



# MEDIBANK RECONCILIATION ACTION PLAN 2014-2016



**medibank**  
For Better Health



## Foreword from Reconciliation Australia

Reconciliation Australia congratulates Medibank on the release of their third Reconciliation Action Plan (RAP). Their Stretch RAP commits to the cornerstones of the RAP program delivering actions across the areas of relationships, respect and opportunities.

Organisations such as Medibank, with a big presence in this country and thousands of employees, play an important role in acknowledging the shared responsibility for reconciliation and putting steps in place to help achieve it.

Health equity and wellbeing is one of the biggest challenges to be addressed in Australia. Chronic disease, the gap in life expectancy and basic variables such as food security and shelter, are all factors that influence the health and wellbeing outcomes of Aboriginal and Torres Strait Islander peoples.

While a RAP alone will not solve these problems, each company's commitment to reconciliation helps build a collective community of reconciliation. The RAP program provides a framework to do this, working alongside Aboriginal and Torres Strait Islander communities.

Reconciliation Australia's vision is for everyone to wake to a reconciled, just and equitable Australia. Our aim is to inspire and enable all Australians to contribute to reconciliation and break down stereotypes and discrimination.

The steps Medibank is taking to support better health outcomes in Aboriginal and Torres Strait Islander communities, and its organisation-wide approach, are significant steps forward.

Reconciliation Australia is proud to be associated with Medibank's journey.

**Leah Armstrong**  
Chief Executive,  
Reconciliation Australia

## Message from Medibank

Our determination to drive greater health equity for all Australians lies behind the ongoing expansion and development of our Reconciliation Action Plan (RAP).

We recently conducted some research into community perceptions of life expectancy for Aboriginal and Torres Strait Islander peoples. We found that most Australians not only believed that there is a significant gap in life expectancy between Aboriginal and Torres Strait Islanders and other Australians, they also believe that 'health' and 'poor living conditions' are the reasons for it (Omnibus survey May 2014).

We started the journey three years ago when we introduced our first RAP and set to work.

We are now pleased to see tangible outcomes and achievements being created, as we deepen our commitment towards Aboriginal and Torres Strait Islander peoples and take steps to put the next phase of our action strategy in place.

We are delivering on our commitment by establishing cultural training protocols across Medibank, installing **Acknowledgement of Traditional Owners** statements in all retail outlets, and collaborating with Aboriginal Community Controlled Health Organisations (ACCHOs).

Alongside our energetic and committed employee RAP Working Group, a newly established Medibank RAP Advisory Council (MRAC) led by Medibank Executive Laz Cotsios has been formed. I would like to thank council members Dr Ngiare Brown, Kate Malpass and Mark Yettica-Paulson for the advice and direction they provide as we continue to map the strategic pathway of our RAP.

At Medibank we stand 'For Better Health' and our focus is on achieving better health outcomes for the whole of the community. Our emphasis on partnerships and engagement is an important part of our approach to reconciliation.

Starting from within our own organisation, we have worked hard to involve our employees and workplaces, while also working with other health organisations to maximise the opportunities for better health changes for Aboriginal and Torres Strait Islander peoples.

We have now delivered all the actions we set in the 2012 and 2013 RAPs and have sound foundations to build on as we pursue the further 22 new actions stated in this, our 2014-2016 RAP.

I am pleased to present Medibank's latest RAP, and believe that we are well-placed to continue to make a meaningful contribution towards greater reconciliation.

**George Savvides**  
Managing Director,  
Medibank



# OUR VISION FOR RECONCILIATION

Medibank stands 'For Better Health'. It is our belief that every person has the right to good health. We have an opportunity to help improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

Medibank is committed to working towards a society where there is equity in health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. Medibank believes this can be achieved in partnership with Aboriginal and Torres Strait Islander peoples and through a whole of community effort.

For further information on Medibank's RAP, please contact Jacqui Savage,  
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# OUR RECONCILIATION JOURNEY

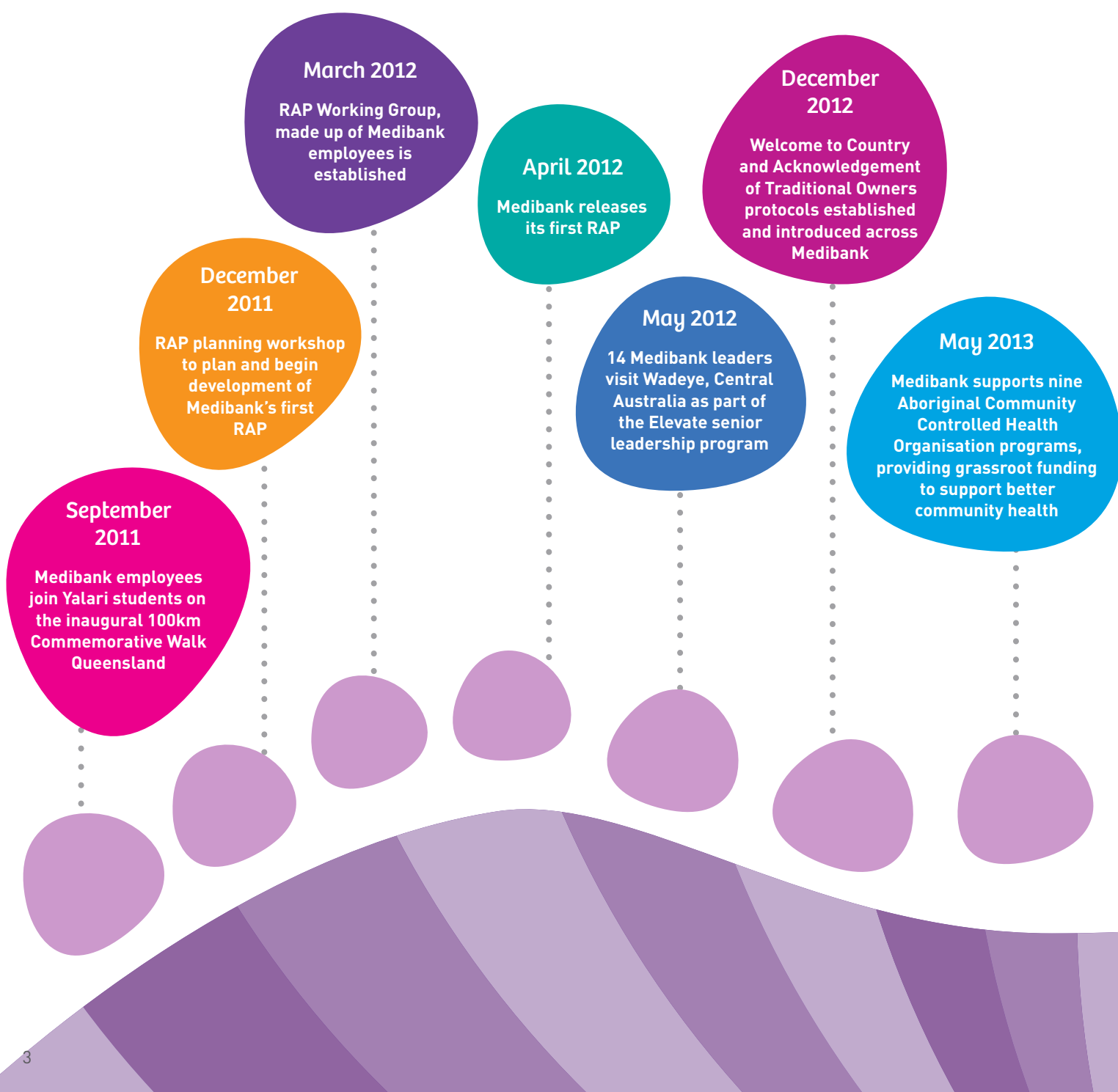
**Medibank is proud to have been the first private health insurer to launch a Reconciliation Action Plan in 2012 and since then, we have taken positive steps to bring our commitment towards reconciliation to life.**

We have worked hard to develop a stronger understanding of the best pathways to follow, and our experience over the last two years has taught us that partnerships with Aboriginal-led health organisations in community settings can generate strong outcomes for positive change in the health sector.

The 2013 RAP, and this 2014-2016 RAP, was developed by the Medibank RAP Working Group made up of employee representatives from across the business, in consultation with Reconciliation Australia.

The 2013 RAP committed to building on and extending the actions set of the 2012 RAP, and we are proud to report that we have achieved all 22 actions set since 2012. Medibank is now well placed to take another significant step forward and our 2014-2016 RAP provides ambitious targets.

## SOME OF THE KEY ACHIEVEMENTS FROM OUR RAP JOURNEY ARE:





December 2013

Acknowledgement  
of Traditional Owners  
statements put in place in  
more than 100 Medibank  
customer sites

November  
2013

Medibank hosts the first  
Victorian Health RING,  
bringing together health  
organisations who  
are focussed on  
reconciliation

May 2014

18 Medibank leaders  
visit Wadeye, Central  
Australia as part of  
the Elevate senior  
leadership program

June  
2014

Two Medibank  
employees join  
Yalari students on  
Outback Camp

July 2014

Medibank releases  
its third RAP

July 2013

Medibank joins Aboriginal  
and Torres Strait Islander  
peoples Supplier Register,  
Supply Nation

June 2013

Medibank releases  
its second RAP



# GOVERNANCE AND OVERSIGHT

**Medibank is Australia's largest provider of private health insurance and health solutions. Under our Medibank and ahm brands, we provide private health cover to more than 3.8 million people.**

Our members also depend on us for other insurance needs including travel, life, trauma and pet insurance.

Medibank operates more than 100 retail outlets and clinics Australia wide. Each year, we purchase billions of dollars worth of hospital and allied health services and deliver more than 500,000 clinical care episodes.

Medibank is also the service provider for publicly funded health services including healthdirect Australia, GP After Hours and NURSE ON CALL. We provide workplace health services to industries across Australia including manufacturing and mining. Medibank operates with an independent Board and is a Government-owned enterprise.

Our determination to drive better health outcomes for Aboriginal and Torres Strait Islander peoples reinforces our broader goals of meeting customer needs and leading the discussion on important industry issues. Medibank's advisory group helps us do this and our collaborations with ACCHOs are key aspects of our approach.

Medibank's people play an important role in determining and activating our RAP. The RAP helps shape our culture and connects with Medibank's employee-focused priorities. In helping to deliver our reconciliation actions, employees contribute to the organisation's vision and values while also helping to build a stronger community.

The Medibank Corporate Social Responsibility (CSR) team administers the RAP and provides the budget to support its activities and partnerships.

Medibank's new RAP Advisory Council (MRAC) has been established to oversee and guide our engagement with Aboriginal and Torres Strait Islander peoples. The group meets twice yearly to review progress of the RAP and agree priorities. The MRAC members not only have strong connections to the Aboriginal and Torres Strait Islander community, they are Australians who are leaders in their fields or professions.

## **MRAC Membership:**

**Kate Malpass** is 2013 NAIDOC Youth of the Year and a championship-winning basketball player. She is a physiotherapist to the Richmond Football Club and also a mentor to young girls via the David Wirrpanda Foundation and the Deadly Sista Girlz Program.

**Professor Ngiare Brown** is a widely respected doctor, and Executive Research Manager of The National Aboriginal Community Controlled Health Organisation (the national peak Aboriginal health body representing Aboriginal community controlled health services throughout Australia). Ngiare is a member of the Prime Minister's Aboriginal and Torres Strait Islander peoples Advisory Council and believes that culture is an important determinant of health and that "connections to culture and country [can] build stronger individual and collective wellbeing".

**Mark Yettica-Paulson** is the founder and Director of the Yettica Group, which specialises in leading conversations that create change, social leadership and engagement with Aboriginal and Torres Strait Islander peoples. He is also an ambassador for RECOGNISE, the movement to recognise Aboriginal and Torres Strait Islander peoples in the Australian Constitution.

Implementation of the agreed actions of the RAP is led by an employee RAP Working Group made up of Medibank representatives.

The Medibank Board receives annual updates on the progress of the RAP from the CSR Team.



**MRAC Members from left to right:** Kate Malpass; Doctor Ngiare Brown, Mark Yettica-Paulson and Laz Cotsios.



## Message from the MRAC Chair

The Medibank RAP is like a road map that steers us on our journey towards greater equity in health. It is now an important part of our organisation laying out our directions and sharing responsibility across our people.

With an employee base of more than 3,500 people and the important role Medibank plays in the community, there is no single way to get to our destination.

When I was invited to become more involved in furthering our commitment by taking up the role of Medibank Executive Sponsor of the RAP and chairing the new MRAC, I was keen to be part of the journey.

I knew that we would not have all the answers, which is why our focus on a collaborative approach has been so important in getting to this point. We

take our lead from the organisations and individuals that are connected to, and respected by, the Aboriginal and Torres Strait Islander community they reach. With our health expertise and network, we are well-placed to work alongside them to help implement meaningful actions that will contribute to lasting positive outcomes for Aboriginal and Torres Strait Islander peoples.

The establishment of MRAC involving prominent, influential Aboriginal and Torres Strait Islander peoples with strong connections to health and wellbeing helps us steer the course. The group not only provides insight and knowledge into current issues and concerns of Aboriginal and Torres Strait Islander peoples, it also assists us to assess our actions and align our approach within an ever-changing social and regulatory landscape to maximise the impact and outcomes of our RAP.

The Advisory Council's input is also important for the employees who make up the Medibank RAP Working Group. This group plays an important role, implementing ideas and thoughts into actions as we strengthen our organisation-wide approach to better health opportunities for all Australians.

Our RAP is now more robust since we first initiated our commitment in 2012. This has been recognised by Reconciliation Australia in its endorsement of it as a 'Stretch RAP'. The 2014-2016 RAP contains clear and measurable targets and widens expectations for positive outcomes. I look forward to helping deliver these actions over the next two years.

**Laz Cotsios**  
Medibank Executive,  
Customer Centred Health

### The broad terms of reference for MRAC are to:

- Provide insights into issues facing Aboriginal and Torres Strait Islander peoples
- Advise on additional RAP concepts and focus areas
- Provide feedback on RAP actions
- Assist in building relationships between Medibank and Aboriginal and Torres Strait Islander peoples



Yalari students begin the Commemorative Walk to Cherbourg, 2011.



# RAP WORKING GROUP

**Our people are part of our progress and as with every aspect of our business, delivering our RAP is no exception.**

The role of transforming good intent into action is the responsibility of the Medibank employee RAP Working Group, made up of 13 individuals who initially came together in 2013 to evaluate the progress and achievements of the first Medibank RAP. The group is also responsible for identifying the next steps that could be taken in the future. In particular the RAP Working Group works hard to help establish RAP actions and embed them into Medibank's core business.

The group was guided by Reconciliation Australia to develop the 2012 RAP. Since then its focus has been on identifying the mechanisms for driving action, evaluating progress and agreeing future directions and priorities, with additional insight provided by the newly established MRAC. The Group has now completed this 2014-2016 RAP which has received endorsement from the Medibank Executive and Reconciliation Australia.

The 2014-2016 RAP is the blueprint that will shape Medibank's reconciliation journey for the next two years.

## **The RAP Working Group members are:**

Doug Brown - General Manager - Strategy & Innovation PHI  
Gemma Allen - Engagement and Sourcing Manager  
Ireena Allen - Manager, Group Property  
Jacqui Savage - CSR Advisor  
Joanna Strauss - Manager, Learning & Organisational Development  
Joseph Antony - Online Care Manager, Anywhere Healthcare  
Katrina Barbaro - Brand & Sponsorship Manager  
Mark Alexander - Strategic Development Manager  
Megan McAlpine - Head of Marketing Strategy, MHS  
Michael Ehrentraut - General Manager - Retail  
Nicole Borg - MCF Manager  
Rita Marigliani - Head of CSR  
Shane Kruger - Customer Solutions Director



**Medibank employees join the Yalari Commemorative Walk to Cherbourg. Left to right:** Silvia Ulloa, Stephen Haddad, Jacqui Savage, Jamie Bashforth, Dr Cherrell Hirst (Non-Executive Director), Heather Walker and Frederick Wong.





Medibank leaders visit Wadeye.

# LEADERSHIP AND EMPLOYEE ENGAGEMENT

**Opportunities to show leadership and create change for the better are two important impacts of Medibank's commitment to its RAP.**

The RAP has not only supported new projects and health-based initiatives in Aboriginal and Torres Strait Islander communities, it has also influenced Medibank's own culture and the way we do business.

Employees have become more actively aware of, and engaged in, Aboriginal and Torres Strait Islander peoples issues, and encouraged to do so. During NAIDOC Week and Reconciliation Week in 2013 more than 500 employees across numerous work sites took part in events and activities that recognised the importance of Aboriginal and Torres Strait Islander peoples and culture to the Australian community.

**Welcome to Country** and **Acknowledgement of Traditional Owners** protocols have become part of all formal proceedings at Medibank events and gatherings and new signage that acknowledges traditional owners has been installed in more than 100 Medibank retail and service delivery outlets throughout Australia. Employees at each of these outlets have been engaged in Medibank's commitment towards reconciliation.

At a senior executive level, Medibank is investing in developing its leaders to deal with highly complex issues, including a specific focus on Aboriginal and Torres Strait Islander peoples health.

**Elevate** is Medibank's most senior leadership program, that uses community immersion to develop adaptive leadership capability. The community context selected is one of Australia's most significant leadership issues – Aboriginal and Torres Strait Islander peoples health. **Elevate** participants spend a week in Wadeye, an Aboriginal community 420km south-west of Darwin. With the support of

not-for-profit organisation Red Dust, the Medibank team meets with community leaders, visits families living in the area, sees the inner workings of the health clinic and aged care facility, and speaks with Northern Territory police, to gain appreciation, understanding and raw insight into the extent of the challenges facing remote communities. 30 senior leaders have been involved in the **Elevate** program so far.

Medibank's new Indigenous Employment Strategy (IES) has been released alongside the 2014-2016 RAP. The IES sets clear targets for recruitment, career development, partnerships with Aboriginal and Torres Strait Islander peoples employment service providers and promotes stronger awareness of Aboriginal and Torres Strait Islander peoples cultures throughout the organisation. The strategy will guide Medibank's continued development of an inclusive and diverse workforce that offers equity and professional development in employment opportunities.

# BUILDING BETTER HEALTH AND WELLBEING INVOLVES PARTNERSHIPS

**Partnerships with existing, Aboriginal-led health initiatives are key ingredients in connecting with the issues facing local communities and bringing our RAP to life.**

While we have a clear agenda at Medibank for improving opportunities for better Aboriginal and Torres Strait Islander peoples health in Australia, we know that community based Aboriginal organisations are best-suited to engaging with their local communities.

In 2013, \$100,000 was provided across nine locally run projects and health programs in six States and Territories. Each of these was run by leading ACCHOs.

In some regions, tailored healthy living programs have been made available to specific communities with an emphasis on families and building a healthier future. In others, managing chronic health conditions such as obesity and diabetes were also important considerations. Many of the programs have involved cooking, budgetary planning, tailored exercise programs and opportunities for communities to come together.

NSW	Funded program
Aboriginal Health and Medical Research Council of NSW	The grant increased reach and impact of the <b>Get Healthy</b> program. Get Healthy offers coaching to help participants achieve and maintain healthy weight. The grant also increased accessibility of sporting equipment and Aboriginal and Torres Strait Islander peoples games resources, such as Yulunga.
Queensland	Funded program
Queensland Aboriginal and Islander Health Council	The grant helped in the running of a week long <b>Aboriginal and Torres Strait Islander peoples Youth Sports</b> program designed to encourage Aboriginal youth to attend university. The course promoted healthier eating, lifestyle choices and taught cooking skills.
ACT	Funded program
Winnunga Nimmityjah	Winnunga Nimmityjah ran a 10 week <b>Diabetes and Diet</b> program which aimed to improve local nutrition knowledge and promote physical activities to assist Aboriginal and Torres Strait Islander communities to manage diabetes conditions.  During the program, participants learnt how to manage their diet and blood sugar levels, menu planning, exercise regimes and attended cooking classes.

Western Australia	Funded program
Aboriginal Health Council of Western Australia	A 12-month sponsorship of <b>Healthy living radio advertisements</b> on local Aboriginal and Torres Strait Islander peoples station, Noongar FM. The advertisements promote healthy lifestyle choices and disease prevention.
Derbarl Yerrigan	The <b>Daisy Petals</b> program targeted Aboriginal women in seeking to boost their health and wellbeing.  The program offers women a range of health assessments including weight, height and waist measurement, blood pressure and blood sugar testing. Advice and guidance is also provided in relation to alcohol and drugs, social and emotional wellbeing, diet and exercise, sexual health, breast and cervical screening and dental health.





Nine young Aboriginal youths were supported to attain a palawa chef kitchen licence through a Medibank grant to local Tasmanian ACCHO.

In Tasmania, the Tasmanian Aboriginal Centre's Aboriginal Health Service was given the funding to offer the palawa Chef Kitchen Licence youth program in Launceston. The project involved nine Aboriginal youth aged between 12 and 17, and taught them about nutritional health and wellbeing, food and kitchen safety skills over five days.

The objectives of the program were: to increase skills and confidence in relation to food preparation and cooking; to increase knowledge about preparing balanced meals and snacks; and to increase consumption of home-prepared meals in place of takeaway and ready-made meals and snacks.

The training was delivered by a Community Dietitian/Nutritionist with the Aboriginal Health Service.

The program not only improved the kitchen skills and self-confidence of the young chefs, it also generated additional positive social impacts. Participants made new friends in a learning environment, and gained employable skills they can build on if they choose to pursue a career in the food or hospitality sector.

South Australia	Funded program
Aboriginal Health Council of South Australia	The grant supported the development of The <b>Corka Sistas</b> Aboriginal and Torres Strait Islander peoples women's roller derby team. The team acts as role models for the community. It not only promotes physical activity and cultural pride, it also connects the community and provides positive leadership.
Kura Yerlo	The grant provided the community with a seven week <b>Nutrition and Fitness</b> program.  The program covers a range of topics including cooking on a budget, diabetic friendly recipes, prevention of illness and exercise regimes.

Victoria	Funded program
Victorian Aboriginal Community Controlled Health Organisation	The grant funded the re-design of <b>Tucker Talk Tips</b> promoting healthy eating and physical activity within the Victorian Aboriginal community.

Tasmania	Funded program
Tasmanian Aboriginal Centre Inc	<b>Palawa Chef</b> is a five day program run during the school holidays which teaches Aboriginal youth the skills of cooking and preparation of balanced meals and snacks. It aims to increase awareness of the positives of cooking home prepared meals over takeaway options.



# SUPPORTING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES EDUCATION

**Education has an important role to play as we work towards closing the health gap for Australia's first people.**

Medibank's support for Aboriginal and Torres Strait Islander peoples education foundation, Yalari, stems from the belief that education is key to improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples throughout Australia.

Since its establishment in 2005, Yalari has grown significantly. From supporting just three children in two Queensland schools, the organisation now provides scholarship placements for more than 180 children in 30 leading Australian boarding schools.

Medibank's partnership with Yalari not only seeks to provide students with preventative health messages to encourage healthy living practices among Yalari students and their families, it is an investment in a future of better health.

Through its scholarships program Yalari offers students the chance to pursue educational opportunities that can lead to new possibilities. It aims to both enrich students' understanding of their culture and heritage, and provide new directions for the future.

An emphasis on leadership and cultural pride is part of the Yalari approach and Medibank hopes that future Yalari graduates might emerge from their educational journeys to take up prominent roles in the health sector.

As well as supporting the Annual Gala fundraising dinners in a number of states, Medibank employees gained a first-hand understanding of Aboriginal culture and sense of belonging when a number of them joined 50 Yalari scholarship students in the 2011 and 2013 100 kilometre Commemorative Walk to Cherbourg, tracing the journey taken by Aboriginal people in the early 1900s.

The Walk is another way of teaching the students more about themselves and their place in history as well as the rewards of personal achievement. Participants from Medibank who joined the walk were proud to be involved.







Yalari students have the opportunity to study at some of Australia's best schools through an extensive scholarship program.





# OUTCOMES FROM OUR 2013 RAP

Focus area	Action	Status
Engagement with Aboriginal and Torres Strait Islander peoples	1. Launch of 2013 RAP by the Managing Director with an invitation to Medibank employees and Aboriginal and Torres Strait Islander representatives who have assisted in developing and implementing the RAP actions	Completed
	2. Organise a Medibank event to celebrate National Reconciliation Week (27 May to 3 June in 2013)	Completed
	3. Prepare a toolkit for retail outlets encouraging initial steps to engage with local Aboriginal and Torres Strait Islander peoples organisations as part of the roll-out of 'acknowledgement of traditional owners' statements in retail locations (see action 14 in Respect section)	Completed
	4. Enact an internal communications plan to encourage Aboriginal and Torres Strait Islander employees to acknowledge their status in Medibank's HR system	Completed
Network developments	5. Engage with other organisations in the health and wellbeing area with RAPs to share experience, learning and opportunities	Completed
Governance	6. Reconvene the Medibank RAP working group to support the ongoing development of RAP activities	Completed
	7. Form an external advisory group to oversee Medibank's RAP and associated activities with Aboriginal and Torres Strait Islander peoples	Completed
Respect		
Awareness	8. Continue a cultural awareness program within Medibank	Completed
	9. Complete cultural protocols for Medibank clinical services	Mostly completed
	10. Community Leadership Program – 16 senior leaders complete an adaptive learning program within an Aboriginal and Torres Strait Islander peoples community	Completed
	11. Communications program in place to tell internal and external groups about the programs which have been delivered and their success stories	Completed
	12. Ensure RAP content incorporated into employee induction program	Completed





**In 2014-2016, all existing actions have been retained and where possible, extended. Additional actions have been added to our RAP to strengthen its impact. They include:**

- Volunteering opportunities for employees in Aboriginal and Torres Strait Islander peoples-led organisations
- Expansion of our internal awareness campaign to reach more than 500 employees
- Implementation of the new Medibank Indigenous Employee Strategy
- Continued development and expansion of ACCHO partnerships.

Focus area	Action	Status
Acknowledgement	13. Have an appropriate 'acknowledgement of traditional owners' statement in new 2014 national head office	Completed
	14. Have an appropriate 'acknowledgement of traditional owners' statement at all retail locations	Completed
	15. Ensure protocol for Acknowledgement of Country and Welcome to Country ceremonies included as standard practice at Medibank events	Completed
Cultural engagement	16. Provide opportunities for Aboriginal and Torres Strait Islander employees to be engaged with NAIDOC Week events (National Aborigines and Islander Day of Observance Committee week) 1 - 8 July 2012	Completed
<b>Opportunities</b>		
Establish health solution partnerships	17. Support an Aboriginal and Torres Strait Islander peoples health initiative in each State and in the NT through a partnership with Aboriginal and Torres Strait Islander health organisations. Initiatives to focus on supporting health and wellbeing by encouraging physical activity, healthy eating and/or community connectedness	Completed
Build awareness of the role of private health insurance	18. Build relationships with Aboriginal health organisations to identify where Medibank can add value through working with existing networks and community programs	Completed
Education opportunities	19. Provide study scholarships and other health education opportunities for Aboriginal and Torres Strait Islander students from remote communities in the area of healthy eating and physical activity	Completed
Supporting Aboriginal and Torres Strait Islander business	20. Support Aboriginal and Torres Strait Islander businesses through supplier arrangements by becoming a member of (Aboriginal and Torres Strait Islander supplier's register) Supply Nation	Completed
	21. Include Aboriginal and Torres Strait Islander business sourcing as an option on checklists for tactical procurement by business units	Completed
Supporting Aboriginal and Torres Strait Islander employment	22. Lift Medibank's employment of Aboriginal and Torres Strait Islander peoples by identifying a pathway for Aboriginal and Torres Strait Islander peoples employees into the organisation	Completed
<b>REPORTING (administrative requirement)</b>		
Report achievements, challenges & learnings to Reconciliation Australia	23. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	Completed

■ Shaded areas are minimum action requirements for first year RAPs as specified by Reconciliation Australia

# RECONCILIATION ACTION PLAN 2014-2016



## Relationships

Medibank has a role to play in Closing the Gap. Through developing relationships with the Aboriginal and Torres Strait Islander peoples community, we aim to address the challenge of equity in health and wellbeing outcomes. Such relationships will be built on the principles of dialogue, respect, understanding, partnership and reciprocity. We will empower our employees to form new relationships in the community while we continue to work with our current community partners.

Action	Responsibility	Timeline	Deliverables
<b>1. RAP Working Group</b> Working Group continues to actively monitor RAP development, including implementation of actions and tracking progress	RAP Working Group	April and October 2015 April and October 2016	The RAP Working Group will meet at least twice a year
<b>2. Celebrate National Reconciliation Week</b> Provide opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships with the local Aboriginal and Torres Strait Islander peoples community	RAP Working Group/ Corporate Social Responsibility team	May 2015 May 2016	Medibank will advertise a variety of external events celebrating National Reconciliation Week to employees and will encourage them to get involved Medibank will commit to offering at least two internal events for employees to participate in during National Reconciliation Week Medibank will organise and offer at least one event in partnership with a community group to celebrate National Reconciliation Week
<b>3. Medibank RAP Advisory Council (MRAC)</b> The Medibank external advisory council will meet twice a year with new members being recruited every two years. The MRAC is made up of external representatives from the Aboriginal and Torres Strait Islander community who will help to shape the actions of Medibank's reconciliation work. Actions from the MRAC will be fed back into the RAP Working Group	Corporate Social Responsibility team	Meetings to be held: October 2014 April and October 2015 April 2016	The MRAC meets twice a year with new members recruited every two years MRAC members will advise on Medibank's RAP work Actions from the MRAC fed back into the RAP Working Group
<b>4. Volunteering</b> Develop and offer volunteering opportunities with Aboriginal and Torres Strait Islander peoples-led organisations to ensure that Medibank employees gain greater insight into Aboriginal and Torres Strait Islander peoples culture as well as opportunities to contribute to the health and wellbeing of Aboriginal and Torres Strait Islander peoples communities	Corporate Social Responsibility team/People and Culture	December 2014	At least two volunteering opportunities with Aboriginal and Torres Strait Islander organisations developed and offered to all employees
<b>5. Sharing knowledge</b> Engage with other organisations in the health and wellbeing area with RAPs to share knowledge and learnings	Corporate Social Responsibility team	June 2016	At least two meetings to have occurred per year for employees to share learnings from their reconciliation journeys Meetings to focus on how health organisations can help in 'Closing the Gap'

Action	Responsibility	Timeline	Deliverables
<b>6. Building relationships</b> Deepen existing and develop new relationships with local Aboriginal and Torres Strait Islander communities close to where we operate	RAP Working Group/ Retail teams/ Corporate Social Responsibility team	January 2016	Existing relationships with Aboriginal Community Controlled Health Organisations further developed. This may include, but is not limited to, volunteering opportunities, Anywhere Healthcare and discussions around PHI products  Empower local managers with the tools to form new relationships with the Aboriginal and Torres Strait Islander communities in their local area
<b>7. Reconciliation</b> Support external campaigns that promote reconciliation within the community	Customer Centered Healthcare/ Corporate Social Responsibility team/Marketing team	March 2015 March 2016	Host 'Close the Gap' Day, celebrations in retail outlets
<b>8. Recognise</b> Implement an internal awareness campaign to support the Recognise movement	Corporate Social Responsibility Team/RAP Working Group	January 2016	Internal awareness campaign across the business completed
<b>9. Awareness at Board level</b> Commit to having an Aboriginal or Torres Strait Islander guest speaker attend a Board meeting	Corporate Social Responsibility	June 2016	An Aboriginal and Torres Strait Islander peoples community leader to have spoken at a Medibank Board meeting



## Respect

At Medibank, we value an organisation-wide culture based on respect. We understand that to 'Close the Gap', we must respect Aboriginal and Torres Strait Islander peoples culture and history while helping others to do the same.

Action	Responsibility	Timeline	Deliverables
<b>1. Cultural awareness training and development for staff</b> Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for respect and other RAP actions to be achieved.	People and Culture/ Corporate Social Responsibility	December 2015	All people leaders to complete online cultural awareness training  Opportunities for at least 500 employees to be able to learn more about Aboriginal and Torres Strait Islander peoples culture through our community partners and programs
<b>2. Aboriginal and Torres Strait Islander cultural protocols</b> Develop and communicate cultural protocols throughout the business	Corporate Social Responsibility/ People and Culture	May 2015	Cultural protocols guidelines developed and available on the Medibank intranet  Arrange a Traditional Owner to give a <b>Welcome to Country</b> address at two significant internal events  Information about identifying and acknowledging traditional owners distributed to employees and included in the 'new starter' pack
<b>3. Celebrate NAIDOC Week</b> Support Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events	RAP Working Group/ Corporate Social Responsibility team	July 2014 July 2015	Advertise local community events to all staff and encourage them to participate  Contact local NAIDOC Week Committees in Victoria, NSW and Queensland to explore opportunities
<b>4. Community Immersion</b> Up to 16 Senior Executives will be offered an opportunity to participate in Medibank's most Senior Adaptive Leadership program – Elevate, to focus on Aboriginal health in the Aboriginal Community, Wadeye	People and Culture	June 2015 June 2016	Up to 16 leaders completing the Adaptive Leadership Training to have visited a remote community
<b>5. Art and culture</b> Art exhibition in at least one corporate office	Corporate Social Responsibility	June 2015	Art exhibition to occur in at least one corporate office with tours of the art available





Yalari students enjoy the Gala dinner.



## Opportunities

As a health organisation, Medibank is committed to 'Closing the Gap' through education, employment and partnership opportunities. We know that through helping to create these opportunities, we are playing a role in improving the health and wellbeing outcomes of Aboriginal and Torres Strait Islander peoples.

Action	Responsibility	Timeline	Deliverables
<b>1. Aboriginal and Torres Strait Islander employment</b> Develop an Indigenous Employment Strategy to increase the recruitment and retention of Aboriginal and Torres Strait Islander employees	Corporate Social Responsibility/ People and Culture	June 2016	An Indigenous Employment Strategy developed and implemented  IES to address issues of culture, career opportunities and involvement of Aboriginal and Torres Strait Islander peoples employees in decision making
<b>2. Aboriginal and Torres Strait Islander supplier diversity</b> Increase opportunities for businesses owned by Aboriginal and Torres Strait Islander peoples to supply their goods and services to our organisations	Procurement	June 2015 June 2016	Will have spent at least \$20,000 per year with Aboriginal and Torres Strait Islander peoples-led organisations such as the 'Aboriginal and Torres Strait Islander peoples suppliers' register through Supply Nation  Update the Supplier Checklist annually to ensure that Supply Nation details are updated  Host at least one Supplier Diversity workshop to increase the understanding of Supplier Diversity within the workforce
<b>3. Educational opportunities</b> Provide study scholarships and other health education opportunities for Aboriginal and Torres Strait Islander students from remote communities in the area of healthy eating and physical activity	Corporate Social Responsibility	2014 2015 2016	Scholarship opportunities offered to the value of at least \$50,000 annually
<b>4. Health Partnerships</b> Support an Aboriginal and Torres Strait Islander peoples health initiative to improve the health of the community	Corporate Social Responsibility	June 2015 June 2016	\$100,000 offered annually



Medibank employees play games with Wadeye children.

## Tracking progress and reporting

Action	Responsibility	Timeline	Deliverables
<b>1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report</b>	Corporate Social Responsibility team	September 2014 September 2015	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia each year
<b>2. Report annually on achievements</b>	Corporate Social Responsibility team	June 2015 June 2016	Annual report completed and available on Medibank website
<b>3. Report back to the MRAC at each meeting on the achievements of our actions</b>	RAP Working Group/ Corporate Social Responsibility team	October 2014 April and October 2015 April 2016	Report distributed to the MRAC at least one week prior to MRAC meeting for feedback during meeting
<b>4. Report back to the RAP Working Group every six months on the achievements to date</b>	Corporate Social Responsibility team	October 2014 April and October 2015 April 2016	Bi-monthly report distributed to the RAP Working Group
<b>5. Review current RAP</b>	RAP Working Group	June 2016	RAP reviewed



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