

# Medibank Reconciliation Action Plan

## 2022 - 2024

## Final Report



## RECONCILIATION ACTION PLAN

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## STRETCH





## Acknowledgment of Country

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

## Special thanks

### Contributors

We gratefully acknowledge the guidance and contributions from all Aboriginal and Torres Strait Islander employees and community stakeholders who have supported the delivery of this RAP.

### Medibank Melbourne Hub

We wish to extend our heartfelt thanks to the Wurundjeri Elders and cultural advisors whose knowledge and generosity guided the design of our new office. As a significant achievement in this RAP period, this collaboration stands as a symbol of our commitment to creating a workplace where cultural respect and inclusive design are thoughtfully integrated - supporting the wellbeing and participation of everyone who walks through the doors.

### Artwork

The Medibank Reconciliation Action Plan features an original design by Wiradjuri/ Nari Nari man, Christopher Delamont, in partnership with Dreamtime Art Creative Consultancy.

### Design

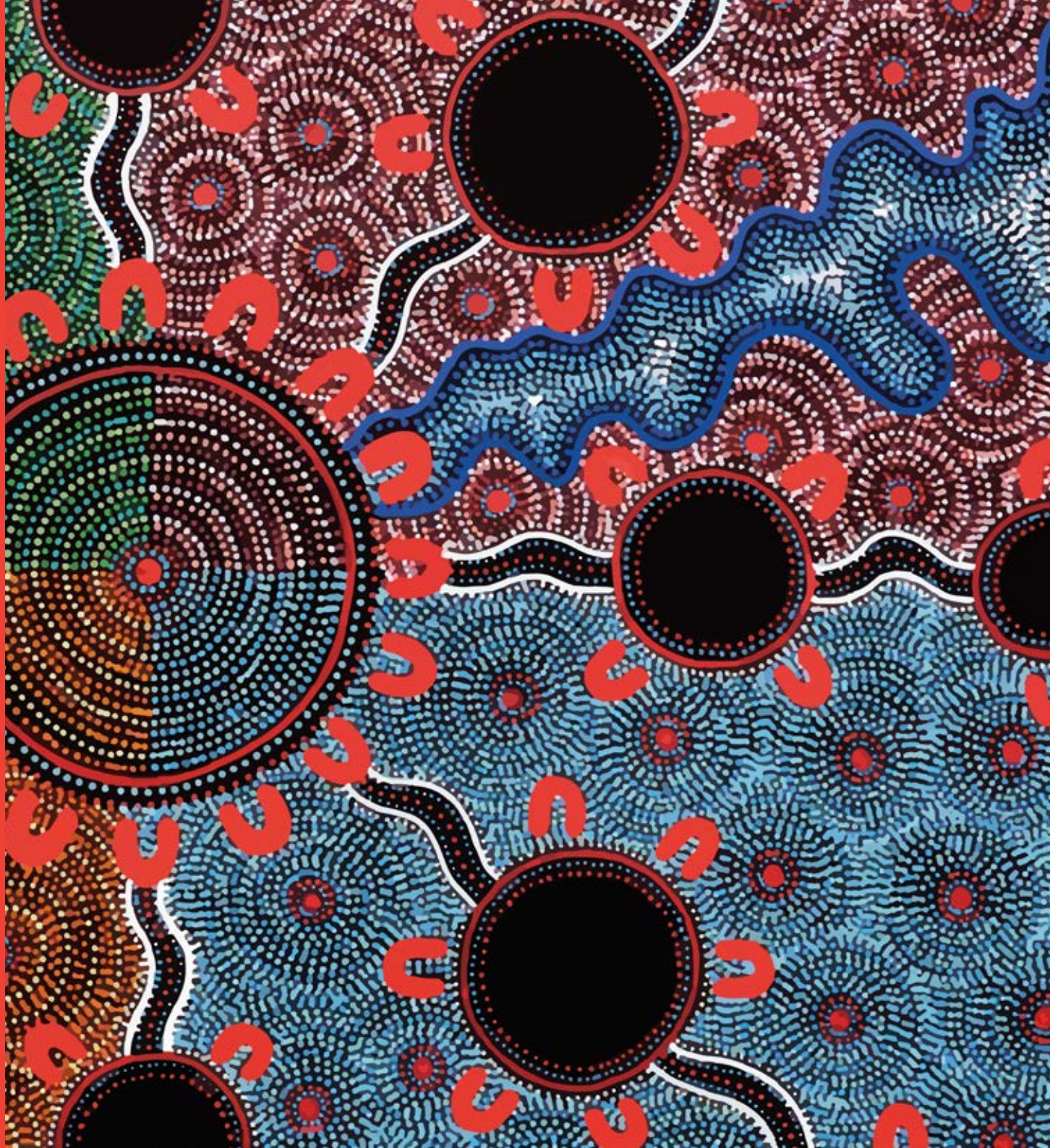
Marcus Lee Design, a creative agency certified by Supply Nation.





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## Story of the artwork

**Artist:** Christopher Delamont

**Country:** Wiradjuri/Nari Nari

**Original Dimensions:** 90x90cm

**Year Created:** 2022

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

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

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

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

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

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



**DREAMTIMEART**  
CREATIVE CONSULTANCY



"This artwork holds an even bigger part of my own journey and the spiritual and healing importance of my art that I didn't know before I started this piece. After working on the piece for about three days, I suffered a stroke and was hospitalised. I met with my Occupational Therapist and told them about my art and that it has always been my Mental Health therapy but didn't realise how important this would be on my physical recovery. My OT said that it couldn't be a better therapy to help my brain repair. Through this RAP and this artwork, Medibank has had a ripple effect on my life, and this only happened by the commitment and dedication to make positive change for my people, so thank you."

**Chris Delamont**

## Message from our CEO



**It's with great pride and appreciation that I introduce our latest Reconciliation Action Plan (RAP) report. It reflects three years of learning, progress, and partnership.**

Reconciliation has been part of Medibank's story for over 14 years. In this latest chapter, we've deepened our commitment - through listening, showing up, and taking meaningful action. The leadership and lived-experience of Medibank's Aboriginal Employee Network (AEN) and many of our Aboriginal & Torres Strait Islander employees is at the heart of this work. Their insights have shaped how we work and continue to elevate the integrity and impact of our efforts. We're deeply grateful for their contributions and guidance.

Over the past three years we've deepened our understanding of what reconciliation-in-action truly means. From partnering with Wurundjeri Woi-wurrung Traditional Owners to embed cultural elements and local stories throughout the design of our new office, to reconnecting with the Wadeye community in the Northern Territory with our partners

at the Thamarrurr Youth Indigenous Corporation (TYIC), we've continued to learn from Aboriginal and Torres Strait Islander knowledge, leadership, and culture. These relationships remind us that reconciliation is built on trust, respect and long-term connection, and that these foundations are just as important as any deliverable or target.

Across the past three years, we've continued building cultural awareness and responsiveness across the organisation. In partnership with the Australian Indigenous Doctors' Association we've delivered cultural safety in health workshops with our clinicians, and our required cultural awareness training remains a core part of our learning for all employees.

We've introduced new supports for Aboriginal and Torres Strait Islander employees, including Cultural Leave and Sorry Business Leave, reflecting our broader focus on care and cultural safety. We've also exceeded our procurement target, spending more than \$7 million with Aboriginal and Torres Strait Islander-owned businesses over three years.

Of course, there's still more work ahead. While we've made progress on our employment goals, we acknowledge that we haven't yet reached our representation target. Separately, we have also begun exploring how Aboriginal and Torres Strait Islander co-design can shape more inclusive and culturally safe clinical models and products. These are long-term efforts, and we're committed to continuing the journey.

Reconciliation lives in action, through listening, learning, and showing up with respect. It's something we carry with us every day, and it sits at the heart of our purpose of Better Health for Better Lives. We're committed to walking alongside our Aboriginal and Torres Strait Islander colleagues, partners, customers and communities because we know this work is stronger, and more meaningful, when it's shared.

We're grateful to everyone who has contributed to this RAP, and to everyone who continues to guide and walk with us. This work takes time, and we remain committed for the long term. We are eager to continue the work and to share our next RAP with you soon.

**David Koczkar**  
Chief Executive Officer Medibank



## Creating a culturally inclusive, safe and responsive workforce

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

Commitment	Status	Timeline	Progress
1. Display a visual Acknowledgment of Country in all three Medibank corporate offices through signage and/or artwork.	Achieved	December 2022	A visual Acknowledgment of Country is present across all five Medibank corporate offices. This includes either a plaque acknowledging Country or Aboriginal and Torres Strait Islander artwork. In the Medibank Melbourne Hub and Wollongong Office, this also includes local commissioned artworks.
2. Implement and communicate a cultural protocol document which includes our commitments to: <ul style="list-style-type: none"> <li>a. Creating protocols for Welcome to Country and Acknowledgement of Country.</li> <li>b. Clear guidance for employees to deliver a personalised Acknowledgement of Country at the commencement of important meetings.</li> <li>c. Inviting a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two organisation-wide events.</li> <li>d. Employees and senior executives providing an Acknowledgement of Country or other appropriate protocols at all public events.</li> </ul>	Achieved	June 2022	<p>We developed a Cultural Protocols Guide in partnership with Aboriginal employees and community stakeholders, covering all commitments under this action. It includes guidance on Welcome to Country, personalised Acknowledgement of Country, and protocols for internal and public events, and is promoted via our intranet and key communications.</p> <p>Each year, a local Traditional Owner or Custodian has delivered a Welcome to Country at two major events, including our Annual General Meeting and key employee or stakeholder gatherings. In 2024, this included a Smoking Ceremony to mark the opening of our new Head Office.</p>
3. Develop and implement education, training and resources to increase employee understanding of the purpose and significance of cultural protocols.	Achieved	June 2022	We developed a Cultural Protocols Guide alongside cultural awareness training to provide information on the purpose and significance of cultural protocols, with links to relevant internal resources. This training is now mandatory for all employees and new starters annually. We also launched an Inclusive Leadership Toolkit, accessible to all Medibank employees, which integrates information and links to the Cultural Protocols Guide.
4. Update the email signature templates of all employees to include an Acknowledgement of Country and reflect the Traditional Owners of the land on which they are located.	Achieved	June 2022	Email signature templates across the organisation now include an Acknowledgement of Country. We also provide guidance to our people around personalising their signature to reflect the Traditional Owners of the land on which they are located.

## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
5. Encourage employees and senior executives to participate in at least one external event to recognise and celebrate NRW each year through promotion in internal communications.	Achieved	May-June 2022, 2023 and 2024	We encouraged employee and senior executive participation in National Reconciliation Week events each year through internal communication channels, including CEO messages, people leader bulletins, intranet articles and social posts. Communications highlighted both internal and external opportunities to support broad engagement.
6. Ensure RAP Working Group members participate in at least one external event to recognise and celebrate NRW each year.	Achieved	May-June 2022, 2023 and 2024	RAP Working Group members participated in at least one external event during the year to recognise and celebrate NRW.
7. Organise at least one internal NRW event and at least one organisation-wide NRW event, each year.	Achieved	May-June 2022, 2023 and 2024	We hosted organisation-wide internal events during NRW each year of the RAP, offering a mix of in-person and virtual opportunities to deepen cultural awareness and learning. Activities ranged from guest speakers, story-sharing sessions and cultural workshops to guided walks and yarning circles, encouraging employee reflection and engagement with Aboriginal and Torres Strait Islander perspectives, with health as a particular focus.
8. Register all Medibank NRW events on Reconciliation Australia's NRW website each year.	Achieved	May-June 2022, 2023 and 2024	We registered Medibank's events on Reconciliation Australia's NRW website each year from 2022 to 2024.
9. Ensure Reconciliation Australia's NRW resources and reconciliation materials are available to all employees.	Achieved	May-June 2022, 2023 and 2024	We shared Reconciliation Australia's NRW resources and reconciliation materials with our employees in addition to specific senior leader (including CEO) communication. The materials promoted the week and related events hosted by Medibank and within the community.
10. Support all employees to participate in at least one external NAIDOC Week event each year.	Achieved	July 2022, 2023 and 2024	We promoted opportunities to participate in local and online NAIDOC Week activities to all employees. To support flexibility and access, this included both in-person and virtual opportunities.
11. Ensure RAP Working Group members participate in an external NAIDOC Week event.	Achieved	July 2022, 2023 and 2024	RAP Working Group members attended a range of external NAIDOC Week events across the reporting period, including local marches, flag raisings, cultural learning opportunities and exhibitions.
12. Support at least one external NAIDOC Week event each year in consultation with Aboriginal and Torres Strait Islander stakeholders.	Achieved	July 2022, 2023 and 2024	Each year of this RAP, Medibank supported at least one external NAIDOC Week event in consultation with Aboriginal and Torres Strait Islander stakeholders. Highlights included support for youth-focused community activities in 2022, participation in a NAIDOC Corporate Luncheon in 2023, and a cultural identity and leadership event for corporate partners in 2024. These engagements helped strengthen cultural understanding and build meaningful relationships.
13. Review People, Culture & Sustainability policies and procedures to remove barriers to employees participating in NAIDOC Week.	Achieved	May 2022	We worked with one of Medibank's external cultural advisor Leroy Maher in a review of relevant policies and procedures. A key recommendation from the review was to increase awareness by leaders and employees of available NAIDOC leave and related support. This culminated in an amendment to our cultural events leave policy to ensure Aboriginal and Torres Strait Islander employees could access additional paid leave days.





## Bringing Culture to Life: Co-designing our Medibank Melbourne Hub with Wurundjeri Woi-wurrung Traditional Owners

Our new Medibank Melbourne Hub (MMH) is more than just a workplace, it's a daily expression of our Reconciliation commitment and a space that invites cultural learning, connection to Country, and respect for Aboriginal and Torres Strait Islander peoples.

Co-designed with Wurundjeri Woi-wurrung Traditional Owners, MMH stands as a powerful example of what genuine partnership can achieve. From the earliest stages of planning, Traditional Owner voices shaped the vision, ensuring the space honours the deep cultural significance of the land on which it sits.

The overarching design theme, 'the life force of water,' reflects this cultural grounding. From architectural features to the hand-selected native plants sourced from Coranderrk, the details were informed by Wurundjeri guidance. The result is a built environment that respects and celebrates local First Nations heritage in visible and lasting ways.

A highlight of the project was exceeding \$3 million in Indigenous procurement spend, led by our Procurement and Property teams. And throughout the building, Woiwurrung language brings culture into our everyday. Meeting rooms and 'energy zones,' carry traditional names, developed in collaboration with Elders including Uncle Dave Wandin



**Above:** A featured space in the new Medibank Melbourne Hub, co-designed with Wurundjeri-Woiwurrung Traditional Owners.

and language expert Brooke Wandin. Information panels about plantings and artworks invite our people to learn and reflect, supporting the continuation of Woiwurrung language and knowledge.

For Medibank teams involved, the co-design process has been transformative: building trusted relationships, fostering cultural awareness, and reminding us that Reconciliation lives through action. MMH is not just a new office for us, it's a space where respect, culture, and learning are woven into the fabric of every day.



## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
14. Increase Aboriginal and Torres Strait Islander employee representation across the organisation to 2% of our total workforce (as reported in our annual engagement survey), with a focus on increasing representation in more senior roles.	Not achieved	December 2024	We did not reach our target of 2% Aboriginal and Torres Strait Islander employee representation by 2024, however we made steady progress over the RAP period. Representation increased from 0.9% (25 employees) in June 2022, to 1.2% (33 employees) in June 2023, and 1.3% (38 employees) as of November 2024. While we've invested in recruitment and support initiatives, we recognise that sustainable progress takes time, particularly in building culturally safe and valued pathways into, and through, our organisation. We remain committed to building on this progress, with a particular focus on improving retention and increasing senior representation across the organisation.
15. Increase Aboriginal and Torres Strait Islander employee representation in clinical roles by co-designing and piloting a program that supports Aboriginal and Torres Strait Islander students and early career clinicians to join and stay with Medibank.	Not achieved	December 2024	While Aboriginal and Torres Strait Islander representation in clinical roles did not increase over the RAP period, employee representation remained steady. We took meaningful steps to strengthen our talent pipeline and build future workforce capacity, including the continuation of our paid Summer D&I Internship Program in partnership with CareerTrackers, which connect Aboriginal and Torres Strait Islander students with valuable experiences across Medibank between university semesters.  Importantly, we also established two identified Indigenous Cultural Liaison roles within our clinical business. These roles are focused on supporting culturally safe care practices and strengthen our clinical approach. Alongside this they contribute to creating a more culturally responsive environment – providing an important foundation for future growth in Aboriginal and Torres Strait Islander participation in clinical roles.
16. Review and implement opportunities to broaden our inclusive approach to leadership development and learning programs to ensure all employees have access to opportunities.	Achieved	December 2024	Medibank's approach to leadership development and learning programs was refreshed during the RAP period. This provided opportunities to broaden access and embed a stronger focus on inclusion, including expanding our offering of on-demand learning available to all employees and collaborating with the Leadership Development team to embed inclusion content across all leadership and learning programs.





## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
<p>17. Review and update Medibank's Aboriginal and Torres Strait Islander recruitment, engagement, and professional development strategy, which includes:</p> <ul style="list-style-type: none"> <li>a. Reviewing recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> <li>b. Reviewing language in job advertisements for all roles to ensure they are inclusive of diverse candidates.</li> <li>c. Working with partner organisations to build a pipeline of talent within Medibank including targeted employment opportunities and senior roles for Aboriginal and Torres Strait Islander people.</li> <li>d. Utilising diverse recruitment panels and targeted employment opportunities for Aboriginal and Torres Strait Islander people in leadership roles.</li> <li>e. Increasing employment opportunities for Aboriginal and Torres Strait Islander interns across all business units.</li> <li>f. Increasing cultural responsiveness for hiring managers to ensure culturally safe/responsive onboarding processes.</li> </ul>	Achieved	December 2022	<p>The development of our updated Aboriginal and Torres Strait Islander recruitment, engagement and professional development strategy addresses key areas identified in our RAP commitment, including reviewing and updating recruitment policies to remove barriers to participation; ensuring inclusive language across all job advertisements; strengthening partnerships with external organisations to build a pipeline of Aboriginal and Torres Strait Islander talent; and promoting targeted employment and leadership opportunities.</p> <p>We also embedded the use of diverse recruitment panels and increased cultural responsiveness training for hiring managers to support culturally safe recruitment and onboarding experiences. In addition, we expanded opportunities for Aboriginal and Torres Strait Islander interns across different parts of the business. These efforts are ongoing, and together they are helping to create more accessible, supportive, and inclusive employment pathways for Aboriginal and Torres Strait Islander candidates at Medibank.</p>
18. Engage with Aboriginal and Torres Strait Islander employees to review Medibank's Aboriginal and Torres Strait Islander recruitment, engagement and professional development strategy.	Achieved	December 2022	Medibank's Aboriginal Recruitment Lead led a discussion with the Aboriginal Employee Network (AEN) at the 2022 offsite in Brisbane. Ongoing, formalised opportunities for input and reviews will continue periodically with the appointment of an Aboriginal Employee Business Partner role.
19. Develop and promote an interactive employee proposition to showcase Medibank as an employer of choice for Aboriginal and Torres Strait Islander peoples.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>Our Aboriginal and Torres Strait Islander employee proposition continues to develop, informed by employee input, the Aboriginal recruitment strategy, and guidance from Medibank's Aboriginal Engagement Lead &amp; Business Partner. Key elements of the proposition include a tailored recruitment process, Medibank's Aboriginal Employee Network, additional Cultural Leave and Sorry Business Leave offerings, and a culturally tailored Employee Assistance Program.</p> <p>This employee proposition is underpinned by a continued commitment to creating a culturally safe workplace through building cultural awareness and capability of all employees through the development of training programs and an Intranet information hub. The hub details key information about Medibank's RAP commitments and cultural protocols.</p>
20. Provide opportunities for Aboriginal and Torres Strait Islander employees exiting Medibank to share feedback on their employee experience through multiple channel options.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Medibank appointed an Aboriginal Employee Business Partner to support the exit interview experience and to review/formalise culturally responsive feedback options.



## A culturally respectful opening for Medibank Melbourne Hub

The official opening of the new Medibank Melbourne Hub was marked by a deeply meaningful Smoking Ceremony, embodying our commitment to Reconciliation and respect for local Aboriginal culture. This special event brought together Medibank's Aboriginal Employee Network as part of their annual gathering, senior leaders, and key members of the Procurement and Property teams who were instrumental in the building's co-design.

Held on Country, the ceremony was led by Wurundjeri Elder, Uncle Dave Wandin, whose guidance was invaluable throughout the head office project. The Smoking Ceremony provided a culturally appropriate and powerful way to cleanse

the new space, offer protection, and acknowledge the Traditional Owners of the land.

This occasion was a significant moment for Medibank, celebrating not only the completion of our new office but also the rich cultural connections embedded within its design. It reinforced the immense value of Aboriginal voices and leadership in our reconciliation journey, showcasing the strength of our relationships with Traditional Owners and the active engagement of our Aboriginal and Torres Strait Islander employees. The ceremony served as a powerful reminder of our ongoing commitment to a culturally safe and inclusive environment for all.



**Above:** Wurundjeri Elder, Uncle Dave Wandin leading the Smoking Ceremony.



**Above:** A Smoking Ceremony opens Medibank Melbourne Hub.



## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
21. Support Aboriginal and Torres Strait Islander employees to connect in person at least once a year to foster connections and networks.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>The Aboriginal Employee Network (AEN) held an annual offsite in Brisbane in October 2022, Cairns in 2023 and Melbourne in 2024.</p> <p>Over three days the AEN spent time connecting, participating in cultural wellbeing activities and setting priorities together with senior stakeholders.</p>
22. Conduct a review of cultural learning needs within our organisation.	Achieved	June 2022	In 2022, we conducted a cultural learning needs review that informed the development of a cultural responsiveness strategy and Medibank's first Inclusion Learning Strategy (2022–2026). This strategy outlines a four-step inclusion learning journey—Awareness, Sensitivity, Confidence and Responsiveness—and the training offered at each stage. A key outcome was the launch of our 'Inclusion @ Medibank' program, including required cultural awareness modules.
23. Consult Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Achieved	September 2022	Cultural advisor Leroy Maher led the development of a cultural responsiveness strategy that was informed by consultation and input from a range of Aboriginal and Torres Strait Islander stakeholders including employees. Alongside this, Leroy also provided valuable input into the Inclusion Learning Strategy to ensure Aboriginal and Torres Strait Islander cultural awareness was embedded into this overarching strategy.
24. Implement and communicate a cultural learning strategy for our employees in consultation with Aboriginal and Torres Strait Islander employees.	Achieved	December 2022	Medibank's cultural responsiveness strategy was developed together with Aboriginal and Torres Strait Islander stakeholders, including employees as outlined above. Launch and communication of the strategy began in July 2023 and the learning modules continue to be rolled out as required learning, are linked in our Inclusive Leader Toolkit and embedded into new starter onboarding training.
25. Commit all RAP Working Group members, People, Culture & Sustainability business partners, senior executives and all new employees to undertake formal and structured cultural learning.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>Medibank's approach to formal and structured cultural learning began with the introduction of a mandatory online cultural awareness module for all employees, including new starters. This launched in December 2022. New modules have been developed and released annually to all employees and completion of these learning modules has continued to be a requirement for all employees across the RAP period.</p> <p>Throughout 2023 and 2024, additional initiatives strengthened our cultural learning offering, including a pilot anti-racism learning program, cultural immersion experiences at Corranderk for our teams involved in the development of our new headquarters in Melbourne, and a visit to Wadeye NT. We also hosted guest speakers to support employee learning around the Voice to Parliament referendum. Together, these initiatives represent significant progress in embedding structured and ongoing cultural learning at Medibank.</p>



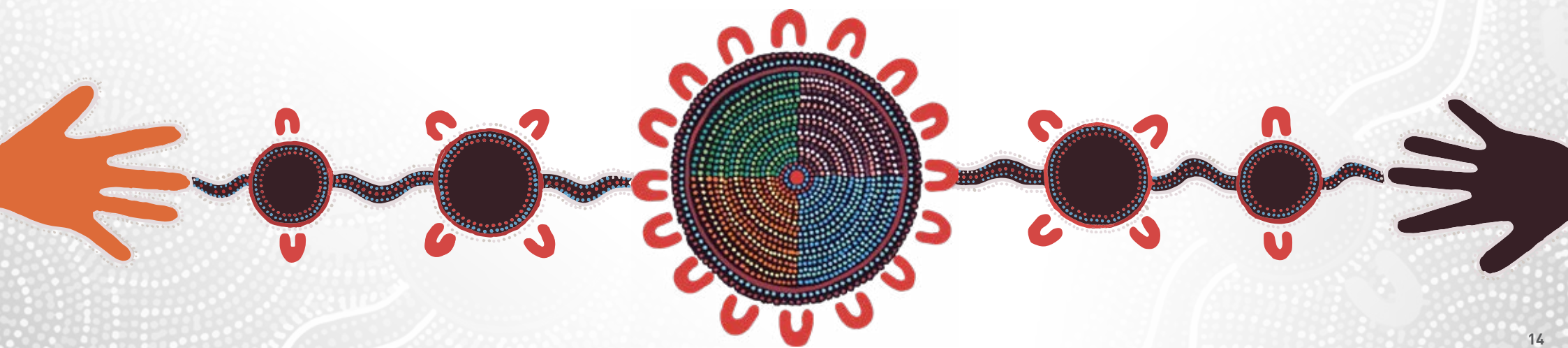
## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
<p>26. Increase cultural responsiveness through Aboriginal and Torres Strait Islander cultural awareness training for all employees, including:</p> <ul style="list-style-type: none"> <li>a. Online Aboriginal and Torres Strait Islander cultural awareness modules included in annual compliance training.</li> <li>b. Online Aboriginal and Torres Strait Islander cultural awareness modules included in induction training for all new employees.</li> <li>c. Specialist teams complete role-specific cultural awareness training including, but not limited to, Talent Acquisition, People, Culture &amp; Sustainability Business Partnering, D&amp;I Squad members, Health Operations teams and customer facing teams.</li> <li>d. All senior executives complete at least one face to face or immersive learning experience each year.</li> <li>e. 10% of all employees participate in at least one facilitated or cultural immersive experience each year.</li> </ul>	Partially achieved	December 2022 ongoing thereafter, progress reported twice yearly, June and December 2023, 2024	<p>While we have partially achieved our targets, we increased our cultural responsiveness through targeted learning initiatives:</p> <ul style="list-style-type: none"> <li>• As mentioned above, a mandatory online cultural awareness module for all employees launched in December 2022, embedded in both compliance and induction training.</li> <li>• Several specialist teams, including Talent Acquisition and Health Operations, have completed role-specific, face-to-face cultural awareness training.</li> <li>• In 2024, 92% of senior executives completed at least one face-to-face or immersive learning experience, in addition 94% participation in 2023, and 100% in 2022.</li> <li>• Across the organisation, at least 31% of employees participated in at least one facilitated or immersive cultural experience in 2024, building on 12% in 2023 and 5% in 2022.</li> </ul> <p>These initiatives have helped build a stronger, more culturally responsive workplace across Medibank and will remain an ongoing priority for the organisation.</p>
27. Develop an inclusive leadership development toolkit, including guidance for people leaders supervising Aboriginal and Torres Strait Islander employees.	Achieved	December 2023	To support inclusive leadership across Medibank, we developed an online Inclusive Leadership Resource Hub for all people leaders. The hub provides practical guidance, tools and training to help leaders create inclusive environments across all stages of the employee experience, from recruitment and onboarding to day-to-day team support. It includes specific content to support leaders working with Aboriginal and Torres Strait Islander employees and reinforces our broader commitment to fostering a culture where everyone can belong. The resource hub is a key part of embedding inclusive leadership into everyday practice across the organisation.
28. Refresh employee onboarding welcome packs to extensively showcase Medibank's value of diversity and inclusion, including Aboriginal and Torres Strait Islander cultures.	Achieved	June 2022	We refreshed our employee onboarding welcome packs in 2022 to reflect Medibank's strong commitment to diversity, inclusion, and reconciliation. The updated packs highlight the importance of Aboriginal and Torres Strait Islander cultures and outline ways employees can actively engage with our reconciliation journey.
29. Continue to engage and promote a culturally appropriate Aboriginal and Torres Strait Islander provider for our Employee Assistance Program for Aboriginal and Torres Strait Islander employees.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Rosemary Wanganeen, Griefologist at the Healing Centre for Griefology, continues to provide a valuable, culturally safe and appropriate Employee Assistance Program for employees, and Cultural Supervision for Aboriginal and non-Aboriginal line managers to support Aboriginal employees.



## Creating a culturally inclusive, safe and responsive workforce

Commitment	Status	Timeline	Progress
30. Continue to engage and promote a cultural clinical supervision program for Aboriginal and Torres Strait Islander employees in telehealth and relevant clinical roles.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	As per the previous action, Rosemary Wanganeen also provides valuable, culturally safe and appropriate Cultural Supervision for Aboriginal and Torres Strait Islander employees.
31. Engage with Aboriginal and Torres Strait Islander employees and advisors to implement, communicate and continuously improve our anti-discrimination policy.	Achieved	December 2022, 2024	We engaged with our Aboriginal and Torres Strait Islander employees and external cultural advisors to review and improve our anti-discrimination policy.
32. Continuously improve People, Culture & Sustainability policies and procedures concerned with anti-discrimination.	Achieved	December 2022, 2024	Aligned to the above, policies and procedures concerned with anti-discrimination were included in the 2022 review. Implementation of improvements, particularly around awareness and knowledge of the process continued across 2023 and 2024.
33. Provide education opportunities for senior executive and people leaders on the effects of racism.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Medibank provided education opportunities for senior executives and people leaders on the effects of racism through both formal learning and reflective dialogue. In 2022, a senior leader forum focused on sharing lived experiences from Aboriginal employees and the broader Aboriginal health sector, highlighting the real-world impacts of racism in workplaces and health. Mandatory cultural awareness training continues to include specific content on the impacts of racism across workplace culture and health settings.
34. Encourage senior executives to publicly support and role model anti-discrimination campaigns, initiatives or stances against racism.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Medibank CEO David Koczkar and Senior Executive and RAP Champion Sally Haydon have actively encouraged senior leaders to deepen their understanding of racism and its impacts, including through participation in cultural awareness learning and engaging with lived experience employees and stakeholders.  Senior executives have also supported anti-racism efforts by fostering open conversations and inviting broader input utilising industry and professional network platforms including LinkedIn.





## Deepening Connections: A journey to Coranderrk with Uncle Dave

Beyond the design blueprints, a special experience in the Medibank Melbourne Hub project was the opportunity for key members of our build team, including from Procurement and Property, to visit Coranderrk with Wurundjeri Elder, Uncle Dave Wandin. This historical and spiritually significant property, which inspired one of our new office's energy zones, provided an invaluable opportunity for direct engagement with Country and culture. Guided by Uncle Dave, the team walked the land, listening to stories of the Wurundjeri people, learning about traditional land management practices, and native flora. This hands-on experience deepened their understanding

of the very concepts being woven into the fabric of the new office from the selection of native plants to the overarching design theme.

This visit was more than an excursion; it was a powerful exchange that built stronger, more trusted relationships rooted in mutual respect. It underscored the value of local Aboriginal cultural knowledge and provided our team with a tangible, personal connection to the land and the Traditional Owners, reinforcing how such immersive experiences enrich our collective understanding of Reconciliation and our very special new office build.



**Above:** The Yarning Circle space at MMH, reflecting principles shared by Uncle Dave Wandin on Country.



**Above:** Learning about traditional land management practices and native flora were integral parts of the visit to Coranderrk.



# Health Equity

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

Commitment	Status	Timeline	Progress
<p>35. Collaborate with Reconciliation Australia to grow the Health RING network by strengthening partnerships across the health sector to improve health outcomes for Aboriginal and Torres Strait Islander peoples and contribute to Closing the Gap, including:</p> <ul style="list-style-type: none"> <li>a. Partnering with the Australian Indigenous Doctors' Association (AIDA ) to co-design culturally responsive training for clinical practice.</li> <li>b. Collaborating with Reconciliation Australia to advance the Health RING network.</li> <li>c. Setting an agreed vision and Terms of Reference for the Network.</li> <li>d. Meeting bi-annually to review progress and consult in Aboriginal and Torres Strait Islander health priorities.</li> </ul>	Achieved	June 2022	<p>We continued to lead the Health RING network, working with sector partners to advance reconciliation efforts beyond what we could achieve independently. With support from Reconciliation Australia, key progress during the RAP period included:</p> <ul style="list-style-type: none"> <li>• Setting a shared vision and formalised Terms of Reference that clarifies purpose, structure, and decision-making processes and met quarterly to progress priorities.</li> <li>• Taking a co-designed approach to identifying our shared focus areas. During this RAP period our focus was on establishing strong governance and shared priority-setting processes, ahead of delivery. As such, the group agreed to first define our focus and validate this with a range of Aboriginal and Torres Strait Islander stakeholders before pursuing specific partnerships, including AIDA.</li> </ul>
<p>36. Review and update assessment and application processes for independent hospital contract re-negotiations and new independent hospitals requesting contracts, to ensure mutual alignment with reconciliation.</p>	Not achieved	March 2022	<p>This action was not achieved during the RAP period. The past few years have been a particularly challenging time for all parts of the health sector including private hospitals and together we've been largely focused on navigating this complex and shifting operating environment. However, exploration of this action did highlight the opportunity to better define what reconciliation-aligned practice looks like when working with our independent hospital partners. These learnings will inform how we reapproach this work as part of broader provider engagement strategies in the next phase of our RAP.</p>
<p>37. Continue to offer Aboriginal and Torres Strait Islander research funding opportunities as per the Medibank Better Health Foundation strategy.</p>	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We continued to support Aboriginal and Torres Strait Islander research with annual funding opportunities through the recently renamed Medibank Better Health Research Hub (see action below for detail), in alignment with our commitment to health equity and culturally safe care. This focus is now embedded as a guiding principle in the Foundation's strategy to ensure sustained and meaningful investment in First Nations-led research.</p>



## Health Equity

Commitment	Status	Timeline	Progress
38. Commit to an annual financial contribution of at least \$50k to support Aboriginal and Torres Strait Islander community-led research or community projects.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>In line with the above we committed \$50k annually through the Medibank Better Health Research Hub Between 2022 and 2024, and funded several initiatives, including:</p> <ul style="list-style-type: none"> <li>• In 2022–23, support for Breakthrough Mental Health Research Foundation to adapt its <i>Big Talks for Little People</i> program with a culturally appropriate lens.</li> <li>• In 2023–24, funding for Menzies School of Health Research to evaluate the impact of its <i>HealthLAB</i> training and participation for First Nations trainees.</li> <li>• In 2024–25, a grant to Grampians Health (Western Alliance) to help create culturally safe care pathways for Aboriginal and Torres Strait Islander people in a regional emergency department.</li> </ul> <p>These initiatives are helping to shape more inclusive, community-informed approaches to healthcare research and delivery, with outcomes that reflect the needs and voices of Aboriginal and Torres Strait Islander peoples.</p>
39. Engage with the Galiwinku community to identify new opportunities to deliver social programs, partnerships and research, including maintaining Yalu Aboriginal Corporation Board and Research Committee membership.	Changed focus – New focus achieved	Ongoing, progress reported June and December 2022, 2023, 2024	As previously outlined in our Interim RAP report, it was agreed that the focus of this action would shift towards engaging communities local to Medibank's locations. See actions 45 and 46 for more information on how this amended action was achieved.
40. Continue to integrate culturally inclusive design into any new product and service development, including consultation with Aboriginal and Torres Strait Islander peoples.	Partially achieved	Ongoing, progress reported June and December 2022, 2023, 2024	This action was not fully achieved during the RAP period. Ongoing learning discussions continued throughout, and our User Experience design teams apply a user-centred design approach that supports inclusive consultation with lived experience stakeholders. There is shared recognition, however, that more work is needed to consistently embed culturally inclusive design practices across all new products and services.
41. Ensure all new clinical service designs are informed by early consultation and engagement with Aboriginal and Torres Strait Islander peoples.	Partially achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Progress was made towards ensuring new clinical service designs are informed by early consultation with Aboriginal and Torres Strait Islander peoples. Some stakeholders within our health services business (Amplar Health) have been exploring how to embed this engagement from the outset of service design. Senior clinical team members participated in <i>cultural safety in health</i> training, equipping them with the tools to incorporate these practices across the business. While this is ongoing, it remains a key focus in our service design approach moving forward.







## A visit back to Wadeye

In late 2024, four Medibank employees made our first visit back to Wadeye since 2019, reconnecting with the remote Aboriginal community in the Northern Territory and our long-standing partners at the Thamarrurr Youth Indigenous Corporation (TYIC). The purpose of the visit was simple yet meaningful: to sit alongside community, listen deeply, and strengthen our shared commitment to supporting community-led health.

Over several days, we shared meals, went out on Country, learned to catch mud crabs, and listened to Elders speak about strong health and the early days of the community. We were generously taught about bush medicine and the cultural foundations of health and wellbeing.

As part of the trip, we also delivered some recently decommissioned but still high-functioning laptops for TYIC and the community to further support their work and priorities.

This visit marked an important step in our long-standing relationship with the Wadeye community and TYIC. It reminded us of the importance of showing up in person, connecting with our partners in their space (not ours) and continuing to listen and learn with humility. We began planning the next stage of our co-designed projects focused on health initiatives that are shaped by community leadership and grounded in local knowledge and decision-making.



**Above:** TYIC offices, Wadeye NT.



**Above:** Kevin Dumoo, Director at Thamarrurr Youth Indigenous Corporation (TYIC) reviews the delivery of laptops.



## Establishing strong meaningful and mutually beneficial relationships

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

Commitment	Status	Timeline	Progress
42. Develop a Terms of Reference to outline the purpose, priorities and objectives of the Aboriginal Employee Network (AEN).	Achieved	March 2022	Terms of Reference were developed by Medibank's Aboriginal Employee Network in January 2022.
43. Review, update and implement an engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders.	Achieved	December 2022	During this RAP period, we developed our engagement strategy through direct collaboration with the Wurundjeri-Woiwurrung Traditional Owner Cultural Heritage Corporation. This partnership centred on consultation for our new office build, which served as a key project to shape the strategy through practice. Led by our Aboriginal Engagement Lead, the project was both large-scale and meaningful, offering valuable insights into respectful, culturally safe engagement. These learnings have informed the engagement strategy that will guide our future work with Aboriginal and Torres Strait Islander stakeholders.
44. Establish and maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including the Australian Indigenous Doctors' Association and Thamarrurr Youth Indigenous Corporation.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Our valuable partnerships with Thamarrurr Youth Indigenous Corporation (TYIC) and the Australian Indigenous Doctors' Association (AIDA) continue, with a long-term focus on two-way value including supporting self-determination in health and building capabilities around culturally safe care.
45. Engage with internal and external Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Our set of guiding principles for respectful engagement was formalised through a process led by Medibank's Aboriginal Engagement Lead and informed by input from Aboriginal and Torres Strait Islander employees, and stakeholders. These principles will be reviewed periodically to ensure they continue to support consistent and culturally safe engagement practices.
46. Further establish and maintain respectful relationships with Aboriginal and Torres Strait Islander people and communities on the lands in which Medibank operates, including consulting with Traditional Owners in the development of new workspaces.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Moving to and designing our new building in late 2024 provided an opportunity for deep and thoughtful consultation and engagement with local Traditional Owners from Wurundjeri-Wooiwurrung Country throughout this RAP period. The design process included meaningful engagement opportunities to embed local cultural details into the environment and tailored work-spaces including local Indigenous planting schemes, coloration spaces, commissioned art and language.
47. Maintain, review and promote an Aboriginal and Torres Strait Islander procurement strategy and framework to support our long-term Indigenous procurement goals.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	We developed an Indigenous procurement framework in consultation with cultural advisor, Leroy Maher. The framework documents our aspiration and guides our strategy for achieving RAP objectives. Program oversight has been established, along with the working group's meeting cadence, to support the delivery of the relevant objectives.



## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
48. Embed our Indigenous procurement strategy into our procurement policy and procedures to ensure Medibank can effectively do business with Aboriginal and Torres Strait Islander businesses without systemic bias or assumption of capability at a corporate level.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Our sustainable procurement strategy has been endorsed and incorporated into our Procurement Policy and procedures, supported by tools, education, and internal guidance to help normalise Indigenous procurement as part of business-as-usual. We have also established monthly reporting on Indigenous procurement activity and spend to strengthen visibility and accountability.
49. Maintain a Supply Nation membership.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	We continued to maintain ongoing membership with Supply Nation.
50. Demonstrate an ongoing commitment to supplier diversity by reporting to the CEO and Executive Leadership Team on Indigenous supplier engagement and spend.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	We have developed an Indigenous spend metrics dashboard and support at least biannual reporting to the CEO and Executive Leadership Team.
51. Set a target spend of \$1 million per annum, to be achieved by the end of the third year of the RAP, to encourage procurement from Indigenous businesses. Target anticipated to be achieved with spend across the period in Y1 of \$725k, Y2 of \$850k and Y3 of \$1m. It is expected that there will be fluidity in these Y1, Y2 and Y3 numbers due to timing of contract expires.	Achieved	December 2024	<p>Our target spend of \$1 million per annum was exceeded each year of this RAP:</p> <ul style="list-style-type: none"> <li>• In the 2022 calendar year, the total spend with Indigenous businesses of \$1,073,255.</li> <li>• In 2023 the total spend was: \$3,172,639; and</li> <li>• In 2024, the total spend with Indigenous businesses was \$2,924,761.</li> </ul> <p>This brings our total spend over the three-year RAP period to \$7,170,655 - more than double our original \$3 million target. This achievement reflects our strong commitment to supporting the Indigenous business sector and embedding supplier diversity as a core part of how we do business.</p>
52. Establish a panel of pre-approved Aboriginal and Torres Strait Islander businesses as suppliers and review existing panel arrangements, to ensure the inclusion of Aboriginal and Torres Strait Islander businesses on each panel.	Achieved	June 2023	We established a panel of pre-approved Aboriginal and Torres Strait Islander businesses and reviewed our existing supplier panels to ensure Indigenous businesses were actively included. This action strengthened our supplier diversity framework and created clearer, ongoing pathways for engaging Aboriginal and Torres Strait Islander businesses across a range of goods and services.
53. Maintain at least two ongoing strategic relationships with Aboriginal and/or Torres Strait Islander businesses.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	We currently have ongoing commercial relationships with 15 Aboriginal and Torres Strait Islander businesses.



## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
54. Review, update and publish procurement practices designed to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Achieved	June 2022	We update our Procurement Policy and procurement procedures to help address barriers. Development of our sustainable procurement strategy is currently underway and will factor into future updates to our Procurement Policy and procurement procedures. Our aim is to embed Indigenous procurement into our business-as-usual processes together with tools, education, and access to the Givvable platform, which is a central portal for searching suppliers with Indigenous business ownership credentials across multiple Indigenous business registries.
55. Develop, maintain and promote a new supplier diversity welcome kit for Aboriginal and Torres Strait Islander businesses.	Achieved	November 2022	Our Supplier Registration Guide was developed in consultation with Indigenous businesses including Dhiira (led by cultural advisor, Leroy Maher).
56. Encourage employees to purchase from Aboriginal and Torres Strait Islander businesses, by: <ul style="list-style-type: none"> <li>a. Communicating opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to key decision makers.</li> <li>b. Training all relevant employees in contracting Aboriginal and Torres Strait Islander businesses.</li> <li>c. Encouraging key decision makers to complete social procurement learning modules.</li> <li>d. Promoting access to Aboriginal and Torres Strait Islander suppliers and engagement process under Medibank's procurement policy and procedures.</li> </ul>	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We continued to champion Aboriginal and Torres Strait Islander businesses by embedding supplier diversity into our procurement practices and decision-making. This included an executive workshop to highlight opportunities, improved visibility of spend reporting through our procurement platform, and dedicated pipeline sessions with business units and key decision makers.</p> <p>To further promote inclusive buying, our procurement hub ensures that goods and services from Aboriginal and Torres Strait Islander businesses appear first in our guided buying portal. These actions, along with the promotion of social procurement training and policy awareness, have helped build greater capability and uptake across the organisation.</p>
57. Develop and implement an approach ensuring we engage all employees through effective communication and opportunities for education.	Achieved	June 2022	An organisation-wide approach to engaging employees in RAP commitments is in place. This approach ensures regular communication and visibility through our broader Employee Experience Communications calendar and leverages multiple channels to promote participation. CEO and people leader communications play a central role, highlighting key actions such as cultural awareness training and other engagement opportunities. Communication and education efforts are tailored to meet the needs of our diverse workforce—including corporate, frontline and clinical employees.







## Embedding Supplier Diversity in Practice

Over the life of our 2022–2024 RAP, Medibank more than doubled our Indigenous procurement target, spending over \$7.1 million with Aboriginal and Torres Strait Islander businesses, against an original target of \$3 million.

This result reflects our commitment to embedding supplier diversity into the way we do business. We strengthened our procurement practices through measures such as guided buying tools that prioritise Indigenous suppliers, social procurement training, and executive engagement to build capability across the organisation. We also established a pre-approved panel of

Aboriginal and Torres Strait Islander businesses and reviewed our supplier panels to create clearer, long-term pathways for engagement.

Our spend achievement is only one part of the story. Through ongoing policy updates, inclusive decision-making tools, and access to platforms like Givvable, we're continuing to remove barriers and ensure that Indigenous procurement becomes business-as-usual.



**Above:** Spaces throughout MMH reflect Medibank's supplier diversity principles in action.



## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
58. Host at least two health related thought leadership events per year to positively influence our external stakeholders to drive reconciliation outcomes, and support corporate partners to strengthen their cultural responsiveness capability.	Achieved	December 2022, 2023 and 2024	<p>From 2022 to 2024, we met our commitment to host at least two health-related thought leadership events each year. A key component was our quarterly Health RING meetings, which brought together private health sector stakeholders to share learnings and align on priorities in Aboriginal and Torres Strait Islander health.</p> <p>In 2022, we partnered with the Australian Indigenous Doctors' Association (AIDA) for a virtual session on culturally safe care, and showcased the HealthLAB initiative with Menzies School of Health Research. In 2023 and 2024, we deepened our engagement with AIDA and held targeted leadership discussions focused on improving cultural safety in care delivery. We also hosted a NAIDOC Week event for our corporate partners featuring a prominent Aboriginal AFL figure, who shared personal insights on cultural identity and leadership.</p>
59. Communicate our commitment to reconciliation publicly through channels such as internal emails, social media, events and our annual sustainability report.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>Throughout the period, we communicated our commitment in the following materials:</p> <ul style="list-style-type: none"> <li>• CEO all employee emails</li> <li>• Medibank intranet</li> <li>• 2022 sustainability and annual reports</li> <li>• 2022 annual general meeting</li> <li>• Medibank website and newsroom</li> <li>• Medibank LinkedIn</li> <li>• Live Better Magazine/Content hub.</li> </ul>
60. Showcase at least two stories per year profiling success stories from the community-led health sector and Aboriginal and Torres Strait Islander health knowledge. Promote via our customer communication channels including the online member communications platform.	Achieved	December 2022, 2023, 2024	We published over six stories across the three years of this RAP period. These included case studies from community led partner initiatives, and Close the Gap Day stories.



## Establishing strong meaningful and mutually beneficial relationships

Commitment	Status	Timeline	Progress
61. Formalise and promote a reconciliation ally or champion network to advocate for and drive engagement to support reconciliation priorities and opportunities at Medibank.	Achieved	June 2022	<p>To support reconciliation engagement across Medibank, we established a Reconciliation Ally Network in 2022. As our reconciliation approach matured, the network evolved into more targeted and sustainable structures - including a RAP Sub-Working Group within Amplar to support deeper engagement in our clinical and health services teams.</p> <p>More broadly, we strengthened the foundation for all employees to be effective allies by creating a dedicated hub on our internal platform, promoting days of significance, key updates and cultural learning opportunities. This approach ensures ongoing visibility and shared responsibility for reconciliation across the organisation.</p>
62. Promote the Indigenous health equity agenda and Close the Gap Day annually to our employees and at least 80% of our national retail store network (84 stores).	Partially achieved	March 2022, 2023, 2024	<p>To raise awareness of the Aboriginal and Torres Strait Islander health gap, we marked Close the Gap Day annually, both with employees and externally with customers where possible. To enable this, we created digital posters to share information directly within our national retail store network.</p> <p>Throughout the reporting period, we expanded the rollout of digital screen capabilities across our 84 retail stores. By the end of 2024, these digital posters were shared in approximately 64% of our stores with the necessary digital infrastructure. While we made significant progress in enhancing our digital reach, we acknowledge that our digital screen capabilities had not reached 80% of our national retail store network by the close of 2024, meaning we did not fully achieve this aspect of our target.</p>
63. Collaborate with at least one RAP organisation and other likeminded organisations to implement ways to advance reconciliation, including Bupa as part of the Health RING.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Medibank continues to lead the Health RING collaborating with other private health insurers – See action 35 on page 23.

# Sharing our reconciliation journey

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

Commitment	Status	Timeline	Progress
<p>64. Share our RAP journey and deliverables with our people, customers and community, by:</p> <ul style="list-style-type: none"> <li>a. Reporting RAP progress to all employees twice yearly through internal channels such as company-wide emails and events.</li> <li>b. Reporting RAP progress as a standing agenda item to People, Culture &amp; Sustainability Leadership Team, Diversity and Inclusion Council, Executive Leadership Team and Medibank's Board to ensure ongoing progress and early identification of issues.</li> <li>c. Publicly reporting on the achievement of our RAP deliverables in our annual sustainability report.</li> </ul>	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We continued to share our RAP journey and deliverables across multiple channels:</p> <ul style="list-style-type: none"> <li>• Our CEO communicated RAP progress to all employees at least twice yearly through company-wide emails and events (a).</li> <li>• RAP progress remained a standing item at quarterly Diversity &amp; Inclusion Council meetings and was formally reported to Medibank's Board each June. Regular updates were also provided to the People, Spaces &amp; Sustainability Leadership Team and Executive Leadership Team (b).</li> <li>• Key RAP achievements and focus areas were reported publicly in Medibank's annual Sustainability Report (c).</li> </ul>
65. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Achieved	Annually, September 2022, 2023 and 2024	We participated in the annual RAP Impact Measurement Questionnaire in September 2022, 2023 and 2024.
66. Participate in Reconciliation Australia's biennial Workplace RAP Barometer and actively review results to inform future priorities.	Achieved	May 2022 and 2024	We participated in the 2022 and 2024 Workplace RAP Barometers, leveraging the results to help inform future priorities such as building anti-racism and cultural responsiveness capabilities.
67. Maintain an effective Working Group and/or Council with a) A Terms of Reference and b) Aboriginal and Torres Strait Islander representation.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>Our RAP Working Group remained active and engaged throughout 2023 and 2024, maintaining Aboriginal and Torres Strait Islander representation who provided valuable guidance and perspectives.</p> <p>In June 2023, we strengthened the group's governance by updating its Terms of Reference and introducing a complementary Guiding Principles document that strengthened the operational framework.</p>
68. Ensure the Working Group and/or Council meets at least four times per year to drive and monitor RAP implementation.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	Our RAP Working Group has met at least bi-monthly each year, throughout the duration of this RAP and continues to play an integral role in driving RAP actions and monitoring progress.
69. Include our RAP as a standing agenda item at Executive Leadership Team meetings.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	RAP progress updates and key call outs are shared with the Executive Leadership Team via Group Executive People, Spaces & Sustainability Kylie Bishop and Diversity & Inclusion Council Chairs, Meaghan Telford and Rob Deeming. These updates form part of the monthly People, Spaces & Sustainability reports.



## Sharing our reconciliation journey

Commitment	Status	Timeline	Progress
70. Engage an Aboriginal and Torres Strait Islander advisor to support the development, implementation and delivery of this RAP.	Achieved	June 2022	Across the RAP period, we engaged Aboriginal and Torres Strait Islander advisors to guide our reconciliation efforts. Cultural advisor Leroy Maher supported the development and implementation of this RAP, and in 2024, we also welcomed Kirstie Parker who provided additional strategic guidance, including on our governance approach.
71. Review the Aboriginal and Torres Strait Islander advisory role at each RAP cycle.	Achieved	December 2024	As we shape our next RAP we are in the process of reviewing and establishing the next iteration of Aboriginal and Torres Strait Islander advisory approach. This will be in place to support the objectives of our next RAP in FY26.
72. Embed resource needs for RAP implementation.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	<p>We embedded resources to support RAP implementation through new roles, including an Aboriginal HR Business Partner focused on recruitment and retention, and a social procurement specialist driving our Aboriginal business procurement strategy.</p> <p>Broader RAP resourcing reviews continue with a focus on priority areas including cultural responsiveness and cultural safety in health. These reviews are further supported by the Diversity &amp; Inclusion Council, which includes lived experience employee networks alongside senior leaders.</p>
73. Ensure all senior executives and their direct reports demonstrate a commitment to advancing reconciliation and have actions linked directly to relevant RAP actions as part of their Big Goals alongside implementing measures for their direct reports to do the same.	Achieved	August 2022	<p>During the 2022 and 2023 RAP period, all senior executives and their direct reports included a commitment to contribute to the RAP in their performance scorecard.</p> <p>In 2024, Medibank reviewed its performance framework to better align with business priorities and best practices. The updated framework, expected to launch in late 2025, aims to embed diversity and inclusion commitments, including RAP actions, with input from relevant stakeholders.</p>
74. Embed appropriate systems and capability to track, measure and report on RAP commitments.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	We have established systems to support tracking, measuring and reporting of key RAP commitments. This includes Indigenous business procurement spend, Aboriginal and Torres Strait Islander employee representation and retention, and participation in cultural awareness training.
75. Maintain an internal RAP Champion from the senior executive cohort.	Achieved	Ongoing, progress reported June and December 2022, 2023, 2024	A senior executive RAP Champion continues to lead our RAP Working Group. This role was held by our Medical Director from February to June 2022 followed by Senior Executive ahm Sally Haydon throughout the RAP period since June 2022.
76. Register through Reconciliation Australia's website to begin developing our next RAP.		June 2024	An application has been made through Reconciliation Australia's website to express interest in developing our next RAP, and development is being finalised for launch in FY26.



**Medibank welcomes feedback and comments on our Reconciliation Action Plan.**

## **Contact details**

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