gap Day via CEO email and team meetings. Alongside this we created digital posters to raise awareness of the Aboriginal and Torres Strait Islander health gap. These were shared in all retail stores with digital capabilities (32%).</p>
63. Collaborate with at least one RAP organisation and other likeminded organisations to implement ways to advance reconciliation, including Bupa as part of the Health RING.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>Medibank continues to lead the Health RING with Bupa and other private health insurers. We also participated in SEEK's reconciliation and recruitment research project to share our learnings and support the development of its priorities.</p>

# Sharing our reconciliation journey

Medibank is transparent about our reconciliation progress; we share when we get it right and when we don't and foster an environment for ongoing learning.

Commitment	Status	Timeline	Progress
<p>64. Share our RAP journey and deliverables with our people, customers and community, by:</p> <ul style="list-style-type: none"> <li>a. Reporting RAP progress to all employees twice yearly through internal channels such as company-wide emails and events.</li> <li>b. Reporting RAP progress as a standing agenda item to People, Culture &amp; Sustainability Leadership Team, Diversity &amp; Inclusion Council, Executive Leadership Team and Medibank's Board to ensure ongoing progress and early identification of issues.</li> <li>c. Publicly reporting on the achievement of our RAP deliverables in our annual sustainability report.</li> </ul>	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We continued to share our RAP journey with our people, customers and community:</p> <ul style="list-style-type: none"> <li>a. Medibank's CEO David Koczkar communicated our RAP progress to all employees in March and September 2022. In addition, RAP updates were shared on Medibank's Intranet in August 2022 and May 2023.</li> <li>b. Medibank's Diversity &amp; Inclusion Council met quarterly throughout 2022, with our RAP actions as a standing agenda item. An update on the progress of our RAP actions were also provided to Medibank's Board in June 2022 and March 2023. The People, Culture and Sustainability Leadership Team and Executive Leadership Team are updated regularly through Senior Executive - Talent, Inclusion &amp; Engagement and Group Executive - People, Culture &amp; Sustainability.</li> <li>c. The launch of our RAP and key focus areas were detailed in our <a href="#">2022 Sustainability Report, p49</a>.</li> </ul>
65. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Achieved	Annually, September 2022, 2023 and 2024	We participated in the annual RAP Impact Measurement Questionnaire in September 2022.
66. Participate in Reconciliation Australia's biennial Workplace RAP Barometer and actively review results to inform future priorities.	Achieved	May 2022 and 2024	We participated in the 2022 Workplace RAP Barometer, leveraging the results to help inform future priorities such as building anti-racism and cultural responsiveness capabilities.
<p>67. Maintain an effective Working Group and/or Council with:</p> <ul style="list-style-type: none"> <li>a. A Terms of Reference.</li> <li>b. Aboriginal and Torres Strait Islander representation.</li> </ul>	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Our RAP Working Group continues to maintain valuable Aboriginal and Torres Strait Islander representation. We will be refreshing the group's Terms of Reference in June 2023.
68. Ensure the Working Group and/or Council meets at least four times per year to drive and monitor RAP implementation.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	Our RAP Working Group has met monthly over the past year and continues to play an integral role in driving RAP actions and monitoring progress.

## Sharing our reconciliation journey

Commitment	Status	Timeline	Progress
69. Include our RAP as a standing agenda item at Executive Leadership Team meetings.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	RAP progress updates and key call outs are shared with the Executive Leadership Team via Group Executive - People, Culture & Sustainability Kylie Bishop and Diversity & Inclusion Council Chair, Mei Ramsay (Group Executive - Legal, Governance & Compliance). These updates form part of the monthly People, Culture & Sustainability reports.
70. Engage an Aboriginal and Torres Strait Islander advisor to support the development, implementation and delivery of this RAP.	Achieved	June 2022	We continue to engage and work together with cultural advisor and consultant Leroy Maher to support the implementation and delivery of this RAP.
71. Review the Aboriginal and Torres Strait Islander advisory role at each RAP cycle.	Not yet due	December 2024	Progress to be updated in subsequent reports.
72. Embed resource needs for RAP implementation.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We reviewed and refreshed our key RAP delivery teams to expand our capacity to deliver on RAP priorities, with a broader RAP Alliance Network now established to support the RAP Working Group. The RAP Alliance is comprised of all RAP supporters from across the business who play a role in championing our commitments in their teams and areas of the business to further increase reach, awareness and engagement.</p> <p>The appointment of an Aboriginal Employee Business Partner role is also now supporting the implementation of Medibank's Aboriginal recruitment and retention strategy, while another new role, social procurement specialist, is supporting our Indigenous business procurement strategy and target. Broader RAP resourcing reviews continue with a focus on priority areas including cultural responsiveness and cultural safety in health.</p>
73. Ensure all senior executives and their direct reports demonstrate a commitment to advancing reconciliation and have actions linked directly to relevant RAP actions as part of their Big Goals alongside implementing measures for their direct reports to do the same.	Achieved	August 2022	All senior executives and their direct reports utilise a Big Goals framework for setting and reporting on annual performance. A specific commitment to contribute to the RAP and our broader diversity and inclusion priorities is now embedded into this framework for all employees, including senior executives and their direct reports.
74. Embed appropriate systems and capability to track, measure and report on RAP commitments.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	We have established systems to support tracking, measuring and reporting of key RAP commitments. This includes Indigenous business procurement spend, Aboriginal and Torres Strait Islander employment and retention, and participation in cultural awareness learning.
75. Maintain an internal RAP Champion from the senior executive cohort.	On track	Ongoing, progress reported June and December 2022, 2023, 2024	A senior executive RAP Champion continues to lead our RAP Working Group. This role was held by our Medical Director through the reporting period to June 2022, followed by Senior Executive ahm Sally Haydon since June 2022.
76. Register through Reconciliation Australia's website to begin developing our next RAP.	Not yet due	June 2024	Progress to be updated in subsequent reports.