

# 2020 - 21 Compliance Program

Submitted by:

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**Medibank Private Limited  
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# Workplace Profile Table

Industry: All Industries

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	353	405	0	0	760
	Full-time contract	29	17	0	0	46
	Part-time permanent	64	4	0	0	68
	Part-time contract	2	3	0	0	5
	Casual	1	0	0	0	1
Professionals	Full-time permanent	800	442	28	11	1,286
	Full-time contract	89	33	2	0	124
	Part-time permanent	759	80	2	0	843
	Part-time contract	267	48	0	0	316
	Casual	114	35	2	1	153

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: All Industries

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP/HOB	-1	Full-time permanent	2	4	6
GM	-1	Full-time permanent	1	1	2
		Full-time permanent	18	18	36
	-3	Full-time permanent	7	3	10
		Part-time permanent	1	0	1
SM	-2	Full-time permanent	2	4	6
		Full-time permanent	47	68	115
	-3	Full-time contract	1	0	1
		Part-time permanent	11	0	11
		Part-time contract	0	1	1
	-4	Full-time permanent	32	35	67
		Full-time contract	3	0	3
		Part-time permanent	5	1	6
	-5	Full-time permanent	0	5	5
	OM	-1	Full-time permanent	1	0
Full-time permanent			6	0	6
-2		Part-time permanent	1	0	1
		Full-time permanent	16	8	24
-3		Full-time contract	4	0	4
		Part-time permanent	3	1	4
		Full-time permanent	128	130	259
-4		Full-time contract	7	8	15
		Part-time permanent	27	0	27
		Part-time contract	1	0	1
		Casual	1	0	1
-5		Full-time permanent	86	107	194
		Full-time contract	12	7	19
		Part-time permanent	11	2	13
		Part-time contract	0	2	2
-6		Full-time permanent	7	21	28
		Full-time contract	2	2	4
		Part-time permanent	5	0	5
	Part-time contract	1	0	1	

\* Total employees includes Gender X

# Workplace Profile Table

Industry: Insurance and Superannuation Funds

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	326	376	0	0	704
	Full-time contract	27	17	0	0	44
	Part-time permanent	58	4	0	0	62
	Part-time contract	2	3	0	0	5
	Casual	1	0	0	0	1
Professionals	Full-time permanent	527	337	5	3	877
	Full-time contract	50	20	0	0	70
	Part-time permanent	269	29	0	0	298
	Part-time contract	30	2	0	0	32
	Casual	36	14	0	0	51

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Insurance and Superannuation Funds

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP/HOB	-1	Full-time permanent	2	4	6
GM	-1	Full-time permanent	1	1	2
		Full-time permanent	18	18	36
	-3	Full-time permanent	7	3	10
		Part-time permanent	1	0	1
SM	-2	Full-time permanent	2	4	6
		Full-time permanent	43	65	108
	-3	Full-time contract	1	0	1
		Part-time permanent	11	0	11
		Part-time contract	0	1	1
	-4	Full-time permanent	31	32	63
		Full-time contract	3	0	3
		Part-time permanent	5	1	6
	-5	Full-time permanent	0	5	5
	OM	-1	Full-time permanent	1	0
Full-time permanent			6	0	6
-2		Part-time permanent	1	0	1
		Full-time permanent	15	8	23
-3		Full-time contract	4	0	4
		Part-time permanent	3	1	4
		Full-time permanent	113	125	239
-4		Full-time contract	7	8	15
		Part-time permanent	24	0	24
		Part-time contract	1	0	1
		Casual	1	0	1
-5		Full-time permanent	81	96	178
		Full-time contract	11	7	18
		Part-time permanent	11	2	13
		Part-time contract	0	2	2
-6		Full-time permanent	6	14	20
		Full-time contract	1	2	3
		Part-time permanent	2	0	2
	Part-time contract	1	0	1	

\* Total employees includes Gender X

# Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	14	23	0	0	37
	Full-time contract	1	0	0	0	1
	Part-time permanent	4	0	0	0	4
Professionals	Full-time permanent	107	37	0	0	144
	Full-time contract	2	2	0	0	4
	Part-time permanent	80	5	0	0	86
	Casual	10	1	0	0	11

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Auxiliary Finance and Insurance Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
SM	-3	Full-time permanent	3	2	5
	-4	Full-time permanent	0	2	2
OM	-4	Full-time permanent	9	2	11
		Part-time permanent	1	0	1
	-5	Full-time permanent	1	10	11
		Full-time permanent	1	7	8
	-6	Full-time contract	1	0	1
		Part-time permanent	3	0	3

\* Total employees includes Gender X

# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Policy Strategy
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Medibank's annual engagement survey, MyVoice, obtains feedback from participating employees relating to their perception of career development, including opportunities for progression and learning and development experience. The information obtained from this survey is then reported on by demographic, including gender, which is shared with the business within survey debriefs. This information is also provided to our Gender Working Group for the purposes of guiding their strategies and objectives.

## Governing bodies



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Australian Health Management Group Pty Limited

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Medibank Private Limited

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1: Does this organisation have a governing body?	Yes( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Medibank Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	4
...Male (M)	3
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)

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Healthstrong Pty. Ltd.

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Medibank Health Solutions Telehealth Pty Limited

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2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

**Board gender diversity target**

Our target for the reporting period was to maintain at least 40% female representation in the Senior Leadership population and Board (see Annual Report PDF page 22). In FY20 our Board composition was 63% female and our Senior Leadership was 51% female (see Annual Report PDF page 43).

During the reporting period, our Chair, Elizabeth Alexander AO retired changing the gender composition of our Board. During Elizabeth's tenure, the Board composition was 63% female. Following her retirement, Mike Wilkins AO was appointed commencing 1 October 2020 following which the Board composition changed to 50% female, remaining above our public target of minimum 40% female representation.

To support and enable our targets for female representation throughout the organisation including Senior Leadership and Board, Medibank also has an enterprise-wide public target of ensuring no more than 1% pay gap between genders. In FY20, Medibank reported a -.07% pay gap (see Sustainability Report PDF page 27).

In relation to our Board, gender diversity and other diversity aspects are considered in Board Nominations. See Medibank's Diversity & Inclusion Policy where gender and other factors such as cultural background, ethnicity etc are also considered in Board and Senior Executive appointments (see Diversity & Inclusion Policy PDF page 2 – Section 2.2 Board and Senior Executive Diversity).

As Medibank's performance in female representation is so strong, we are also working to address gender imbalance in other areas of our organisation. For example, we have set a target to increase male representation in the non-manager workforce (see Annual Report PDF page 22).

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_AR2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_AR2020.pdf)

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/corporate-governance/Medibank\\_CorporateGovernance2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/corporate-governance/Medibank_CorporateGovernance2020.pdf)

<https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/corporate-governance/Diversity%20and%20Inclusion%20Policy.pdf>

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_SustainabilityReport2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_SustainabilityReport2020.pdf)

**Board composition changed over the reporting period due to the retirement of our Chair, Elizabeth Alexander AO.**

**Period: 1 April 2019 – 30 September 2020**

Our Chair, Elizabeth Alexander AO retired on 30 September 2020 and was replaced by Mike Wilkins AO from 1 October.

See PDF page 32-34 for Board composition .

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_AR2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_AR2020.pdf)  
[/a>](#)

Notes: Board member numbers exclude the Chair and the Executive Director, Medibank CEO, Craig Drummond

**Period: 1 October 2020 – 31 March 2021**

Board composition from 1 October to 31st March .

<https://www.medibank.com.au/about/company/board/>

Notes: Board member numbers exclude the Chair and the Executive Director, Medibank CEO, Craig Drummond. Please note, Craig Drummond retired as CEO in May 2021 and was succeeded by David Koczkar. Craig Drummond was Medibank's CEO and Executive Director for the entire reporting period from 1 April 2020 to 31 March 2021.

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(Select all that apply)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(Select all that apply)
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To ensure managers are held accountable for pay equity outcomes To implement and/or maintain a transparent and rigorous performance assessment process Other (provide details)
...Other (provide details)	Public target of no more than 1% gap between genders.

2: Did your organisation receive JobKeeper payments?

No

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Medibank has an enterprise-wide public target of ensuring no more than 1% pay gap between genders relative to the market median. In FY20, Medibank reported a -0.7% pay gap (see Sustainability Report PDF page 27).

As Medibank's performance in female representation is so strong, we are also working to address gender imbalance in other areas of our organisation. For example, we have set a target to increase male representation in the non-manager workforce (see Annual Report PDF page 22).

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_SustainabilityReport2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_SustainabilityReport2020.pdf)

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_AR2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_AR2020.pdf)  
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### Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes (*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	No ( <i>Select all that apply</i> )
...No	No unexplained or unjustifiable gaps identified
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	To ensure that our data and analysis is robust and to provide a more accurate view of pay equity, Medibank's pay gap analysis is based on like-for-like roles as opposed to all roles at a similar level. This enables us to eliminate data inaccuracies relating to specialist roles or departments where differences in pay may be present due to a specialisations or roles where skills shortages exist. We believe that this approach is more accurate than reviewing all roles by level as there is also a range in each job band responding to experience, performance and subject specialisation.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Medibank has a public target to ensure there is never more than 1% pay gap between genders relative to the market median which is tracked, measured and reported to the Diversity Council and ultimately, to Medibank's Board. In addition to analysing data based on like-for-like roles, we ensure that gender equity and pay equity is embedded throughout our processes. More than 60% of our talent pipeline are female, we have

set a target to increase the male representation in non-manager roles and we also provide analytics to people leaders during remuneration and performance decision making processes.

## Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Consultative committee or group Exit interviews Focus groups
1.2: Who did you consult?	ALL staff Other (provide details)
...Other (provide details)	All staff, HR Managers and Employee Representative groups

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

**Question 1.2** not functioning correctly and only able select one but we would like to select also: Human Resources Managers and Employee Representative groups. Live Chat was offline (1:53pm 11th June 2021)

In the reporting period we have conducted several company-wide surveys relating to the flexibility practices and preferences of our organisation. This has helped us understand our baseline data and also support forecasting and efforts to further increase flexibility in our workforce following Covid-19. These surveys showed that our people have a stronger preference for primarily working from home and have nominated their preferred balance of time in the office being approximately 20% of the time.

Further to this, we have previously conducted extensive engagement and research into our Carer population and how Medibank could better support them. This included focus groups and interviews with our people who identified as being Carers for a range of situations including parents, partners, family members with high needs. We also spoke to some of our people who may require Carer support. During the reporting period, we continued to engage with these people to understand their needs and gain feedback on proposed support. As a result of this, Medibank developed a Carer support plan which was implemented in the reporting period and provided additional supports beyond flexibility.

To consult with our employees on parental leave, Kylie Bishop, our Group Executive People & Culture, as well as Craig Drummond, our former CEO, invited those on parental leave to a catch up. This session invited parents to share their experiences, feedback, and was also a way to check in on their wellbeing.

Through our annual engagement survey, we measure our engagement scores of those who have returned from parental leave. This is then discussed within teams, to ensure we are providing an equitable experience for those who have been on parental leave.

We also dissect our survey data to understand gender balances, and differences in experiences based on gender. This is also discussed within the business and actions are created to address gender imbalance issues.

# #Employee work/life balance

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	Yes
...Targets have been set for men's engagement in flexible work	Yes
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes ( <i>Select one option only</i> )
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...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Purchased leave	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	Offer leave at half pay, employees can access double the length of leave at half pay at the discretion of their people leader
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

No

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Prior to Covid-19, Medibank already had strong practices and participation in flexible work options to support gender equality and our organisational goals such as employee health. However, since Covid-19, Medibank has become even more flexible with a stronger focus on remote working. To leverage these lessons and create great employee experiences, we have launched Medibank's new ways of working, Future Fit.

Future Fit has changed the way we do things at Medibank and ensure our people can work effectively, collaborate and connect with each other in meaningful ways. This means our people can focus on the things that matter to them, like their health and wellbeing.

Future Fit is for everyone at Medibank but will feel different for every role, and the first step in this enterprise program is redefining the purpose of all of our offices to centre around the work that we do. Our internal communication is focused on the key message that **Work is something we do, not somewhere we go.**

Our modes of working are Collaboration, connection and concentration and we use these to help inform where we work.

We have designated our offices as being places to collaborate, connect and if needed, concentrate. Our people no longer need to come into the office just because it's Monday and that's what they've always done. In fact, we are supporting our employees to take the opportunity to relocate to a regional area or interstate which is more possible with reduced time in the workplace.

Flexible working is embedded throughout our organisation and is core to the ways that we work, we have an 'if not, why not' approach to managers enabling their team to work flexibly. As such, we don't have many formal arrangements for flexible working as this has been enabled for all employees within some operational constraints. For example, our stores and customer support channels are open between certain hours and need adequate coverage to support our customers.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Stillbirth Surrogacy Adoption Birth
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on employer funded parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	14
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	81-90%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Medibank changed our parental leave policies in 2018 to enable primary and secondary carers of all genders 14 weeks paid parental leave. We took this action to recognise and people of all genders and in a range of parenting situations to take parental leave and spend more time with their babies. Our efforts have resulted in a ten-fold increase in the proportion of men taking more than two weeks parental leave versus the period prior to our policy being refreshed. We have also set a public target to increase the male take up of parental leave (see Sustainability Report PDF page 26).

<https://www.medibank.com.au/li-vebetter/newsroom/post/medibank-rewrites-the-rules-parental-leave/>

[https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank\\_SustainabilityReport2020.pdf](https://www.medibank.com.au/content/dam/retail/about-assets/pdfs/investor-centre/annual-reports/Medibank_SustainabilityReport2020.pdf)

(See PDF page 26, 28)

## Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes (*Select all that apply*)

...Yes

Policy  
Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Not aware of the need

...On-site childcare

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Other (provide details)

...Other (provide details)

In most cases, flexible working arrangements do not require attendance to a worksite which significantly reduces the need for an onsite childcare offering.

...Breastfeeding facilities

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at SOME worksites

...Childcare referral services

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Internal support networks for parents

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No (*You may specify why the above support mechanism is not available to your employees.*)

...No

Not aware of the need

...Information packs for new parents and/or those with elder care responsibilities

Yes (*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Referral services to support employees with family and/or caring responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	This is not something frequently requested by our employees.
...Coaching for employees on returning to work from parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Other (provide details)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Available at ALL worksites	In FY21 Medibank commenced the development of a targeted support package for carers, including the launch of a Carers Support Network, connecting employees with carer responsibilities. In FY22, Medibank will launch the remaining elements of the package including an information hub, coaching and education about support resources, and linking Medibank employees into our existing customer-facing health programs. Carers will also continue to be supported to work flexibly with the promotion of Future Fit.

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

In FY21 Medibank commenced the development of a targeted support package for carers, including the launch of a Carers Support Network, connecting employees with carer responsibilities. In FY22, Medibank will launch the remaining elements of the package including an information hub, coaching and education about support resources, and linking Medibank employees into our existing customer-facing health programs. Carers will also continue to be supported to work flexibly with the promotion of Future Fit.

## Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(Select all that apply)	
...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction At least annually
...All employees	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction At least annually

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

*The Male Champions of Change* paper 'Preventing and responding to sexual harassment in the workplace' provided a number of recommendations which Medibank are in the process of aligning to. An example of this is ensuring Medibank has a gender equality strategy and a sexual harassment prevention strategy aligned to existing workplace health & safety systems.

In multiple notes to all employees, former CEO Craig Drummond commented on sex-based harassment and the need to address it. These included messages reiterating that Medibank has no tolerance for sex-based harassment and discrimination, and that people should speak up and they will be heard if an issue arises.

Since Craig's departure, our new CEO David Koczkar has stepped into the Champions of Change Coalition (formally Male Champions of Change).

## Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(Select all that apply)	
...Yes	Policy Strategy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes

...Training of key personnel	Yes
...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Not aware of the need
...Access to medical services (e.g. doctor or nurse)	Yes
...Other (provide details)	No( <i>Select all that apply</i> )

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

Medibank recognises that domestic and family violence is an issue that affects the workplace and is committed to ensuring all employees feel safe, supported and able to bring their whole selves to work.

Medibank is committed to providing support to employees and their family members, who may be experiencing domestic violence. Medibank provides access to an uncapped amount of paid leave days under our Family & Domestic Violence Support policy.

Medibank is determined to:

- Provide a safe and supportive workplace for employees experiencing domestic violence to seek help and support.

- Provide a workplace for employees to disclose their experiences without the risk of judgement, discrimination or victimisation.

We also provide support by providing temporary or ongoing changes to work arrangements and Safety Planning where an employee may be concerned for their safety. We provide employees with a range of other supports and resources with information and professional counselling support.



# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*	
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	40	30	70	
			Non-managers	57	41	98	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	1	3	4	
			Non-managers	1	0	1	
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	5	0	5	
			Non-managers	12	1	13	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	1	1	
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	92	74	166	
			Non-managers	202	103	306	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	3	7	10	
			Non-managers	8	4	12	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	12	0	12
				Non-managers	71	11	82
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	53	3	56	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	18	5	23	
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	38	49	87	
			Non-managers	124	77	201	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	16	11	27	
			Non-managers	64	33	97	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	3	1	4
				Non-managers	136	14	151
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	1	2	3	
			Non-managers	194	31	225	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	336	84	422	

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	29	37	66
			Non-managers	110	60	170
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	5	4	9
			Non-managers	23	11	34
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	9	1	10
			Non-managers	175	23	199
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	2	6
			Non-managers	97	15	112
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	151	37	189
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	44	40	84
			Non-managers	74	34	108
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	3	0	3
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	29	0	29
			Non-managers	98	8	106
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	10	4	14
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	2	3
			Non-managers	3	0	3
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	4	1	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	37	25	62
			Non-managers	54	39	93
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	3	3
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	10	1	11
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	83	67	150
			Non-managers	126	77	204
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	3	7	10
			Non-managers	5	2	7
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	0	11
			Non-managers	42	6	48
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	0	5
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	37	47	84
			Non-managers	50	45	95
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	15	11	26
			Non-managers	37	24	61
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	1	4
			Non-managers	37	4	41
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	2	3
			Non-managers	21	2	23
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	91	35	127

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*	
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	27	35	62	
			Non-managers	41	42	83	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	5	3	8	
			Non-managers	8	7	15	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	9	1	10
				Non-managers	44	6	50
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	1	0	1	
			Non-managers	10	2	12	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	37	13	51	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	41	38	79	
			Non-managers	51	22	73	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	1	0	1	
			Non-managers	2	0	2	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	28	0	28
				Non-managers	38	0	38
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	1	0	1	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Insurance and Superannuation Funds

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	2	3
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	4	5
			Non-managers	3	2	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	6	9
			Non-managers	52	15	67
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	16	1	17
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	2	7
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	16	8	24
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	1	3
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	24	5	29

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*	
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	2	2	
			Non-managers	12	4	16	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	1	1	
			Non-managers	1	0	1	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	0	0	0
				Non-managers	7	0	7
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	5	3	8	
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0	
			Managers	2	1	3	
			Non-managers	6	3	9	
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
		Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
				Managers	1	0	1
				Non-managers	10	1	11
	Fixed-Term Contract		CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0	
			Managers	0	0	0	
			Non-managers	0	0	0	

\* Total employees includes Gender X



# Workforce Management Statistics Table

Industry: Auxiliary Finance and Insurance Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X