

reconciliation action plan

January 2018–December 2020



medibank
For Better Health

Acknowledgement

Medibank acknowledges Indigenous Australians as the First Australians, and pays respect to Elders past, present and future across all the lands on which we work and live. At Medibank we value respect. We understand that respect for Aboriginal and Torres Strait Islander peoples' cultures is tied to our continued growth as an organisation.

We gratefully acknowledge the guidance and contributions from all our Aboriginal and Torres Strait Islander community stakeholders who have supported the development of this RAP. Your input is greatly valued.

Artwork Story

The Medibank RAP features an original design by Marcus Lee, creative director of Marcus Lee Design - a creative agency certified by Supply Nation. The three purple shapes combine to create a figure representing people and the community. The figure is intertwined within the radiating, colourful forms that express and represent health and wellbeing. The colours were chosen to reflect energy in the image whilst also aligning with Medibank's brand values.



Message from Medibank CEO



Medibank's ongoing support of reconciliation reflects our Better Health for Better Lives purpose, which extends to all Australians regardless of who they are or where they come from. It also reflects our active commitment to diversity, inclusion and long-held respect for the Original Custodians of our land.

I welcome the opportunity to set out our commitment towards reconciliation and equality in health and wellbeing for Indigenous Australians. Our 2018-2020 Reconciliation Action Plan (RAP) – Medibank's fourth since 2012 – sets out 16 additional actions to build on the progress we have made.

The path to equality in health and wellbeing is through working in true partnership with Aboriginal and Torres Strait Islander communities. We have learned that lasting contributions are best led by the communities themselves and we will continue to support this community-led approach.

As we transition to the next phase of our RAP journey we will continue to work closely with the Aboriginal Community Controlled Health sector. I would like to acknowledge the importance of the Indigenous voices in guiding our thinking and decision making. Over the last three years, this guidance has come from our Aboriginal and Torres Strait Islander represented RAP Advisory Council and I thank Mark Yettica-Paulson, Kate Malpass and Dr Ngiare Brown for the wisdom they have shared.

I would also like to thank Medibank's own RAP Working Group, whose members have been a driving force in implementing our reconciliation efforts and bringing our RAP to life. I look forward to working with them over the next three years to make a real contribution to reconciliation and better health for Indigenous Australians.

Craig Drummond
Chief Executive Officer,
Medibank

Message from Reconciliation Australia CEO



Reconciliation Australia congratulates Medibank on its continued commitment to reconciliation as it implements its fourth Reconciliation Action Plan (RAP).

The implementation of a second Stretch RAP signifies that Medibank is a leading advocate for reconciliation, dedicated to improving the health and wellbeing of its members and of all Australians. This RAP sees Medibank well placed to make progress across the three pillars of reconciliation – relationships, respect and opportunities.

Medibank's RAP displays its commitment to further developing mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, through its aim to collaborate and partner with the Aboriginal community controlled health sector on community led and needs informed priorities.

Medibank takes a tailored approach to displaying respect for Aboriginal and Torres Strait Islander peoples, histories and cultures. This is exemplified by its dedication to develop and implement a cultural awareness training strategy with a tailored focus on health service delivery.

By committing to increase its Aboriginal and Torres Strait Islander workforce to at least 32 personnel (1%), Medibank is driving reconciliation by fostering an inclusive work environment and creating employment opportunities for First Nations peoples.

On behalf of Reconciliation Australia, I commend Medibank on its fourth RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Our vision for reconciliation

We know that the health inequality of our nation's First Peoples affects, and is the responsibility of, all Australians.

We all need to work towards a society where there is equality in health and wellbeing outcomes between Indigenous and other Australians. We believe the path to better health is through working in partnership with Aboriginal and Torres Strait Islander communities, through a whole-of-community effort and by fostering national pride in the enduring value of our First Nations' cultures. We remain committed to this path.

'we are all connected and the health of our Indigenous communities is integral to the health of the nation.'

Andrew Matthews.
Chief Actuary and RAP Work Group Co-Chair

Young participants in the Victorian Aboriginal Health Services' 'The Coach' program learn healthy habits.



Our business

Medibank is a leading private health insurer, with 40 years of experience delivering better health to Australians. We look after the health cover needs of 3.7 million customers through our Medibank and ahm brands and deliver a wide range of programs to support health and wellbeing in the community. We also deliver a range of health services for government and other groups, and distribute travel, life and pet insurance.

Headquartered in Melbourne, Medibank has corporate offices in Canberra, Brisbane, Perth, Sydney, St Leonards, and Wollongong. We have more than 80 retail stores across Australia, with over 20 in regional areas.

We are committed to creating an inclusive culture that acknowledges and embraces difference in all its forms. With difference comes new thinking and ideas and we are keen to leverage these benefits to enhance the experiences of our employees, shareholders, our customers and the community.

Medibank's people represent both the organisation and the communities they are part of. Our people are the faces of the business and we are committed to our workforce reflecting the diversity of Australia and our customers. Medibank has more than 3,200* employees, with 11 identifying as Aboriginal and Torres Strait Islander. Increasing the representation of this group is a priority within this RAP.

The Wulinj digging stick sculpture at Medibank Place. Designed by local Wurundjeri artist Mandy Nicholson. Photo credit: James Henry.

*as at Dec 31, 2017.



Our RAP

Medibank was the first private health insurer in Australia to take a step towards greater reconciliation in 2012 when we developed and released our first RAP. Since then, work has continued across the business, with consultation and guidance from Aboriginal and Torres Strait Islander peoples, communities and organisations. This builds our understanding of, and supports our meaningful contribution to, the national reconciliation effort.

Our national reach and presence, along with our Better Health for Better Lives purpose, strengthens our sense of community connection and responsibility towards reconciliation. Aware of the importance of senior leadership in supporting an organisation-wide approach, Medibank Group Executive - Healthcare & Strategy Dr Andrew Wilson was appointed by Medibank CEO Craig Drummond as organisational RAP leader in 2017. With more than 25 years of experience in the health system, Andrew remains a practising clinician and chairs Medibank's Diversity & Inclusion Council.

Our RAP Working Group is one of seven diversity groups that report to the Diversity & Inclusion Council. The council was established in 2015 to promote engagement and action towards greater diversity and inclusion across the organisation.

It is co-chaired by two senior leaders: Chief Actuary Andrew Matthews and General Manager Member Health, Rebecca Bell, and comprises a cross section of employees including three Indigenous employees who self-nominate to be involved. A range of different business areas are represented including:

- Healthcare & Strategy
- People and Culture
- Customer Channels

This RAP was developed by the working group with feedback and input from our internal and external community stakeholders including Aboriginal Community Controlled Health Organisations (ACCHOs), education and employment providers, Traditional Owner groups and existing community partners. Medibank's Board receives annual updates on the progress of the RAP.

Our 2018-2020 RAP builds on and extends the actions of the 2014-2016 RAP. We are proud to report that we have achieved all but one of the 22 actions from the previous plan: a presentation to the Medibank Board by an Indigenous Elder remains outstanding. The outstanding action was postponed to undertake further work with the Aboriginal Community Controlled Health sector and realign our RAP agenda to reflect a more community-driven approach. With this approach now in place, we look forward to scheduling this presentation in 2018.



Our reconciliation journey

Key highlights

Recap

Dec 2011 - RAP planning workshop held

March 2012 - RAP Working Group established

April 2012 - First Medibank (Reflect) RAP released

May 2012 - Medibank leaders' first visit to Wadeye, NT as part of a senior leadership program

Dec 2012 - Welcome to Country & Acknowledgement of Traditional Owners protocols introduced

May 2013 - Medibank first supports nine ACCHO programs

June 2013 - Second RAP released

July 2013 - Joined Aboriginal and Torres Strait Islander peoples' supplier register, Supply Nation

December 2013 - Acknowledgement of Traditional Owners statements placed in 100+ customer outlets

2014

June 2014 - Acquired three artworks for corporate headquarters designed by local Wurundjeri artist Mandy Nicholson in collaboration with creator Glenn Romanis to acknowledge local Traditional Owners and encourage appreciation of Indigenous cultures among our people and visitors

July 2014 - Third RAP (Stretch) and Indigenous Employment Strategy released

July 2014 - Provided \$100,000 grant funding to Indigenous grassroots projects aligned with Medibank's Growing Healthy Kids community investment strategy

Aug 2014 - Medibank leaders' second visit to Wadeye, NT as part of a senior leader program with partner Red Dust

2015

March 2015 - Supported Close the Gap Day across Medibank's national retail store network to raise awareness of the need to close the health gap in particular

July 2015 - Provided \$100,000 grant funding to ACCHOs to support identified governance priorities

July 2015 - Attended Garma Festival with the Business Council of Australia (BCA) and Reconciliation Australia and became a member of the BCA Indigenous Task Force

October 2015 - Strengthened relationships in Wadeye, NT by supporting the local health clinic and community to implement Healthy Skin Week

December 2015 - Launched Medibank's Indigenous students' summer internship program

2016

March 2016 - Embedded our first Indigenous supplier in the business on an ongoing basis - and went on to exceed the annual expenditure financial year target by 10%

July 2016 - Provided another \$100,000 grant funding to Indigenous grassroots projects aligned with Medibank's Growing Healthy Kids community investment strategy

July 2016 - Released RAP Report detailing all completed actions

2017

March 2017 - Began exploration of a health planning tri-partnership with the Wadeye community and the Menzies School of Health Research

July 2017 - 15 senior leaders visited Wadeye, NT as part of the senior leadership program with partner Red Dust

Key learnings, achievements and challenges

Learnings

Meaningful outcomes require a community-led approach

"We've learned that trust and engagement are integral to successful outcomes".

Andrew Matthews – RAP Working Group Co-Chair and Chief Actuary

Through our RAP journey we have gained greater understanding of the importance of working together with Aboriginal and Torres Strait Islander communities and organisations we believe are best-placed to provide culturally tailored services and outcomes for better health.

In planning community investment strategies for the future, our commitment is to take the time to listen, understand and work alongside Aboriginal Community Controlled Health Organisations and other community-led organisations to maximise their impact and support them in the great work they do.

Embedding RAP values in the organisation is an iterative process

"The response from our people guides the way we embed our RAP into the organisation".

We've aimed to provide opportunities for people to connect with the program and with Aboriginal and Torres Strait Islander cultures, and are learning that different parts of our business require different approaches"

Kylie Bishop - Group Executive People and Culture, and BCA Indigenous Taskforce member

Connecting our significant work from home cohort with the program in meaningful ways has been a challenge but we've taken advantage of technology to provide things such as NAIDOC Week celebration kits delivered to inboxes and a virtual exhibition of our Wurundjeri sculptures shared widely as an online short film.

By testing, trying and listening to feedback from our people and hearing what they want to know, we have been able to achieve broader engagement on key actions as we saw in the support of retail staff for Close the Gap Day.

Achievements

Internship program helps bring our reconciliation commitment to life

"The two-way success of this program is a highly visible way that Medibank is embracing its commitment to reconciliation within the organisation".

Katelyn Reddin – General Manager Recruitment and Engagement

The contribution of talented, engaged students in various aspects of the business creates benefits for the students and enriches the organisation and its people who participate directly in our RAP journey.

We enjoy the energy and skills the students bring to our business.


Challenges

Getting it right can take time

Medibank's reconciliation focus has, from the start, been on taking steps to address health inequities. After working to implement our RAPs over the last five years we have a stronger understanding of the issues and are more aware of how big the challenge is.

"We must keep working hard to identify the best way that we can keep moving forward, foster positive relationships and identify where we can make the best contribution."

Rebecca Bell – RAP Working Group Co-Chair and General Manager Member Health



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Relationships

Medibank recognises that our vision for reconciliation and closing the gap in health outcomes between Indigenous and other Australians is inextricably linked to fostering positive and trusting relationships with Aboriginal and Torres Strait Islander individuals, communities and organisations.

We have learned to value the time it takes to deepen these relationships. We are committed to continually developing a shared understanding of the health issues facing local communities, to assist in identifying the supportive roles Medibank can play in the health sphere that will contribute towards greater reconciliation.

Action	Deliverable	Accountability	Timeline
1. RAP Working Group (RWG) continues to drive achievement of, track progress and report on RAP actions	RWG meets every second month to monitor and report on RAP progress	RWG Co-Chairs	Jan, Mar, May, Jul, Sep, Nov 2018-2020
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	RWG Co-Chairs	Jan 2018-2020
	Appoint and maintain a senior executive as internal RAP Champion	Chief Executive Officer	Jul 2018-2020
	Establish Terms of Reference to guide the RWG	RWG Co-Chairs	Jul 2018
	Develop and distribute an expression of interest to join the RWG to Aboriginal Community Controlled Health Organisations (ACCHOs)	RWG Comms Lead	Jul 2018
	Recruit and retain at least one Aboriginal and/or Torres Strait Islander member to the RWG	RWG Co-Chairs	Jul 2018
	Report to the Medibank Diversity & Inclusion Council every second month on RAP progress (including learnings and challenges), quarterly updates to the Executive Leadership Team and Indigenous Health Advisory Group	Indigenous Programs Lead	Jul, Oct, Jan, Apr, Jul, Oct 2018-2020
	Business Unit RAP Action Leads' responsibilities reviewed quarterly and included as part of performance conversations	Business Unit Leads: Procurement, Recruitment, Indigenous Programs, Communications & Marketing	Jan, Apr Jul, Oct 2018-2020
2. Maintain an Indigenous-represented health advisory relationship with peak Aboriginal and Torres Strait Islander health body(ies)	Establish and maintain a two-way sharing and learning relationship with peak Aboriginal and Torres Strait Islander health body(ies) to guide our RAP and Indigenous health equality work, and identify ways to support the Indigenous health sector	Chief Executive Officer	Dec 2018
	Meet yearly with CEOs of Aboriginal and Torres Strait Islander peak health bodies to set annual priorities	Chief Executive Officer	Sep 2018-2020

Action	Deliverable	Accountability	Timeline
3. Celebrate National Reconciliation Week (NRW)	Host an annual event in each major office location (six) to celebrate NRW	RWG Events Lead	May 2018-2020
	Promote NRW through at least 80% of our retail network each year with posters and messaging	Divisional General Manager, Customer Channels	May 2018-2020
	Ensure at least one event annually is delivered in partnership with an Aboriginal and / or Torres Strait Islander community leader or group	RWG Events Lead	May 2018-2020
	Register all NRW events via Reconciliation Australia's website	RWG Communication Lead	May 2018-2020
	Ensure our RWG participates in one external NRW event each year	RWG Co-Chairs	May 2018-2020
	Promote and encourage employees to participate in external NRW events via internal communication channels including social media and intranet	RWG Communication Lead	Apr 2018-2020
4. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Identify and engage with our relevant Aboriginal and Torres Strait Islander stakeholders	Indigenous Programs Lead	Dec 2018
	Connect with local Aboriginal and Torres Strait Islander communities at each office location (six) to build mutual understanding and guide our reconciliation work	Indigenous Programs Lead	Dec 2018
	Together with Aboriginal and / or Torres Strait Islander stakeholders, develop and implement a set of guiding principles and a plan for engagement with Aboriginal and Torres Strait Islander peoples and organisations	Indigenous Programs Lead	Dec 2018
	Establish at least five formal partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and communities and share two-way learnings	Indigenous Programs Lead	Dec 2018

Relationships continued

Action	Deliverable	Accountability	Timeline
5. Partner with health focused Aboriginal and Torres Strait Islander organisations and communities to support and address community-identified health priorities	Establish a co-created health project in partnership with an Aboriginal and/or Torres Strait Islander community or organisation to address community-identified health priorities	Group Executive - People & Culture	Jun 2018
	Identify and maintain relationships with Aboriginal Community Controlled Health Organisations (ACCHOs) to support positive community health outcomes e.g. secondments, private health related support	RWG Health Networks Lead	Jun 2018
6. Raise internal and external awareness of our RAP and health equality agenda to promote reconciliation and engagement across our business and the sector	Promote the Indigenous health equality agenda and Close the Gap Day annually to our employees and at least 80% of our national retail store network (84 stores)	Divisional General Manager, Customer Channels	Mar 2018-2020
	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	Head of Content and Social	Jun 2018-2020
	Implement and review a strategy to communicate our RAP to internal and external stakeholders and promote reconciliation through ongoing active engagement	Indigenous Programs Lead	Mar 2018, 2019
	Engage our senior leaders in the delivery of RAP outcomes	Executive RAP Champion	Mar 2018-2020
	Develop a toolkit to engage our retail staff in reconciliation initiatives	Indigenous Programs Lead	Jun 2019
	Encourage three corporate stakeholders to develop a RAP each year	Indigenous Programs Lead	Dec 2018-2020
7. Leadership in the Indigenous health equality agenda through reconciliation	Continue to lead the Health RAP Industry Network Group (RING) which will meet at least four times yearly to share learnings and collaborate to increase momentum towards Closing the Gap	Indigenous Programs Lead	Feb, Jun, Sep, Dec 2018-2020
	Identify at least two organisations within our provider networks or supply chain to support in their RAP journeys through sharing learnings, discussing relevant health priorities including racism and its impact on health, and cultural awareness in a health setting	RWG Health Networks Lead	Dec 2019
	Identify and include Aboriginal and Torres Strait Islander charities and include them in our workplace giving and volunteering campaigns	Head of CSR & Wellbeing	Mar 2018

Case study

Relationships



Medibank senior leaders visit Wadeye, NT in August 2017.

Supporting community-led outcomes in Wadeye, NT

Medibank's engagement in Wadeye, NT first began in 2011 as part of our senior leadership program. Back then, the focus was on learning about adaptive leadership through the lens of an Indigenous community and the complexity of health issues being faced alongside our community partner, Red Dust.

Over the last six years we have deepened our involvement. Needs-informed grants and resources, and hands on the ground to assist community-led health initiatives evolved in 2015. This included engagement with the local community and the Menzies School of Health Research.

Against a backdrop of limited progress being reported in the Australian Government's annual **Closing the Gap Report**, we knew that new thinking was required. So, in a significant step change in our approach, we deliberately moved away from traditional, project-based support towards the principles of co-design and co-creation with the intention of putting the community at the heart of decision making from the earliest stage of defining the problem to be solved.

Taking into account the social determinants of health such as housing, infrastructure, education and employment, the shared goal of this collaborative approach is to test how co-design might support an orientation of services towards priorities set by the community.

The process is deliberately measured and requires listening and patience by all parties. It respects the value of the knowledge the community brings to the table and concentrates on getting things right. We know that taking the time to build strong relationships with community and stakeholders now, will get us all closer to sustainable reconciliation outcomes in the longer term.

Our commitment to this new way of working means the process of learning and committing to a genuine co-designed approach is as valuable as specific outcomes.

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Respect

Diversity and inclusion are values that are strongly supported within Medibank's organisational culture. This includes a deep respect for the Traditional Custodians of the lands on which we live and work. Increasing awareness among our people, customers and the businesses we interact with of the histories, significance and cultures of Aboriginal and Torres Strait Islander peoples is an integral part of our reconciliation journey.

We aim to encourage our people and customers to connect with and develop their own sense of value and respect for Aboriginal and Torres Strait Islander peoples and cultures.

Action	Deliverable	Accountability	Timeline
8. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop, deliver and review a strategy to build cultural awareness and address the learning needs of all employees through online, face-to-face and immersive experiences, incorporating learning requirements specific to health service delivery wherever relevant	GM Talent, Capability & Change	Jan 2018, Jun 2019
	All senior leaders will participate in at least one cultural awareness and learning activity	Executive RAP Champion	Dec 2018
	5% (160) of employees to complete face-to-face cultural learning activity in addition to 25% (800) online (total 30% of employees)	GM Talent, Capability & Change	Jun 2019
	10% (320) of employees to complete face-to-face cultural learning activity in addition to 50% (1600) online (total 60% of employees)	GM Talent, Capability & Change	Dec 2020
	At least 30 employees undertake cultural immersion learning activities	GM Talent, Capability & Change	Jun 2020
9. Demonstrate and foster respect of Aboriginal and Torres Strait Islander peoples and communities by further embedding cultural protocols into the way we operate	Communicate a cultural protocol document internally, through employee intranet for distribution at events, for Welcome to Country and Acknowledgement of Traditional Owners, and cultural protocols relevant to state and/or territory and specific local communities	Head of Internal Communications	Apr 2018
	Invite a local Traditional Owner to share a Welcome to Country at the beginning of at least one important event at each major office (six) location annually such as the senior leader forum or employee awards ceremony	Head of Internal Communications	Jun 2018-2020
	Encourage and train employees to include an Acknowledgement of Country at the commencement of significant internal meetings and external events	Head of Internal Communications	Dec 2018
	Maintain and review an up to date protocol and list of key contacts for organising Welcome to Country covering our national network	RWG Comms Lead	Dec 2018-2020
	Continue to display an Acknowledgement of Traditional Owners plaque in our office buildings and throughout our national retail network	Head of Group Property	Jun 2020
	Incorporate Acknowledgement of Country into Medibank email signature options	Head of Internal Communications	Jun 2018
10. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community during NAIDOC Week	Promote NAIDOC Week to all employees including information on Aboriginal and Torres Strait Islander histories, cultures and achievements and encourage all staff to participate in local NAIDOC Week event	Head of Internal Communications	Jun 2018-2020
	Communicate opportunities and leave allowances for all Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events	Head of Internal Communications	Jun 2018-2020
	Hold two internal or public NAIDOC Week events in partnership with Aboriginal and Torres Strait Islander peoples, communities or organisations annually	RWG Event Leads	Jul 2018-2020

Case study

Respect

Artworks highlight cultural diversity and respect for the past

Encouraging cultural recognition among Medibank's people and customers for the Traditional Custodians of the land they live and work upon is an important priority in our RAP.

We acknowledge key Indigenous calendar events, express respect for Traditional Owners and build strong policies to guide diversity and inclusion in Medibank's employment and commercial procurement. Our people are our ambassadors and lead by example to reach out to customers and stakeholders to promote greater recognition and awareness of reconciliation messages and events.

The prominent display of Aboriginal artworks at the main entrance of our corporate headquarters in Melbourne is both a sign of respect and a reminder of Medibank's commitment to reconciliation.

The decision to commission the three Aboriginal sculptural art pieces occurred during early planning discussions for our head office relocation in 2013, with a clear intent that the building would pay respect to local Traditional Owners and celebrate the value of Indigenous cultures.

The three works, an axe (**Garrginj**), a digging stick (**Wulunj**) and a children's toy known as a **Wit Wit** were created through a collaboration between designer Mandy



Founder Jamie Thomas teaches Medibank employees the traditional Indigenous wellness modality, Wayapa Wurrk. Photo credit: James Henry.

Nicholson, who is a member of the local Wurundjeri-Willam clan, and creator, Glenn Romanis.

The works are both evocative of culture and functional in design. Our people and visitors can meet at and enjoy the sculptures in the shared outdoor space. At the same time, they might contemplate the historical significance of those who have come before us, consider what can be learned from them, and commit to striving for reconciliation.

The works were chosen for their tactile nature and utilitarian appeal. Not only are they aesthetically beautiful, their reference to traditional tools and toys make them highly accessible, prompting discussion, wonder and understanding.

A sense of commonality is suggested that speaks about the enduring needs of families and communities. Today, as then, human needs remain the same and health and wellbeing remains a priority for all communities. In this way these artworks are symbolic of our Better Health for Better Lives purpose, which in turn guides our RAP.



Opportunities

In recognising the role the social determinants of health play in addressing health equality, Medibank actively creates opportunities to support Aboriginal and Torres Strait Islander peoples throughout its business, and beyond. Opportunities across education, employment and positive relationships with Aboriginal and Torres Strait Islander suppliers will contribute to reconciliation and greater equity in health outcomes by supporting economic participation and empowerment.

Action	Deliverable	Accountability	Timeline
11. Increase Aboriginal and Torres Strait Islander recruitment, retention and career progression	Review, update and implement our Aboriginal and Torres Strait Islander employment strategy encompassing retention and professional development in consultation with Aboriginal and Torres Strait Islander employees and other stakeholders	GM Talent, Capability & Change	Mar 2018, Mar 2019
	Increase the number of Aboriginal and Torres Strait Islander employees to at least 32 personnel (1%)	GM Talent, Capability & Change	Jun 2020
	Establish a networking group for employees who identify as Aboriginal and Torres Strait Islander to share experiences and provide feedback on the employment and retention strategy	GM Talent, Capability & Change	Jun 2018
	Maintain a formal relationship with at least one organisation that supports education of Aboriginal and Torres Strait Islander students	GM Recruitment & Engagement	Jul 2018-2020
	Include a statement and RAP information on Medibank's careers website and advertise positions via community networks to encourage Aboriginal and Torres Strait Islander applicants	GM Recruitment & Engagement	Mar 2018
12. Embed supplier diversity principles in organisation-wide procurement policies and procedures	Maintain Supply Nation membership	GM Property & Procurement	Jan 2018-2020
	Design and implement an Aboriginal and Torres Strait Islander procurement strategy (reviewed and updated annually)	GM Property & Procurement	Mar 2018
	Increase target spend with Aboriginal and Torres Strait Islander businesses by 25% annually over three years on 2017 target of \$25k (\$31.5k, \$38.8k, \$48.5k approx.)	GM Property & Procurement	Jun 2018-2020
	Train all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation	GM Property & Procurement	Dec 2018
	Provide procurement mentoring to at least one Aboriginal and/or Torres Strait Islander business annually	GM Property & Procurement	Jun 2018-2020
	Establish and maintain at least two commercial relationships with Aboriginal and/or Torres Strait Islander businesses	GM Property & Procurement	Dec 2018
13. Provide study scholarships / educational opportunities for Aboriginal and Torres Strait Islander students and professionals in the health sector	Recruit at least two Aboriginal and Torres Strait Islander interns per year	GM Recruitment & Engagement	Dec 2018-2020
	Provide at least two two-way learning opportunities for ACCHO sector health professionals and Medibank Health Services teams to connect and share learnings through secondments or site visits	RWG Health Networks Lead	Dec 2019

Case study

Opportunities

Indigenous internship program

One of the key actions under Medibank's last RAP was the introduction of an Indigenous Employment Strategy. This strategy provides guidance and sets targets for an organisation-wide approach to the recruitment and retention of Aboriginal and Torres Strait Islander peoples. It also includes a commitment to boosting career pathways for Indigenous university students via a dedicated internship program.

The initiative was developed by working with recognised not-for-profit service provider, CareerTrackers and Medibank's community partner Yalari, who both helped recruit suitably qualified students.

The program has proved an enriching experience for both the students who have participated, and our business.

Two students, Nakita Kirby and Jazleen De Busch, commenced their internships in the summer of 2015, keen to find out what working in a leading national health organisation was like. Both are studying at university and returned again to Medibank in summer 2016 to further their hands-on learning. They were joined by Taylah Cubillo in 2017 and John Baxter and Ardu Cubillo in 2018. Many of the students had received scholarship support via Yalari during their secondary education, making it particularly pleasing for the organisation to support their continuing educational journey at university.

"I grew up in a small community impacted by ongoing health issues. It's something I have always been concerned about and felt that something needed to be done. I'm hoping to one day work with an organisation that addresses health issues throughout Indigenous communities. Working on the NSW and ACT Aboriginal Health Engagement Strategy was a great example of this and aligns well with my post-study goals."

Nakita Kirby, Medibank intern since 2015



Student interns from the 2017-18 internship program. Clockwise from left: Sharni Wearne, Indigenous programs lead, John Baxter, Jazleen De Busch, Ardu Cubillo and Nakita Kirby.

Both Nakita and Jazleen have said how greatly they have benefited from the organisation's national presence and the diverse range of business units that make up the business. Their placements have enabled them to work in a variety of different parts of the organisation ranging from the CareComplete program in Brisbane, People and Culture in Sydney, Mental Health Services, and contributing to Medibank's new NSW and ACT Aboriginal Health Engagement Strategy.

"As a result of the experience, our people are really energised to continue the internship program, and to create pathways for a career at Medibank."

Rita Marigliani – Head of Corporate Social Responsibility and Wellbeing



Tracking progress and reporting

Medibank knows it is important to continually measure and report on our progress. This ensures we remain accountable and continually improve our performance in order to further our reconciliation agenda both internally and with our customers and stakeholders.

Action	Deliverable	Accountability	Timeline
14. Report RAP achievements, challenges and learnings to internal and external stakeholders	Upload a biannual RAP progress update on the Medibank website and internal company communication platform	Corporate Communications Manager and Head of Internal Communications	Jun, Dec 2018-2020
	Provide a biannual progress report to key stakeholders including employees, executive team, Board members and Advisory Council	Indigenous Programs Lead	Jun and Dec 2018-2020
	Issue the public progress report every 18 months on the Medibank website	Corporate Communications Manager and Indigenous Programs Manager	Dec 2018
15. Report RAP achievements, challenges and learnings to Reconciliation Australia	RWG to collect and submit data for the RAP Impact Measurement Questionnaire to Reconciliation Australia annually in September	RAP Work Group Chairs	July 2018-2020
	RWG to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia	RAP Work Group Chairs	Aug 2018-2020
	Participate in the biennial RAP Barometer	Indigenous Programs Lead	May 2018, 2020
	Measure the impact of priority RAP activities as part of the Medibank annual London Benchmarking Group social impact measurement report	Head of Corporate Social Responsibility & Wellbeing	Sep 2018-2020
16. Review, refresh and update RAP based on learnings, challenges and achievements	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Indigenous Programs Lead	Oct 2019
	Send draft RAP to Reconciliation Australia for feedback	Indigenous Programs Lead	Jan 2020

Contact details

Name: Sharni Wearne

Position: Corporate Social Responsibility and Indigenous Programs Lead

Phone: +61 3 8622 5879

Email: Community.Wellbeing@Medibank.com.au