

Sustainability Report 2021

# Building a healthier future

**medibank**  
For Better Health



# Contents

Medibank acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. We proudly recognise Elders past, present and emerging as the Traditional Owners of the lands on which we work and live. We're committed to supporting Indigenous 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.

Aboriginal and/or Torres Strait Islander peoples should be aware that this report may contain the images and names of people who may have passed away since publication.



This report is part of our suite of reporting for the 2021 financial year – 1 July 2020 to 30 June 2021. You can find more information about our performance in our Annual Report and Full Year Results Investor Presentation.

Our cover features members of the Thamarrurr Youth Indigenous Corporation as they travelled around Australia sharing health messages with Indigenous communities in 2021.

## Overview

- 1 About Medibank
- 2 Sustainability at Medibank
- 3 **SUSTAINABLE DEVELOPMENT GOALS**
- 4 Our material topics
- 5 Our sustainability journey

## 6

## Customer health



- 8 Affordable healthcare
- 13 Trusted healthcare, customer-centred products and services
- 17 Healthcare innovation, personalisation and choice
- 19 Privacy and data security

## 22



## Employee health

- 24 Engaged, purpose-led culture attract and retain talent
- 29 Healthy and safe workers
- 32 Diverse and inclusive workforce

## 39



## Community health

- 41 Healthy and engaged communities
- 44 Supporting mental health
- 46 Indigenous engagement
- 48 Disability access and inclusion
- 49 Contribute to public policy

## 50



## Environmental health

- 52 Addressing climate change through environmental sustainability

## 56



## Governance

- 58 Ethical business
- 60 Corporate governance
- 64 Sustainable supply chains

## Summary

- 66 Summary of sustainability achievements



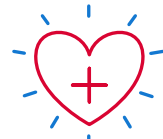
References to 2019, 2020 and 2021 are for the financial years ending 30 June 2019, 30 June 2020 and 30 June 2021 respectively unless otherwise stated. References to COVID are for COVID-19.



## About Medibank

At Medibank, we believe in Better Health for Better Lives. For 45 years, we've been **supporting millions of people in Australia** as one of the **leading private health insurers**. We're also changing into a health company as we provide people with **greater support to manage their health and wellbeing**.

We're doing this by **offering more choice to customers** about where they can receive their care, more control over what they pay for it and innovating to provide greater access to preventative healthcare. We're **partnering with leaders in the health sector** – doctors, hospitals and research institutes – building new care options that deliver quality care, and we're helping to **reform Australia's healthcare system** so it can continue supporting all Australians. We also offer other insurance, including travel, pet and life, **to make things easier for our customers** – because everyone deserves to live their best quality of life.



Purpose

# Better Health for Better Lives

Vision

Everyone in Australia deserves to live their best quality of life  
– for themselves, their communities and future generations

Strategic pillars

Focus on our customers and people



Grow our core business



Transform into a health company



Our business

Health Insurance

**medibank**  
Health, Support, Value

**ahm**  
Simple, Easy, Affordable

Diversified Insurance

- Travel
- Pet
- Life
- Car and home

Health Services

- Health and wellbeing and preventative programs
- Clinical homecare
- Primary care investment and health system navigation support
- Fund short-stay, no-gap programs

Values

- Customers First
- Show Heart
- One Team
- Own It, Do It

## Sustainability at Medibank



**Mike Wilkins**  
Chairman



**David Koczkar**  
CEO

At Medibank, **everything begins with our purpose** – Better Health for Better Lives. From a **sustainability perspective**, that means ensuring what we do and the way we work is **contributing to the health and wellbeing** of the communities of which we are a part.

This is our second Sustainability Report, highlighting what we're doing to make a positive impact on the people and the world around us. Central to our approach is transparent and balanced reporting of our material sustainability issues and how we are managing our environmental, social and governance (ESG) responsibilities. We remain committed to supporting the United Nations Sustainable Development Goals and are making more conscious decisions about the products and services we develop, the systems we use and the partners we work with.

Our material sustainability topics were identified by our customers, our community, our shareholders and our people as the issues that matter most to them. We're working to address these directly through our company strategy which is driving our transformation into a health company.

We're focusing on preventative health and delivering a new patient-centred approach to affordable healthcare that offers greater choice. We are looking to grow and sustain our Health Insurance business by improving the value we offer our customers and deepening the relationships we have to support them to make better healthcare decisions. We're working to provide a leading customer experience, empowering our people through our inclusive and purpose-led culture, and building a strong and connected business.

We're also helping drive change in the Australian health system by advocating for reforms that will positively impact all Australians by improving choice, delivering greater value, and ensuring quality health outcomes – both now and in the future.

We have spent the past year building the foundations needed to deliver our strategy. We published our first Modern Slavery Statement, undertook our first climate scenario analysis and continued to embed sustainability practices across our business. We are committed to Net Zero by 2050, working towards setting science-based short, medium and long-term targets for reducing our impact on the environment. We're increasing our commitments to human rights through our operations and supply chain and we continue evolving our approach to diversity and inclusion, including the development of our fifth Reconciliation Action Plan (Stretch).

By focusing our efforts on striving for the better health of our customers, our people, our environment and our community, we believe we can build a sustainable future where everyone can live their healthiest life.

## Materiality assessment

Our material sustainability topics have been **identified by our customers, community, shareholders and employees** as the issues they believe **are most important for our business**.

They represent the areas in which we have the **greatest potential to impact** our business and society.

## Sustainable development goals

The United Nations Sustainable Development Goals seek to **address the global challenges the world faces**, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. While these 17 goals might be universal, **achieving them starts at a local level**.

We are committed to ensuring Medibank is a **responsible and sustainable business** and have been supporting the goals most relevant to the work we do.



**3 GOOD HEALTH AND WELLBEING**  
Ensure healthy lives and promote wellbeing for all ages



**5 GENDER EQUALITY**  
Achieve gender equality and empower all women and girls



**8 DECENT WORK AND ECONOMIC GROWTH**  
Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all



**10 REDUCED INEQUALITIES**  
Reduce inequality within and among countries



**13 CLIMATE ACTION**  
Take urgent action to combat climate change and its impacts



**17 PARTNERSHIPS FOR THE GOALS**  
Strengthen the means of implementation and revitalise the global partnership for sustainable development



# Our material topics



**Customer health**



**Employee health**



**Community health**



**Environmental health**



**Governance**

Objective

**Better support our customers' healthcare needs** providing greater choice and personalised advice to help them make more informed healthcare decisions

**Build an engaged, inclusive workforce** that is customer obsessed, values and purpose driven and focused on health and wellbeing

**Make a difference in the community**, investing in preventative healthcare and partnerships to address some of Australia's biggest health concerns

**Embed environmental sustainability** into our decision making

**Embed ethical and responsible business practices** throughout Medibank and our supply chain

Material topics and purpose

**- Affordable healthcare**

Provide our customers with easy access to affordable, quality healthcare services

**- Trusted healthcare, customer-centred products and services**

Offer products and services that are easy for customers to understand and use so they can access the healthcare support they need

**- Healthcare innovation, personalisation and choice**

Innovate to improve healthcare offerings for our customers, giving them more choice and helping them make informed decisions about their healthcare

**- Privacy and data security**

Protect our customers' privacy through secure systems and processes

**- Engaged purpose-led culture, attract and retain talent**

Embed our purpose and values throughout our business, and build a highly engaged skilled workforce

**- Healthy and safe workers**

Maintain a healthy and safe workplace for our people that supports their wellbeing

**- Diverse and inclusive workforce**

Embrace and promote diversity and inclusion in the workplace and the health sector

**- Healthy and engaged communities**

Engage with our community to understand and respond to some of Australia's biggest health challenges

**- Supporting mental health**

Provide a range of mental health support services and increase community awareness

**- Indigenous engagement**

Work with Indigenous communities to help achieve reconciliation, support health equity and improve overall Indigenous health outcomes

**- Disability access and inclusion**

Improve access and inclusion for people living with disabilities

**- Contribute to public policy**

Contribute to healthcare policy and reform

**- Addressing climate change through environmental sustainability**

Acknowledge and understand climate change and reduce our impact on the environment

**- Ethical business**

Embed governance, transparency and ethical practices throughout our business

**- Corporate governance**

Effectively manage risk and maintain legislative and regulatory compliance

**- Sustainable supply chains**

Understand our supply chain and ensure we engage with suppliers that have ethical and sustainable business practices, taking steps to identify and address modern slavery risks

Overview

Customer health

Employee health

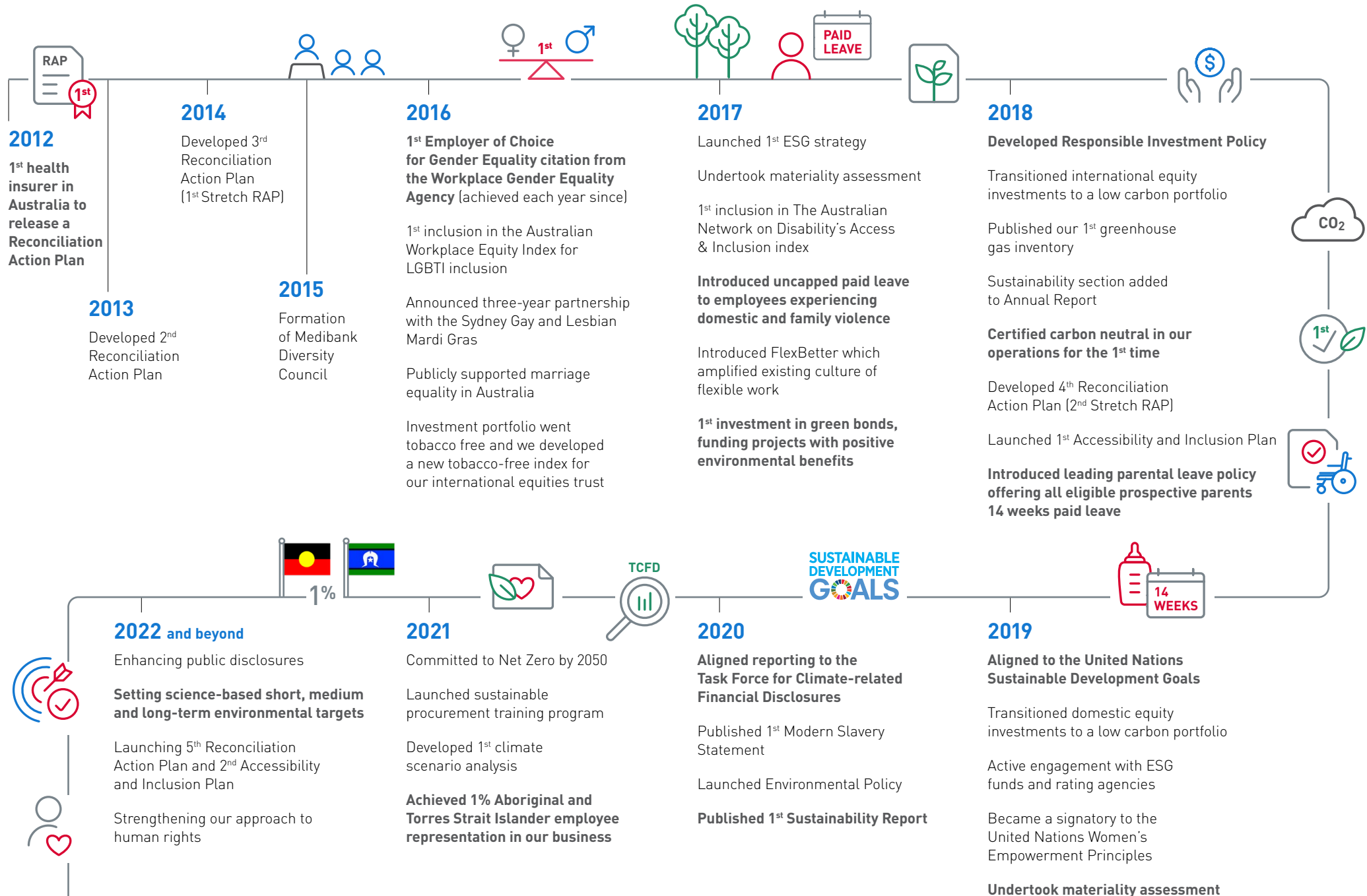
Community health

Environmental health

Governance

Summary

# Our sustainability journey



Overview

Customer health

Employee health

Community health

Environmental health

Governance

Summary





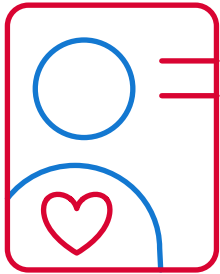
Better **support our customers' healthcare needs** providing greater choice and personalised advice to help them make **more informed healthcare decisions**



# Customer health







The issues that matter

- Affordable healthcare
- Trusted healthcare, customer-centred products and services
- Healthcare innovation, personalisation and choice
- Privacy and data security

SDGs



# Customer health

We're working to deliver **a new approach to healthcare** – one that empowers patients with **more choice**, while improving healthcare **affordability**. We're focusing on **preventative healthcare** and making it easier for customers to navigate the health system by offering more **personalised health and wellbeing support** and an **integrated customer experience**. We're also controlling our costs and working to be more productive.

We're really proud of

Extending the short-stay, no-gap model of care to **7 hospitals across the country**

**20k** customers used Medibank at Home

c. **\$300m** COVID financial customer support includes \$103m customer give back

c. **133k+** customers supported by our Member Health Services

What's next

**Partnering with 45 doctors** to develop a new private hospital in Melbourne to expand our short-stay, no-gap network

**Delivering our telehealth services** through more digital channels including our customer apps and integrating them more closely with other health services like primary care

**Building new health and wellbeing offerings** for the next generation of health consumers

**Work with Myhealth GPs** to support more predictive, proactive and preventative care for patients



## Affordable healthcare

### Provide our customers with easy access to affordable, quality healthcare services

We're playing a critical role in **driving change** in Australia's **health system** to ensure it remains affordable and sustainable for future generations. We're partnering with doctors, hospitals and governments to deliver **a new approach to healthcare** which is built around the needs of patients. We're **enhancing the care experience** for our customers, connecting them to more treatment options and giving them more choice. We're also managing our own costs to play our part in **keeping healthcare affordable**.



### Supporting our customers during COVID

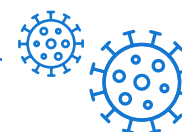


**COVID is the biggest health crisis we've faced in a generation. We've been there for our customers from the beginning and continue to help them through the uncertainty caused by the ongoing pandemic.**

To date we've provided around \$300 million in support, most recently returning around \$103 million in COVID claims savings to customers through premium relief, in recognition of the impact COVID restrictions had on people's ability to use their health insurance. We will continue to assess this and are committed to returning any known permanent claims savings due to COVID to customers through additional support in the future.

In FY21 we supported our customers through:

- Giving back to customers **\$103 million** in **COVID permanent net claims savings** through premium relief
- Continuing our **financial hardship policy**
- Temporary addition of **heart, lung and kidney** coverage to more than one million customers
- **Funding** a number of projects **researching** the impact of COVID
- **Extending extras** to include telehealth services for seven allied health services such as psychology and physiotherapy
- **Developed COVID Health Assist**, a program of customised health and wellbeing support for customers, including the most vulnerable
- Extending access to **Medibank's 24/7 nurse** and **mental health** lines to ahm customers
- **Extending Live Better at Home** to give all Australians access to a free online program of work out videos, cooking demonstrations and guided meditations
- A **12-month extension** to most **unused annual extras limits** for ahm customers as at 30 June 2020, valued at around \$10 million
- **Supporting** Federal and State governments with **COVID programs** including phone support lines, welfare checks, facilitating in-home COVID testing, assisting with contact tracing and providing services to hundreds of residents in aged care homes
- **Postponing premium increases** for our customers for six months in FY20





## Affordable healthcare

### A new approach to healthcare

We're leading the way with in-home care, short-stay and virtual care programs – offering patients more choice through affordable healthcare options that deliver great customer experiences.

#### Short-stay, no-gap surgery

We're partnering with doctors and hospitals to give patients care that reduces the time spent in hospital and allows them to recuperate at home (where clinically appropriate) with care from nurses, allied health practitioners and personal carers, with no medical out-of-pocket costs for eligible customers. This is a doctor-led alternative to traditional longer hospital stays that is helping to keep health insurance premiums down, reducing the incidence of medical out-of-pocket costs, and alleviating pressure on our health system.

We first trialled this model in 2019, partnering with Vermont Private Hospital to offer short-stay no-gap joint replacements, before extending the service at East Sydney Private Hospital last year. We now support this service at Westside Private Hospital in Brisbane, South Perth Private Hospital, Canberra Private Hospital, Stirling Hospital in Adelaide, and soon, Macquarie University Hospital in Sydney. We're also supporting the expansion of no-gap surgery around Australia to meet increasing customer demand, gradually adding hernia repair, gall bladder removal, colonoscopies and gastroscopies.

#### Investing in the future approach

In March, we made a major investment in our commitment to provide patients with more choice in how their care is delivered; announcing a joint venture with 45 specialist doctors to develop a new private hospital in Melbourne. The hospital will extend the short-stay, no-gap treatment model across a range of procedures, with no medical out-of-pocket costs for eligible customers. It will incorporate four operating theatres and a procedure room, 30 beds, radiology, and an infusion (chemotherapy) clinic. We expect to open the hospital in 2023. It's part of our aspiration to develop a national short-stay network to give customers more choice over how and where their healthcare is delivered.

We also invested in the Myhealth Medical Group of GP clinics this year. Myhealth already has a strong focus on prevention

and the wellbeing of patients, and we want to support their vision for a future of general practice that better addresses the needs of Australia, helping them transform their GP model to provide more predictive, proactive and preventative care for their patients.

#### Mental health done differently

We've been working with Toowong Private Hospital in Brisbane to support a new approach to providing mental healthcare, where clinicians assess whether patients can have a shorter initial stay in hospital, followed by more intensive in-home support from a range of healthcare professionals. This deliberate shift away from the more traditional hospital-based inpatient and day program models for mental health aims to provide a more personalised approach to mental health care for each patient, so they have the best chance of achieving their goals.



### Case study

#### No-gap joint replacements

Joint replacements are one of the most common procedures where out-of-pockets are charged by a specialist. Our data shows some of our customers are sometimes charged up to \$4,700 in out-of-pocket costs for a joint replacement, when we've already funded more than \$20,000 on average for their joint replacement surgery.



**\$1,500+**   
average out-of-pockets  
saved by customers

**4**   
average nights  
in hospital saved

## Affordable healthcare



In-home care services

	Medibank at Home	Virtual hospital beds
FY21	c. 7,650	347
FY20	5,854	259
FY19	2,144	200

### Homecare

We've now cared for more than 20,000 customers through our Medibank at Home program which offers care at home, where clinically appropriate. Over the past year, we've seen demand increase for our Chemotherapy at Home and Dialysis at Home programs, because of the COVID pandemic. Our Rehab at Home program is available to all eligible customers across Australia, and we expanded our Palliative Care at Home trial, currently operating in Brisbane, Perth, Sydney, Townsville and Melbourne.

**20k**

customers through Medibank at Home program

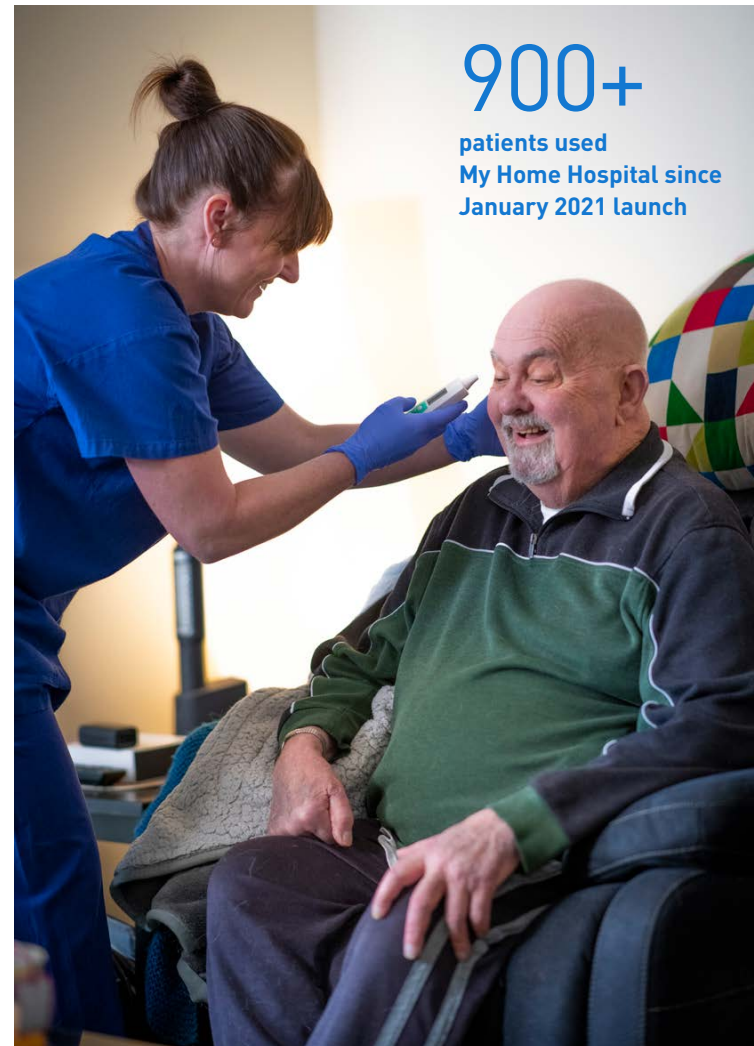


Image: Wellbeing SA

### Case study

#### The future of healthcare – My Home Hospital

Part of our commitment to bring new care models to the public health system, My Home Hospital is bringing hospital-level care to patients in the comfort of their own home in Adelaide. A Wellbeing SA service delivered by a joint venture between Calvary and Medibank, this is healthcare designed around the needs of the patient. It brings together remote monitoring technology that enables real time tracking of a patient's clinical status and allows the care team to stay in touch 24/7.

Nurses visit as often as required, medications are delivered to the front door, some x-rays and blood tests can be taken if required and other support services such as meals and personal care provided as necessary. My Home Hospital has treated more than 900+ patients since launching in January this year and the response from patients has been very positive.





## Affordable healthcare

### Virtual healthcare – telehealth

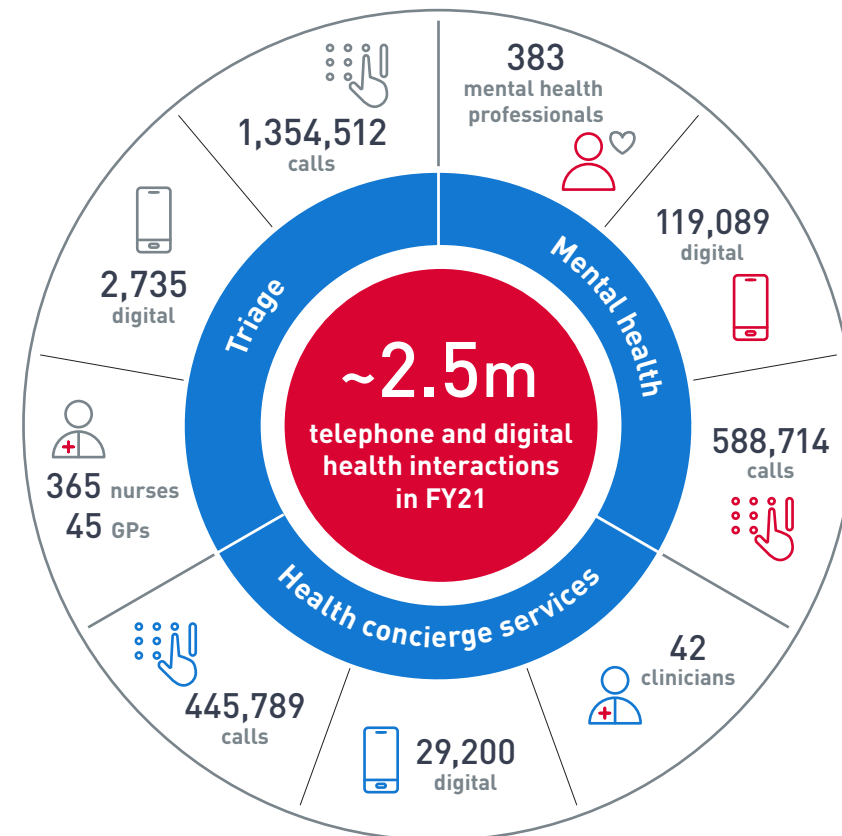
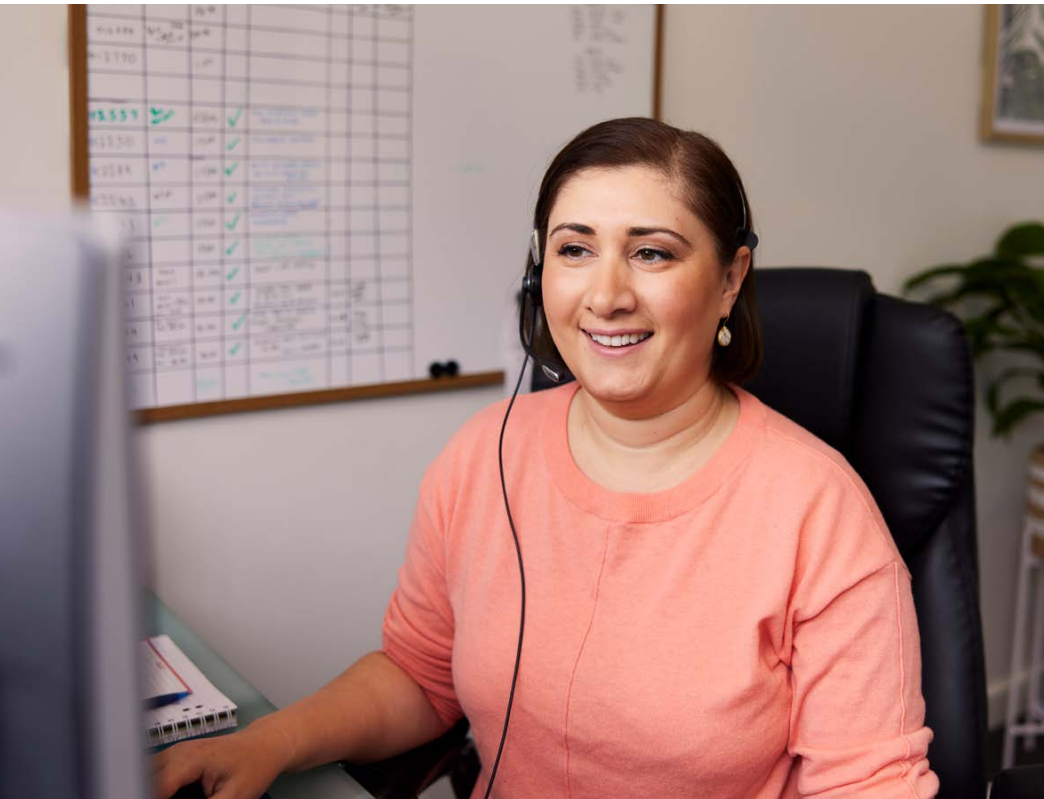
One of the positive legacies to come out of the COVID era has been the uptake and development of telehealth – both by patients and medical professionals. From physiotherapy to mental health support, telehealth has been particularly popular with younger Australians. Rural and regional customers are also benefiting from greater healthcare accessibility.

Over the past 12 months, we supported inpatient telehealth mental health and rehabilitation services in private hospitals to ensure care access and continuity.

We continued enabling telehealth for psychology, counselling, physiotherapy, podiatry, speech pathology, exercise physiology and occupational therapy. In addition to our 24/7 general health and mental health services for our customers, this year we've delivered telehealth services for 1800RESPECT, Beyond Blue, Victoria's Nurse on Call and NSW Mental Health Line. We also continued to support the COVID health response, assisting with public helplines, contact tracing services, welfare checks and mental health counselling.

### Aged care

We continued providing care for people living at home and in residential aged care across Australia through our HealthStrong team of allied health professionals. The 300-strong team delivered physiotherapy, occupational therapy, podiatry and dietetics services, helping people improve their quality of life and maintain their independence. When access to homes was restricted due to COVID, the team transitioned to telehealth care, providing virtual physiotherapy services to support their clients.



## Affordable healthcare

### Affordable services

As part of our commitment to providing our customers with more choice and affordable options, we've continued partnering with our extensive network of health providers and hospitals, and keep working towards making healthcare costs more transparent. We're also vigilant about managing our own costs and improving our processes to help keep costs down.

### Members' Choice

Our Members' Choice program works to give our customers better value for extras services, helping them save millions of dollars in out-of-pocket costs. It includes dentists and dental prosthetists, optical retail outlets, chiropractors, physiotherapists, podiatrists, acupuncturists and remedial massage therapists and is one of the largest health provider networks in Australia. This year we saw even more of our customers visit a Members' Choice Advantage dentist, able to access two free check-ups per year including x-rays and receive 1,000 Live Better points per visit.

### Shining a light on out-of-pocket costs

Our [Find a Provider](#) site offers information showing how much and how often a specialist charges out-of-pocket costs to Medibank customers. We also provide a guide to out-of-pocket costs for common hospital procedures and an extras claim estimator as well. We want our customers to have as much information as possible to help them make more informed decisions about their healthcare, and we continue campaigning for greater transparency of costs across the system.

### Financial hardship

We're here to support customers doing it tough – working with people on an individual basis so we can provide the best option depending on their situation. This might range from a three-month membership suspension, support with paying premiums for customers financially impacted by COVID or our special State of Disaster support. In March this year we also offered eligible Medibank and ahm customers in flood affected areas of New South Wales a disaster relief package, which provided options for policy suspensions of up to two years or financial support to cover the cost of their premiums for up to three months.

### Keeping premium increases down

No one likes health insurance premium increases, so we worked hard to deliver our lowest average premium rise in 20 years. This comes after postponing premium increases for six months in FY20, as part of our COVID support package for our customers. Premiums reflect the cost of quality healthcare, and as our Australian population ages and spends more time in hospital, these costs continue to rise.

### Keeping costs under control

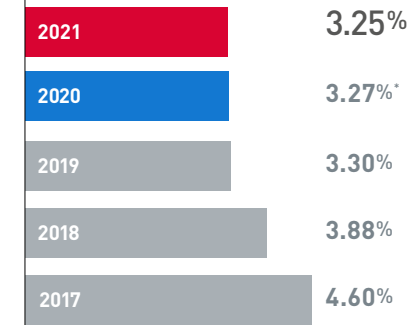
We are committed to managing the costs we can control and this year we were able to deliver around \$20 million in cost savings. We've also targeted a further \$40 million in savings over the next three years.

### Hospital contracts in the best interests of our customers

We renegotiate our contracts with private hospitals every few years and aim to provide our customers with the best possible value for their health insurance when they need to go to hospital. Our contracts with hospitals are designed to encourage quality, safety and improved efficiencies; part of our commitment to provide customers with a better healthcare experience and better value.

### Average premium increase

Year (from 1 April)



\*postponed until October 2020

### Payment integrity

One of the ways we are working to manage our costs is by ensuring all claims that are made are paid correctly. Our payment integrity program utilises our market-leading methodology and analytics system to help identify, recover and prevent improper payments and claims, working closely with our hospital and allied health partners. We're working to support customers and providers to claim right the first time, implementing a new case management approach this year and developing a self-service portal for providers which will make it easier for us to exchange information quickly and resolve any incorrect payments.



1.8m  

customers are using Members' Choice Advantage  
which has delivered c. \$20.5m in out-of-pocket savings



## Trusted healthcare, customer-centred products and services

Offer products and services that are easy for customers to understand and use so they can access the healthcare support they need

We're supporting our customers with the information they need to **make better healthcare decisions**. We're **simplifying our products and services** so they are **easy to use** and understand, and working to deliver a best-in-class customer experience. And we continue advocating for **improved transparency** around the costs and quality of healthcare for patients.




### A better hospital experience

One of the primary reasons people choose to get private health insurance is for peace of mind should they need to go to hospital. So we want to make sure customers get the best experience possible if they need to be admitted.

20% of our customers admitted to hospital were supported by our Health Concierge program this year. The program aims to help take the stress out of the experience by providing personalised health support to prepare for, or recover from, a hospital stay or treatment. We also supported our customers to make more informed decisions about their hospital visit through our Hospital Assist hub. It offers information about surgery and alternative care options, policy details and out-of-pocket costs, home recovery opportunities and our health support services. This year, we worked to personalise the hub experience for our customers, using health and behavioural data to show them the content most relevant to where they were on their hospital journey.

**20%**   
of customers going to hospital were supported by Health Concierge

 **600k+**  
visits to our Hospital Assist hub in FY21

**100%**   
of private hospitals rated 8/10 or higher vs 64.7% of public hospitals

### Patient experience data

To help people better understand what they can expect from a hospital visit, we ask our customers for their feedback after staying overnight in private or public hospitals and share it online, as well as directly with hospitals. From their engagement with doctors and nurses, pain management, the quietness and cleanliness of their hospital room and post hospital care information – the experiences of more than 78,000 customers are represented. We're also working to expand the survey to include same-day surgery, first undertaking research with the University of Sydney to ensure the validity of the approach.

### Clinical governance

Our ongoing commitment to improving and embedding strong clinical governance across the health services we provide was reflected in the positive results of our second annual clinical governance culture survey. The results highlight the perceived value of our clinical input and leadership role in advocating for evidence-based care. We're always working to continuously improve what we do and this year, focused on refining the clinical governance of our in-home care delivery services as well as the processes used by our telehealth services.

Our Clinical Governance and Quality Framework is aligned with our broader corporate governance and enterprise risk practices. It's based on five principles.


- 1 Person centred** – people get the care and outcomes they need
- 2 Quality and safety** – are equally valued and prioritised
- 3 Continuous improvement** – we seek to learn, including from our mistakes, and we share those learnings to improve
- 4 Transparency** – we are open about mistakes and responsive to feedback, advice and external review
- 5 Engaged workforce** – clinical governance is everyone's responsibility

## Trusted healthcare, customer-centred products and services

### Customers at the heart


Our customers are the centre of everything we do and we've worked to make every experience they have with us better.

We've improved self-service options and digital support tools, making it easier for customers to resolve their enquiries. This is freeing up our team members to have more in-depth conversations with customers about their health and wellbeing needs. We've invested in our systems and processes to make it quicker for our people to get the right information they need and made it easier to resolve any issues or concerns. And we continued to recognise the loyalty and support of our customers who have been with us for 10 years or more with a range of benefits and special offers through our Priority program.


**26k**   
**priority members**  
 utilised our  
**Health Concierge**  
 program

### Customer check-ins

We check in with our customers to ensure that the cover they are on is the right one for their needs. This is part of our commitment to ensure we're providing the best value we can. In FY21 we checked in with almost 540,000 customers.

**Customer check-ins** 

	Target	Actual
FY21	500,000	539,320
FY20	500,000	542,298
FY19	500,000	519,200
FY18	N/A	390,000

**Health engagement interactions** 

	Target	Actual
FY21	c. 2m	c. 4.7m
FY20	c. 1.8m	c. 2m
FY19	c. 1.57m	c. 1.57m
FY18	c. 500,000	c. 500,000

\*based on the number of policyholders that consent to contact for marketing purposes, some exclusions may apply. Excludes new joins and customer lapses over the period.

### Case study



#### Speaking our customers' language

In July last year, we piloted our Languages other than English (LOTE) program to make it easier for our international student customers to connect with us. The program has seen more than 3,500 calls from customers and after initially launching with Mandarin and Spanish, we have now expanded the program to Italian, Thai, Korean, Hindi, Gujarati, Punjabi and Urdu.

In addition to the benefit the program is providing customers, the team members involved are loving being able to utilise their language skills as well. It's not surprising that the team behind the project won Medibank's Shine 2020 Innovation and Improvement Award for the project.



## Trusted healthcare, customer-centred products and services

### Customer Obsessed program

To help ensure our customers are at the centre of everything we do, we encourage all employees in non-customer facing roles to take part in our Customer Obsessed program. It provides opportunities for our people, including members of our Board, to connect with our customers and customer-facing teams by visiting retail stores, attending customer immersion sessions or lunch and learns, listening to customer calls or talking with customers directly through our Thank You Calls program.

This year we adapted our customer immersion sessions to a virtual model, with almost 1,300 employees attending a session. We introduced lunch and learn sessions about new products and services and refreshed a web app for employees to provide support for their family and friends. And we continue to champion the program with regular customer stories and videos across our internal channels, so all our people can be customer obsessed.

Almost  
**1.3k**  
employees took part in  
customer immersion sessions



### Average Service NPS and Employee NPS



	Medibank	ahm	Employee
FY21	37.1	43.0	+26
FY20	31.8	41.2	N/A
FY19	24.8	38.5	N/A

### Customer advocacy

We aspire to provide a customer experience that is best in class. We measure customer advocacy through the Net Promoter Score (NPS), tracking our Service NPS which measures how customers feel about us after they've had an experience with us such as a health insurance cover review, using their extras cover or going to hospital.

To complement this measure, this year we set ourselves a target for our employee advocacy, measuring the likelihood of our employees to recommend our products and services (eNPS). This year we achieved a score of +26, well above our target of +19.

Our goal is to continue outperforming the global peer average and for the year ahead we will benchmark ourselves against two key employee advocacy measures – how our people feel about our products and services and about Medibank as a place to work.

### Complaints

We're proud that our share of industry complaints continued to decrease in FY21. We aim to always do the right thing for our customers, but should a problem occur, we work to fix it as soon as possible. We prioritise urgent cases such as an upcoming hospital admission or financial hardship concerns and escalate more complex issues through our ahm and Medibank complaints support team, working to resolve these within 10 days. This year we launched our Customer Superhero program – a new approach for team members to raise pain points being experienced by customers or themselves; our ahm team undertook training to better assist customers with more complex mental health concerns and we analysed cases that were raised incorrectly to identify whether we needed to adjust our processes or refine our training. You can find more about [how we manage complaints](#) on our website.

### Share of industry complaints



	Medibank/ahm complaints	Industry complaints	Medibank/ahm % of industry complaints	Medibank market share
FY21*	557	3,021	18.4%	27.3%
FY20	720	3,150	22.8%	26.9%
FY19	901	4,042	22.3%	26.9%
FY18	1,111	4,553	24.4%	26.9%
FY17	2,662	5,750	46.3%	26.9%

\*FY21 based on Quarterly Bulletins data



In July 2020 we also resolved Australian Competition and Consumer Commission (ACCC) proceedings in relation to representations made about ahm's Boost and Lite products between 2013 and 2018, with the Federal Court ordering a \$5 million penalty and the ACCC accepting an Enforceable Undertaking.



## Trusted healthcare, customer-centred products and services

### Case study

#### A more personalised experience

We're creating multi-channel experiences that are more personalised to the needs of our customers, connecting them to the most relevant information and specific services that can support their health journey every step of the way. For those planning a pregnancy, this might start with an online quote or a call about health cover options. We then offer general information and advice about the pregnancy journey and guidance to Medibank services available. This may also include assistance with a hospital admission from our Health Concierge team, participation in our OptimalMe research program and 24/7 Medibank Nurse support. Post pregnancy, we can continue to offer support – such as our Baby Sleep Support Line, before checking in after 12 months.



#### Easier access through digital

Whether it's using a mobile phone to process a claim at the dentist or wanting some advice about a policy, we want to provide our customers with a simple, seamless digital experience that makes it easy to get what they need, in the way that they want.

This year we integrated our Live Better Rewards program into our My Medibank app. We continued to improve its functionality for customers to access health information and services such as our Going to Hospital programs as well the tools to manage their cover details, limits and make claims – with customers now able to claim for all ancillary services. We also partnered with Lantern Pay so that customers can claim for non-PBS prescription items on the spot at participating pharmacies including Amcal and Guardian across Australia.

We enhanced our digital support services with our online chat and messaging options providing more flexibility to customers to contact us when it is most convenient to them, and added new self-service and support options.

c. 1.3m   
Medibank customers registered  
for a digital account

**38%** of Medibank customer service interactions were through self-serve channels in June 21



#### A simpler claims experience

In July this year, we were among the first health insurers worldwide to launch a digital membership card in Apple Wallet. It enables customers to claim on the spot at 20,000 healthcare practices by simply holding their iPhone or Apple Watch near any HICAPS terminal, complementing our digital membership card experience for Android phone users. Customers can also pay for gap payments simply and securely using Apple Pay. It marks one of the biggest changes to the allied health claims experience since the introduction of HICAPS 20 years ago.

## Healthcare innovation, personalisation and choice

### Innovate to improve healthcare offerings for our customers, giving them more choice and helping them make informed decisions about their healthcare

Increasingly, we're **focusing on preventative health** programs and taking a more **personalised approach** so we can better support our customers' individual health and wellbeing needs. The health improvement opportunity is clear – to support 3.5 million of our Medibank customers who have a **diagnosed health condition or a health risk**. Not only are these programs encouraging our customers to make better health choices, it's helping to **take the pressure off our healthcare system**.

#### Our preventative health programs FY21



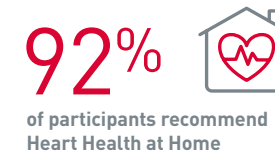
### More preventative healthcare options

Since 2015, we've treated more than 40,000 Medibank customers through nine preventative health programs. We've seen demand for these programs increase over the past year. Importantly these programs, which are increasingly delivered virtually, are helping improve health equity across Australia, accessed by a greater number of regional and rural customers.

Our Better Knee, Better Me program became a permanent program on 30 April, after a successful clinical trial in partnership with the University of Melbourne. The trial results showed participants lost an average of 10.6 kgs through the program.

In November we launched Healthier Weight, Healthier Me: Type 2 Diabetes – a pilot program to examine whether a personalised weight loss program and an increase in physical activity can improve the management of type 2 diabetes for newly diagnosed participants. Supported by the Baker Heart and Diabetes Institute as well as Austin Health, we've already seen the first participants lose in the vicinity of 10-20 kgs.

As face-to-face cardiac rehab was restricted last year due to COVID, we saw an increase in the number of referrals to our Heart Health at Home program. It's provided personalised telehealth-delivered cardiac rehab to more than 250 customers since its launch in 2019, with 31% of participants from regional and remote areas.



We recruited more than 380 female customers who were seeking support before, during and after pregnancy to be part of OptimalMe – Australia's first pre-pregnancy to post-birth study. We also launched a Fertility Support Line for customers navigating their fertility journey and looking for some extra support with their hospital admission or emotional wellbeing.

We've continued the trial of our Baby Sleep Support Line and a recent survey found more than 70% of contacts to the line rated the service 9/10 or above. We launched the telehealth service in partnership with early parenting provider Tresillian late last year.

#### CareComplete

Our CareComplete program supports people with chronic health conditions to stay well and out of hospital, providing integrated and person-centred care alongside GPs around Australia. We've now helped more than 41,000 patients with our personalised programs since 2014. This year we launched our CareAssist pilot for patients discharged from hospital who want to receive their care program at home. The team was also selected for the Transport Accident Commission's pilot program to support people struggling to recover from a motor vehicle accident.



## Healthcare innovation, personalisation and choice

### Encouraging better health choices

Our Live Better program is one of largest wellbeing programs in Australia, supporting people to make better health choices. It features an app that tracks and measures everyday activities, rewarding eligible Medibank customers for making small healthy changes; an online information hub and our Live Better Activities program. This free program offers exercise, food and mental wellbeing activities across Australia and online. This year, we launched a new partnership with Dr Michael Mosley and integrated Smiling Mind content into the app, as well as launching our first preventative health challenge on the app.



#### A new approach to health – the good stuff

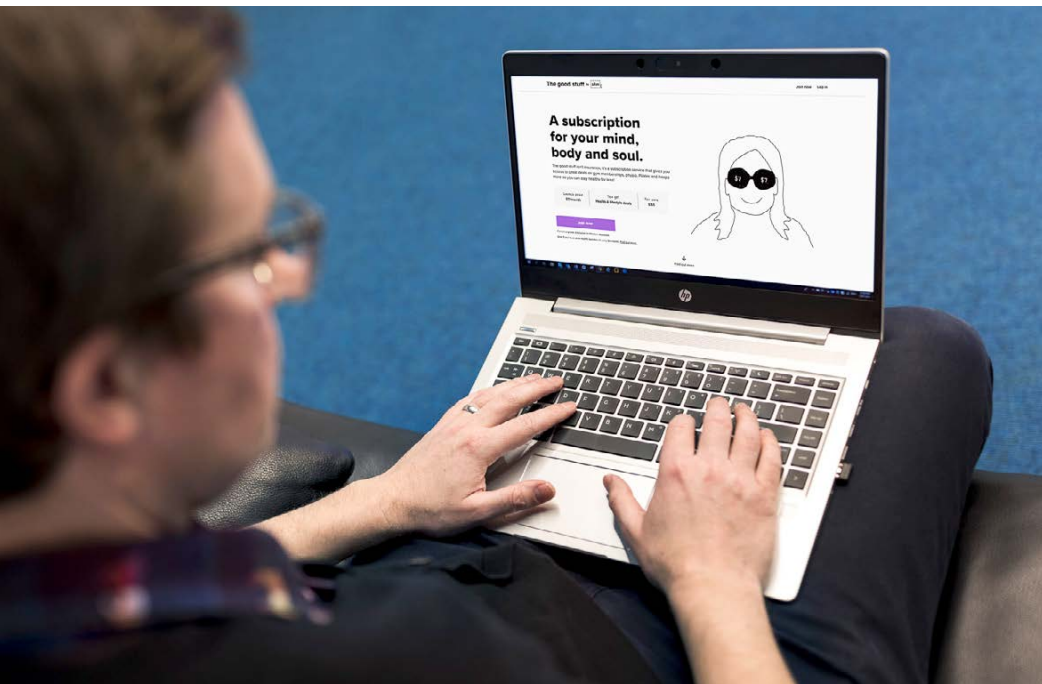
Our ahm business is experimenting with ways to engage new customers in managing their health and wellbeing, launching a program in WA providing health and lifestyle services at a lower price. From gym memberships to physio sessions, healthy meals or dental services, subscribers can benefit from great deals all for \$7 a month.

### Case study

#### Rewarding customers for blood pressure checks – Live Better

We took our preventative health approach to a new level this year by encouraging our customers to get their blood pressure checked and rewarding them with Live Better points for doing so. About 34% of Australians have high blood pressure which is known as the silent killer, but the risk factors are largely preventable.

Almost **8k** people got their blood pressure checked



### Infusing healthcare into all that we do

Increasingly, the conversations and connections we are having with our customers are focusing on ways we can support their health and wellbeing – whether that be one of our preventative health programs, a Live Better challenge or providing health content personalised to their specific needs. We now have specialist team members in store and online who have been trained in health literacy, health empathy, chronic disease and more, who can assist and connect customers to our expanding range of health and wellbeing support options available.

### Virtual Hack for Health

In December, more than 100 team members came together virtually to find innovative ways to make interacting with Medibank more memorable. The winning concept aimed to make it easier for customers to receive information about orthodontics benefits. The team proposed an app to simplify the numerous calculations customer service team members need to do to provide an accurate overview of benefits payable to our customers. We've now held several workshops and continue to progress the idea through the Innovation Council process.



## Privacy and data security

### Protect our customers' privacy through secure systems and processes

As a health company, **we take seriously** our responsibility to **manage and protect** our customers' and employees' information and privacy, working to ensure the **security of our services and operations**. It's what our customers and the community expect of us.

### Educating our employees

Our people are our first line of defence – they are key to helping us protect the information we hold. We regularly educate our employees throughout the year, in addition to our annual compulsory privacy and data protection training that all our people undertake.

Retail and customer support team members along with others who deal with customer information also receive additional role-based training. It's part of our culture to know and care about protecting the information we use.



### Our commitment to privacy

We aim for strong, effective and contemporary privacy management practices and systems that will enhance trust and confidence in the way that we do business. This year we developed a Privacy Framework to guide our approach, that focuses on these key principles.

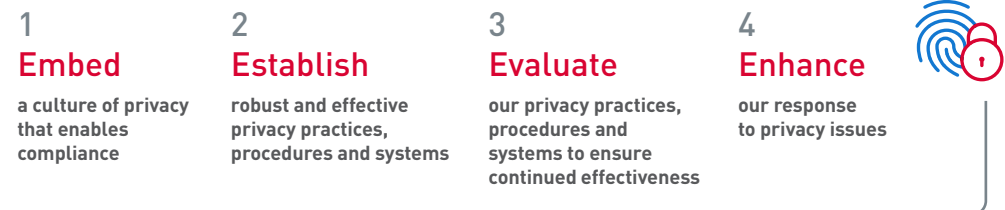
1. Creating a culture of privacy awareness
2. Recognising that we handle sensitive information and manage diverse operations across our business, and we take a responsible approach to ensuring that privacy is respected
3. Integrating privacy into our enterprise risk, compliance and incident management systems

4. Applying a risk-based approach to privacy and encouraging open, proactive conversations about privacy risk
5. Embedding privacy practices
6. Expecting a high degree of best practice privacy compliance from our employees and our systems

We're committed to providing our customers with transparency in relation to how we collect, store and use their data. Our [Privacy Policy](#) is available online and provides details on:

- our collection, use and disclosure of information
- how customers can access their personal information
- when and how we dispose of personal information

### Our Privacy Framework steps



**99.97%**

employees completed privacy and data protection training as part of our compliance training

excludes suspended, casual and contingent workers

# Privacy and data security

## Keeping information secure

From the way we manage mobile devices to our malware protection, security monitoring and incident responses, our risk-based approach ensures that information security and privacy practices are part of our day-to-day activity. Our approach is strongly embedded across our business processes, policies, systems and frameworks. We conduct privacy impact assessments when needed on services, projects or procurement of services that involve personal and sensitive information. We also have disaster recovery plans in place which detail the response and recovery steps and timeframes required, should an incident occur. We regularly verify our information security controls in annual Payment Card Industry Data Security Standard (PCI DSS) compliance audits as well as internal and external audit programs.

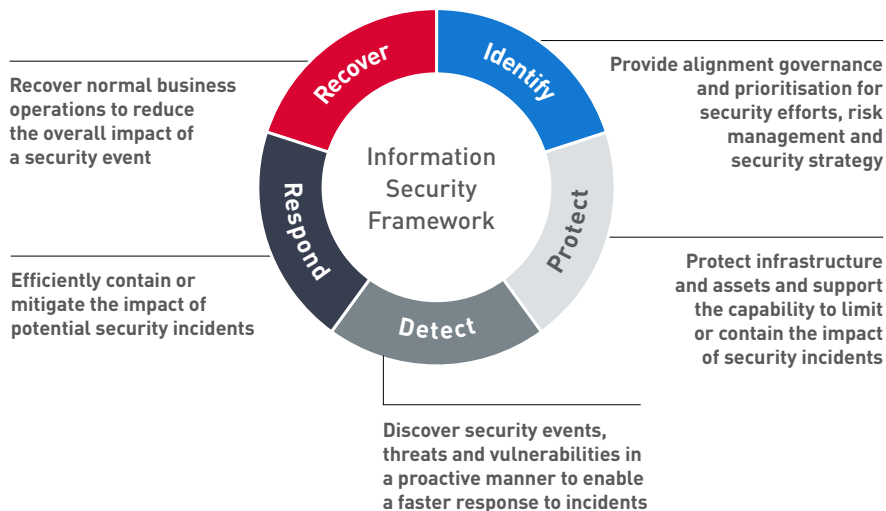
## How we store and use information

We apply security controls across all of our IT environment, including our data centres, software and applications, mobile devices and physical locations. These controls reflect the sensitivity of the data being protected, and we test our systems regularly. Our processes also help ensure information is only accessible to those employees who require access for their role, and we review our employees' system access regularly.

## How we handle data breaches or security incidents

We work across teams to identify and manage any privacy or information security risks that may occur. In the event of a breach, our incident response process is designed to enable us to respond quickly – first determining the severity of the incident before enacting our established response plans so we can limit the impact and resolve the issue. As part of our incident management process, every security incident is subject to a post incident review (PIR) from which we take detailed learnings to adapt our incident process as required.

We continue optimising our IT security incident response capabilities, through our partnerships with major government agencies and cybersecurity organisations. We draw on their deep technical capabilities to deliver in-depth, tailored security incident response simulations to assess our cyber resilience. We also ensure that we meet all our privacy compliance obligations under the Australian Privacy Principles (APP).



### Information security and data breaches

	FY21	FY20	FY19	FY18
Total number of information security breaches or other cybersecurity incidents*	1	3	1	3
Total number of data breaches**	0	0	1	0
Total number of notifiable data breaches**	1	3	2	3
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incident	0	0	0	0

#### NIST guidance used

- \* An occurrence that actually or potentially jeopardises the confidentiality, integrity, or availability of an information system or that constitutes a violation or imminent threat of violating security policies, security procedures, or acceptable use policies.
  - \*\* An incident that involves sensitive, protected, or confidential information being copied, transmitted, viewed, stolen, or used by an individual unauthorised to do so. Exposed information may include credit card numbers, personal health information, customer data, company trade secrets, or matters of national security.
- Notifiable data breaches (NDB) have been reportable to the Privacy Commissioner under the Privacy Act since 2018. These are privacy breaches that cause are likely to result in serious harm to one or more individuals. Some NDB events also amount to information security incidents under CPS234.

# Privacy and data security

## Adopting best practice

Our approach to data security has been guided by the Cyber Security Framework developed by the National Institute of Standards and Technology. We also draw upon best practices and controls from other international standards and frameworks including the ISO 27001, Australian Signals Directorate and Australian Prudential Regulation Authority.

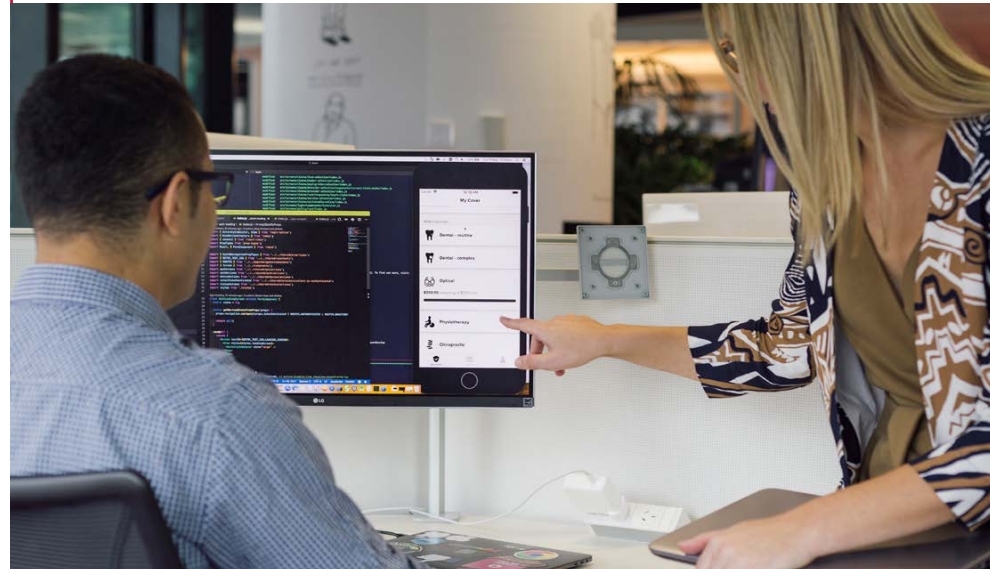
We ensure we're compliant with national laws and regulations and keep updated on global privacy and data protection laws and regulations. Our cyber risk and security control capabilities and training programs are also audited regularly by independent internal and external teams and we use the learnings from any incidents that occur to help us continuously improve our processes.

### Case study

#### Testing our readiness and resilience

Each year we test our readiness for managing cybersecurity incidents running a number of simulation exercises to assess our resilience, across the business involving teams from technology and operations, legal, privacy, compliance, risk management, external affairs, marketing and members of our senior leadership team. Each simulation aims to review our plans and procedures when responding

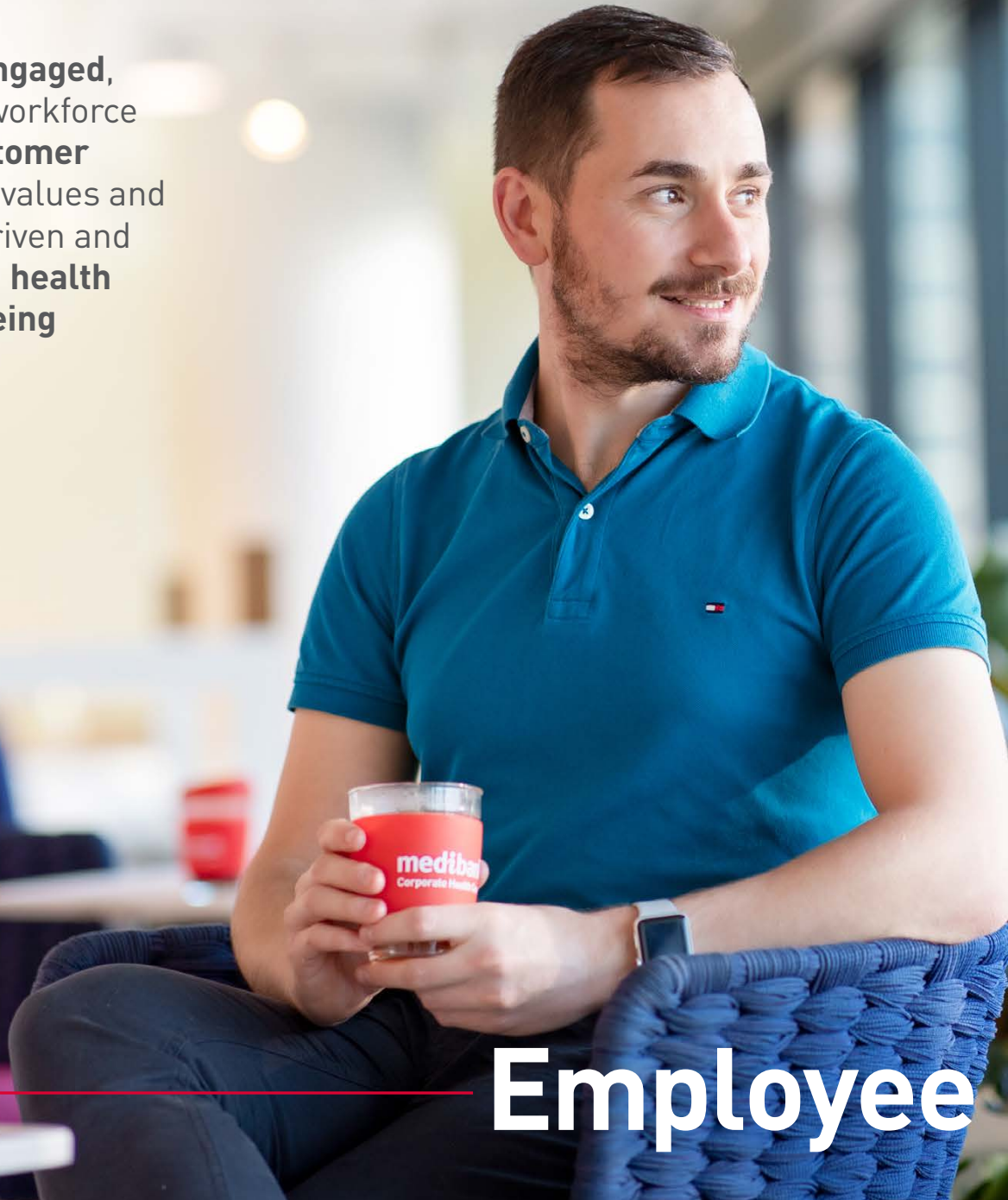
to a significant cybersecurity event – how we deal with the threat, recover from any loss and/or damage to our systems and services and manage reputational damage. This year, our simulations included common ransomware attacks impacting Medibank or a member of our supply chain or both. The lessons we learn from these exercises are then integrated into our response training program, to support the continued improvement of our security capabilities.





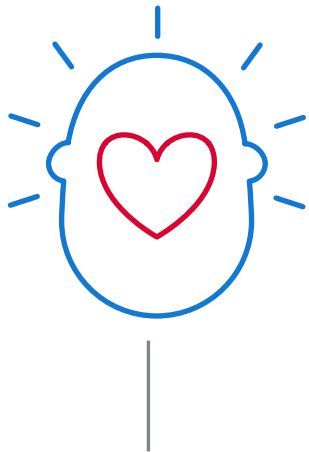


Build an **engaged, inclusive** workforce that is **customer obsessed**, values and purpose driven and focused on **health and wellbeing**



# Employee health





# Employee health

**Our people are the key** to delivering on our purpose and vision – they are our **greatest advocates**. We know better health starts with us, and that's why we've designed our culture to empower them to **feel good, impact bigger,** and **step in to step up** so they can make the **greatest impact on the lives** of our customers and community.

## The issues that matter

- Engaged, purpose-led culture
- Attract and retain talent
- Healthy and safe workers
- Diverse and inclusive workforce

## SDGs



## We're really proud of

Launching our new Future Fit way of working



**83%** employee engagement



Reaching our target of **1%** of our employees identifying as **Aboriginal and/or Torres Strait Islander**

**Women represent 51%** of our Group and senior executives  
**44%** of Board members



Opening up new development programs for all employees with the launch of our **Virtual Learning Hub**



**0.0%** gender pay gap

## What's next



**Further strengthen our purpose-led culture** through our Customer Obsessed program and embed our Future Fit approach with a key focus on connectedness and collaboration through our new ways of working

**Build upon our market-leading health and wellbeing support** we offer to our people, launching a support package for employees with carer responsibilities, evolving our mental health support and expanding our preventative healthcare programs to employees

**Develop our culture roadmap that brings to life Medibank's 2030 vision** and creates an exceptional employee experience in the key moments that matter to our people

## Engaged, purpose-led culture, attract and retain talent

### Embed our purpose and values throughout our business, and build a highly engaged skilled workforce

It's **our people** who **bring our purpose to life**. We support them to bring their best each day, creating great **employee experiences** so that great **customer experiences can follow**.

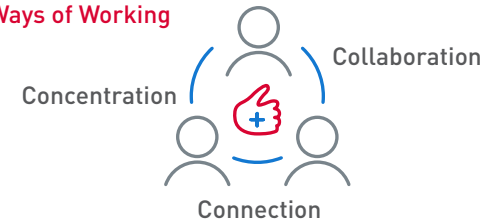


### Our culture is driven by purpose

Our culture is what defines us as a business, guiding our decision making and how we show up for each other and our customers. We know our people are their most engaged when we are delivering our purpose, supported by our values and culture.

Our culture is anchored by three central pillars that bring together our purpose, people and customers, and performance. We support our people to feel good because when they do, we know they do their best work and look after our customers and the community. We enable them to impact bigger – providing a work environment where they can flourish, knowing that their contributions are valued, and they can make a difference to the lives of our customers and the community. We're also encouraging our people to step in and step up. To be courageous in challenging and improving how things are done and owning outcomes.

### Our Future Fit Ways of Working



### Working in a way that's fit for the future

We're bringing our employee experience to life through our Future Fit program. Drawing upon lessons learnt in 2020 and our already progressive approach championing flexible work, we're transforming the way we work. We believe that work is something we do, not somewhere we go. We focus on the type of work we need to do and choose the best place to do it, whether that be the office, local café or home. And to support this approach, we're fitting out a new workspace in Melbourne that we'll move into from October 2024.

Future Fit focuses on how we collaborate across different functions, and how we connect with others across the organisation. It's embedding our better ways of working approach – designed to bring together the right people, with diverse skills and capabilities to form cross-functional teams with end-to-end accountability. This approach better connects our teams to customer goals and outcomes, providing a strong sense of purpose and meaning for our people in the work that they're doing and the impact on our customers and communities.

### Our cultural pillars



#### Feel good

We know that fulfilling our purpose starts with our people. We are dedicated to their health and wellbeing; that they feel heard and valued for who they are.



#### Impact bigger

We create a culture that is rewarding and challenging so that our people are inspired to do meaningful work that makes a real difference to our customers and communities.



#### Step in step up

We innovate to find better ways of working for our people so they feel empowered to be at their best. We are committed to strengthening our performance edge in striving to deliver our purpose.



# Engaged, purpose-led culture, attract and retain talent

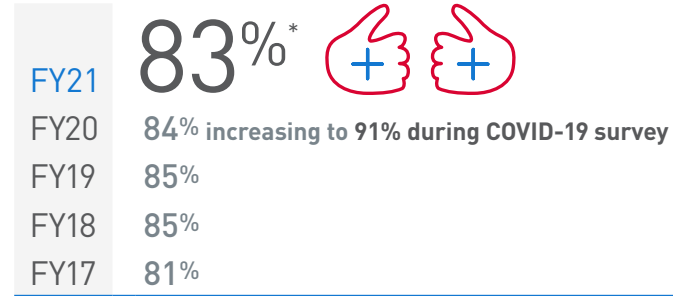
## Employee advocacy

Over the past year we've been evolving our employee listening strategy to move towards an always on approach. It seeks to provide real-time feedback to inform decision making, deliver actionable insights to people leaders and highlight the moments that matter most for employee advocacy.

Our My Voice+ survey in May showed our people remain highly engaged, inspired by our purpose and values, and our focus on diversity and inclusion. They're optimistic about our future and believe our goals and strategy are taking us in the right direction. They feel their mental wellbeing has been prioritised through our culture, flexible work approach, senior leaders championing diversity and inclusion and the mental wellbeing support we provide. But there is room to improve opportunities for career progression and ensure employees have the resources to do their work effectively; both of which are integral to our new Future Fit approach.

Employees provided more than 30,000 comments on our survey this year, with new platform functionality enabling leaders to respond to comments, while maintaining the anonymity of the person who made them. This is helping us to better engage on any ideas or issues raised by our people.

## Employee engagement



\*Our employee advocacy (eNPS) measure can be found in the Customer health section alongside customer advocacy

## Case study

### AFR Best Place to Work

Our approach to flexible work and supporting the health and wellbeing of our people was recognised in the Australian Financial Review's Best Place to Work Award.

The award recognised the support we provided our people during COVID including 24/7 employee health and mental health services, a Good Health leave day, wellbeing grants, mental and financial wellbeing programs and access to mindfulness apps.



# Engaged, purpose-led culture, attract and retain talent

## Attracting and retaining the best talent

We have a talented team of people working at Medibank. We provide best in class training solutions, offering professional development, employee benefits, competitive remuneration and a great place to work. Our people really value our approach to flexible working, with our recent employee survey highlighting this as a key driver of employee engagement. They also value benefits and rewards including subsidised health insurance, a Good Health day, entertainment discounts, and market-leading health and wellbeing programs.

Many people want to join us, attracted by our strong purpose, approach to health and wellbeing and progressive ways of working and we look to recruit people of the same high calibre as our existing employees. We can recruit the best people from around Australia as location is no barrier to our Future Fit way of working.

**36,768**

people applied to join our Medibank team in FY21



## Developing our people

Listening to our people, we know career advancement is important to them. Last year we launched our Virtual Learning Hub, opening up a number of new professional development programs for all employees, regardless of location or position.



**667**

people attended personal development courses in FY21 a **25%** increase YoY

It's become a central point for our people to access learning relevant to their roles and career aspirations, covering areas including strategic thinking, business writing and initiative management.

We also worked with people leaders to better support their teams, with programs that focused on change leadership, resilience and working remotely, along with an interactive webinar series to help leaders and their teams adjust to our new Future Fit way of work, which gave leaders the opportunity to discuss key challenges. Our latest employee survey shows employees feel their professional development is well supported by their people leader; however, there's room to improve opportunities for professional growth and this is our focus moving forward.

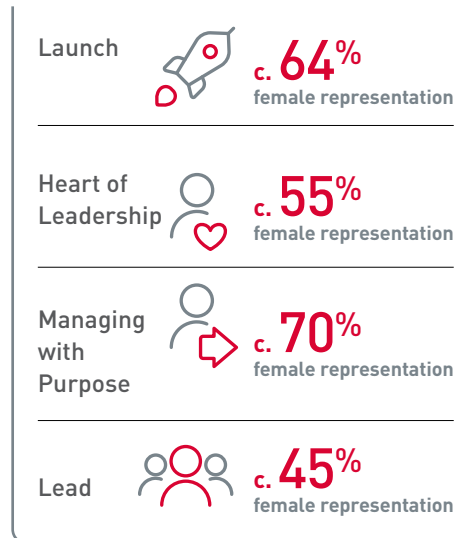
## Talent and succession management

Our talent and succession management framework is designed to retain our strongest performers and develop individuals with the potential to become Medibank's future leaders. It's focused on driving business performance, nurturing the right capabilities and ensuring sustainable leadership. Our Talent Council – a group of senior executives and Executive Leadership Team members – meet quarterly to take a cross-functional view of our talent, with the aim of improving the engagement, retention, development and internal mobility of our people.

This year, we've introduced five enterprise leadership pipelines aligned to the types of leaders needed to deliver our purpose and strategic objectives.

## Leadership development

We offer a range of leadership programs that help our leaders develop and build upon the skills required to be an inclusive, empathetic and accountable leader. The programs include workshops, individual, group and peer coaching, self-assessment and exposure to other businesses and individuals who excel in their fields. We redesigned all of our leadership development programs to be delivered virtually and aligned to our new ways of working and we have a strong pipeline of women represented across each level.



NB. Elevate immersion program did not run this year due to COVID restrictions.

## Clinical development

Our access to AusMed continues to provide our clinicians and health professionals with training and development so they can maintain their registrations and adapt to the changing delivery of healthcare in Australia. Through our partnerships with leading universities we look for opportunities to both develop our leaders and support the development of the next generation of clinicians in Australia.



## Shine awards

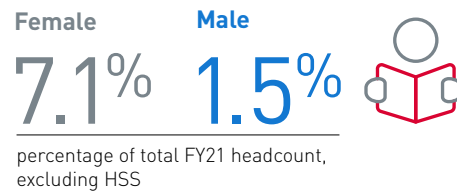
Our Shine Awards recognise and celebrate employees who've made outstanding contributions to our business and this year we received over 1,000 nominations. Among this year's winners were our customer channels team, who won the Innovation and Improvement award for their Languages Other Than English initiative to support international customers. This team assisted the many students entering Australia with English as their second language, who can have difficulties in understanding their new health cover.

## Engaged, purpose-led culture, attract and retain talent

### Study assistance

To support the development of our employees we assist them in undertaking external study opportunities relevant to their role that will build their long-term career development. Team members can take study leave and can also receive up to 100% reimbursement of compulsory course fees, including tuition and union fees.

### Study assistance uptake



### Training hours

We've seen a significant increase in leadership training participation due to all of our leadership development programs now being developed virtually – up 91% from FY21. As well, the availability of on demand recordings of these sessions ensures leaders can also access the content at a time that suits them. In addition, the launch of the virtual 'Lead Better from anywhere' webinar series and refreshed leadership program content has increased the opportunities for our leaders to hone their skills to lead in our new Future Fit environment.



### Freedom of association/ collective bargaining approach to Enterprise Agreements

We recognise the collective bargaining and freedom of association rights our people have as part of the *Fair Work Act 2009*. Some of our people are members of unions including the Australian Nursing and Midwifery Federation, the Community and Public Sector Union and the United Services Union and we have a number of enterprise bargaining agreements operating within our company.

### Employees covered by Enterprise Agreements



	30 June 2021		30 June 2020		30 June 2019	
	Headcount	% of total	Headcount	% of total	Headcount	% of total
Covered by EA	1,620	42%	1,710	43%	1,767	41%
Not covered by EA	2,246	58%	2,272	57%	2,515	59%
<b>Total</b>	<b>3,866</b>	<b>100%</b>	<b>3,982</b>	<b>100%</b>	<b>4,282</b>	<b>100%</b>



### All training

FY21

Training hours	Women	Men	Other	All
Management	14,544.43	11,137.98	100.17	25,782.58
Non-management	61,461.78	18,476.83	230.58	80,169.20
<b>Total</b>	<b>76,006.2</b>	<b>29,614.8</b>	<b>330.75</b>	<b>105,951.8</b>

### Average training hours per employee

	Women	Men	Other	All
Management	26.79	21.17	33.39	24.05
Non-management	23.57	24.00	23.06	23.66
<b>Total</b>	<b>24.2</b>	<b>22.9</b>	<b>29.9</b>	<b>23.8</b>



### Leadership training

FY21

Training hours	Women	Men	Other	All
Management	6,805.45	5,593.43	62.75	12,461.63
Non-management	3,280.70	1,783.68	0.00	5,064.38
<b>Total</b>	<b>10,086.15</b>	<b>7,377.12</b>	<b>62.75</b>	<b>17,526.02</b>

### Average training hours per employee

	Women	Men	Other	All
Management	25.78	26.89	31.38	26.29
Non-management	17.64	28.77	0.00	20.42
<b>Total</b>	<b>22.4</b>	<b>27.3</b>	<b>31.38</b>	<b>24.3</b>



## Engaged, purpose-led culture, attract and retain talent

### Family Friendly Workplace accreditation


Being an employer of choice for families isn't just about offering parental leave to new parents. Families are experiencing the juggle of working, caring for small children and supporting elderly parents or a family member with a chronic illness or disability. We partnered with UNICEF Australia and Parents At Work to be one of the first companies in Australia to be certified as a Family Friendly Workplace that supports not only new parents and carers, but the wellbeing of all employees and their loved ones too. This accreditation included meeting criteria across four key areas; flexible work, parental leave, family care, and wellbeing, underpinned by management culture and measurement.



### Workplace giving and volunteering


We launched our new workplace giving and volunteering program, Feel Good Giving – a one-stop-shop for donations, donation matching, skilled and unskilled volunteering and fundraising. Employees can automate regular donations to come directly out of their salary and have full visibility of their donation history, capping and volunteering limits. During periods of COVID lockdowns, our people gave their time by writing letters to the elderly, disabled and most isolated people and made Christmas cards for vulnerable families within the community. Overall however, the impact of COVID restrictions has led to lower numbers for both employee volunteering and workplace giving this year.



one of the top  

**15** companies  
 featured in the Best Workplace to Give Back Awards

Employee volunteering 

	Number of employees	Hours	\$ equivalent
FY21	539	1,325	\$60,950
FY20	1,024	2,688	\$123,648
FY19	558	1,957	\$82,221

Workplace giving 

	Donations	Matched by Medibank	Total
FY21	\$58,963	\$56,395	\$115,358
FY20	\$115,908	\$109,055	\$230,468*
FY19	\$81,121	\$75,737	\$156,858

\*Total includes \$5,504.50 in additional donations by Medibank

## Healthy and safe workers

### Maintain a healthy and safe workplace for our people that supports their wellbeing

We will always be focused on creating healthy and safe workplaces for our people. We do this through **early intervention**, promoting a culture of health and wellbeing and **adapting to workplace changes**. Our approach to keeping our people healthy and safe is anchored to our **Health, Safety and Wellbeing Policy**. It promotes accountability and ownership and outlines how we **integrate health, safety and wellbeing considerations** into the everyday activities of our business.

### Promoting and supporting the health of our people

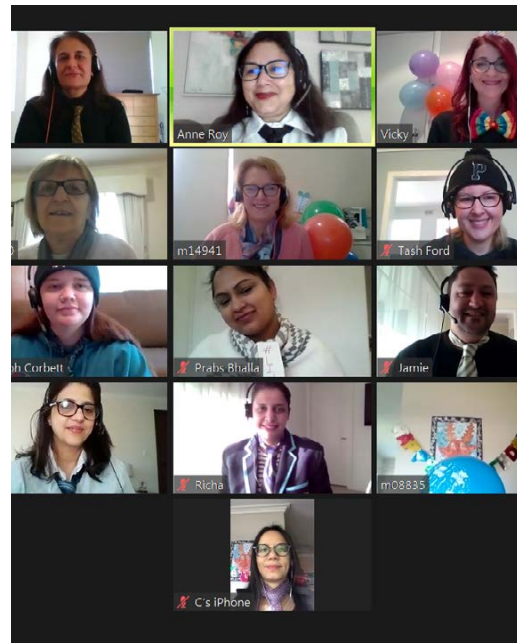
We work to ensure our people have the flexibility and support to achieve what good health and wellbeing is to them. We've created diverse and inclusive initiatives, programs, tools and support so there are no barriers to our people feeling encouraged to work towards feeling mentally and physically well. We also got behind the national COVID vaccination drive by offering our employees paid community leave and gift vouchers to donate to the charity of their choice.

### Supporting our people to Feel Good

Our Feel Good Grants program provides support to bring to life our employees' ideas about health and wellbeing initiatives. A shortlist of 73 ideas were voted on and the six winning concepts were supported with activities including a Feel Good recipe book, yoga and dancing sessions and organic gardening workshops. All initiatives have been delivered virtually so that everyone across the business can participate, regardless of location.

### Mental health support

Our comprehensive approach to supporting mental health encompasses our people as well as our customers. This year we launched MindHub – a central resource for employees featuring mental health tools, programs and initiatives designed to help our people feel mentally well. We also provide our people with a dedicated 24/7 Employee Mental Health Line, Digital Detox afternoons, a Good Health Day, and access to the Smiling Mind and Uprise apps.



### Case study

#### Connecting our people

We want everyone at Medibank to feel connected to each other and our purpose. As part of our Future Fit strategy, we're finding new ways to connect with each other and make sure our people feel good together, whether that be in person or virtually. These range from randomly matched coffee pairings to team-based virtual cooking lessons or in-person picnics. We're also connecting through employee-led activities like book club and cycling groups. We've worked to ensure our people have the best technology and tools to enable equal experiences and opportunities, regardless of where they are choosing to work. Our way of connecting has helped to build cross functional relationships across our business and create a sense of belonging for our team members, no matter where they are located.



## Healthy and safe workers

### Employee assistance program

Everyone deserves a safe, trusted place to receive support to help manage their wellbeing at work. Our Employee Assistance Program (EAP) service is available to help employees and their families manage personal and professional issues. We also have a dedicated program for our Aboriginal and Torres Strait Islander employees.

### Domestic, family and sexual violence support

Domestic and family violence is prevalent in every part of our country. We will always work to keep our people safe and free from violence, providing support for those experiencing violence so they can seek help in a safe space.

Employees experiencing domestic and family violence can access uncapped paid leave and additional support.

We also recognise that people who use violence against others are employed in workplaces across Australia, with former CEO Craig Drummond working with the Champions of Change Coalition to develop a guide for workplaces to respond to employees who use violence.

We educate our people leaders on domestic and family violence as a workplace issue, enabling them to provide support while also recognising that referral to relevant specialist services is the best approach.

### Grievance procedures

We promote a speak up culture – one that encourages people to raise any concerns. We then work with those who do in a fair and balanced grievance resolution process, noting that this internal process doesn't stop anyone from accessing any external tribunal or other body – if they feel they need it.

Employees can also raise concerns anonymously through our whistleblower channel and this year we introduced interactive comments on our employee survey as another way for our people to raise any concerns they might have in an anonymous manner.

### Health and safety training

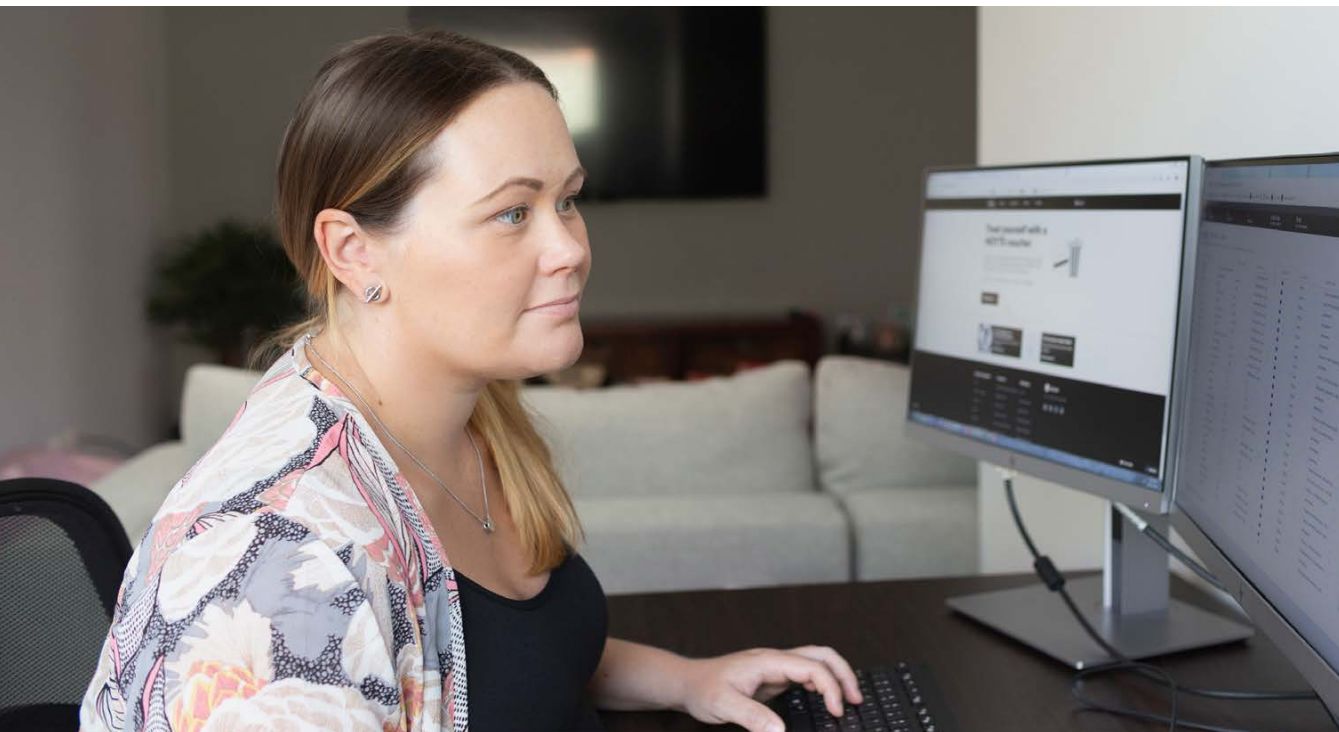
Our people undertake mandatory training so they understand the systems and practices in place to manage their health, safety and wellbeing. This training must be completed by all new employees within a month of joining Medibank, and existing employees undertake a refresh module every year. This year we had a 99.97% completion rate.



### COVIDsafe workplaces learning module

As people first began to transition back to working in the office late last year, we developed a Staying COVIDsafe module as part of our mandatory training for all employees. It contained information about infection control, emergency management information, use of meeting rooms, cleaning and other workspace changes made to ensure safety.

**99.97%**   
completion rate in mandatory  
health and safety training





## Healthy and safe workers

### Keeping our people safe

We want to ensure safe workplaces for our people – whether that be in a home, office, retail store or community facility or care home. This year we continued encouraging our people to report any incidents or concerns and expanded our online incident reporting to our Home Support Services team. We launched a new training module for our telehealth teams to educate our clinicians about vicarious trauma, which has led to an increase of incident reports from team members who have dealt with distressing content. We've also seen more reports about unacceptable customer behaviour from our customer service team.

### Lost time injuries frequency rate

We track our lost time injury rate to measure our progress, separating our insurance and healthcare team results to allow for the difference in industry benchmarks as indicated by Safe Work Australia. This is also the first year we set a target for our healthcare business, which we just missed. We're pleased that our insurance business injury rate continues to be below benchmark

### A safer home work environment

We introduced a new workplace safety assessment for employees working from home. It helps our people evaluate their home workplace setup and identify any potential health and safety risks or concerns. Previously, people working from home completed an annual assessment which was limited to checking workstation ergonomics

through a manual process. Now, people can upload a photo of their workstation and complete their emergency management plan. Should any requirements be identified, the new system streamlines the process needed to manage these changes.

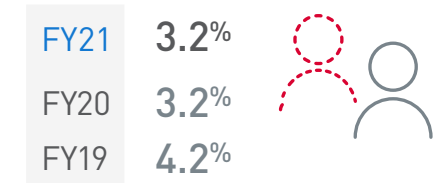
### Early Intervention program

It can be challenging returning to work after illness, injury or surgery, so we provide support to our people to return to work safely in accordance with their doctor's advice, or to remain at work while they recover, through our Early Intervention program. We have maintained a high return to work rate of 94% in FY21. We also provided work from home support packages to almost 1,000 employees over the past year. The kits include an office chair, monitors, keyboard, mouse and laptop stand.

### Absenteeism

During COVID, we have not set targets on absenteeism in recognition of the impact the pandemic and continued lockdowns is having on our people. We continue to encourage our people to take care of themselves and each other.

### Total absenteeism



Excludes HSS

Measure of actual absentee days lost, expressed as a percentage of total days scheduled to be worked by workers for the same period

### Lost time injuries frequency rate

	Rate	Target	Number of lost time injuries
FY21 Medibank/ahm	0.49	<2.0	2
FY21 Healthcare*	8.91	<8.0	18
FY20 Medibank/ahm	2.01	<2.0	8
FY20 Healthcare*	6.70	Not set	13
FY19 Medibank Group	1.79	<2.0	11

12-month rolling average hours lost per million hours worked

\* Includes Homecare (HSS, CareComplete, HealthStrong) and Medibank Health Solutions

### Incidents and hazards reported

	Incidents reported	Hazards reported
FY21	389	57
FY20	299	43
FY19	334	32

## Diverse and inclusive workforce

### Embrace and promote diversity and inclusion in the workplace and the health sector

We're proud of our **diverse** and **inclusive culture** that **celebrates differences** in every form. We want all voices and contributions **to be heard**. Our employees represent different life experiences, ages, skills, abilities, family status and sexual orientation, as well as religious and cultural backgrounds.

We will always **celebrate our cultures throughout the year**, recognising key events such as NAIDOC Week, Diwali, International Women's Day, International Day of People with Disability and Wear it Purple.

### Who are we?

We're proud to be a business made up of employees from a diverse range of ethnicities and backgrounds.



### Diversity at every level

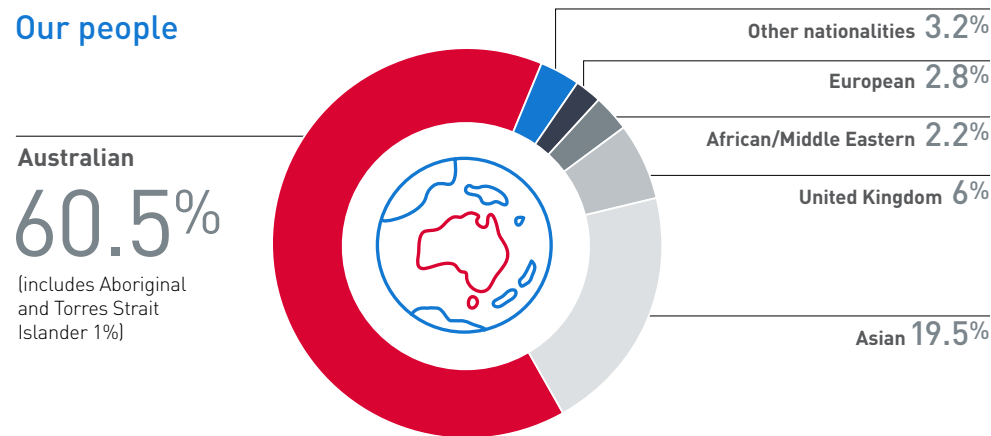
We aim to represent the community within which we operate at all leadership levels. The balance of diversity, background, knowledge, skills and experience are all important in how we consider developing succession plans and the appointment processes all our roles including Board and senior executive positions. In line with our commitment to inclusion, we continue our focus on maintaining strong female representation at leadership levels and have set ourselves a target of at least

40% representation of women across our leadership population and on our Board. Similarly, we have representation targets for Aboriginal and Torres Strait Islander employees and employees with a disability in place and our new Reconciliation Action Plan and Accessibility and Inclusion Plan will support us in ensuring representation across all levels of the organisation. We're committed to creating an environment where our employees feel safe to bring their whole selves to work.



**Women represent 51% of our Group and senior executives**  
**44% of Board members**

### Our people



### Our workforce



	30 June 2021	30 June 2020	1 July 2019*	30 June 2019
Headcount (#)	3,866	3,982	3,828	4,282
This includes # health professionals	1,408	1,508	1,341	1,781
Full time equivalent (#)	3,409	3,536	3,419	3,818
This includes # health professionals	1,094	1,188	1,063	1,449

FY21 and FY20 HSS headcount proxy for FTE due to limited data availability

\*1 July marked end of Garrison contract






## Diverse and inclusive workforce

### Keeping ourselves accountable

Our [Diversity and Inclusion Policy](#) guides our approach to facilitating an inclusive environment with measurable objectives set by the Board that are reviewed annually. This year we've made improvements on most of our objectives.

#### FY21 diversity and inclusion measurable objectives


#### Progress toward achievement

<p><b>Medibank will remain committed to</b> ensuring a representation of at least 40% women across our senior leadership population, and at least 40% women on the Medibank Board</p> 	<p>As at June 2021, women represented 51% of Group and senior executives, with the number of women at senior executive level increasing by 3% to 56%. Female representation on the Medibank Board was still above target at 44% (including the CEO), a decrease from 56% in FY20.</p>
<p><b>Medibank will aim to improve the gender balance</b> across our manager and non-manager population by maintaining at least 40% women across our manager workforce and improving the representation of men in our non-manager workforce</p> 	<p>Women represented 50% of all manager roles (excluding Group and senior executives) and 77% of non-manager positions (compared to 78% in FY20). This was largely driven by our Healthcare &amp; Strategy division where women made up 84% of non-manager roles (compared to other Medibank divisions in which women represent 70%). This is characteristic of the broader Australian health workforce, which is comprised of 79.6% women.</p>
<p><b>Medibank will continue its focus on increasing the representation and self-reported engagement of:</b></p> <ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander employees (with a target set of at least 32 employees); and</li> <li>Employees with a disability</li> </ul>  	<p>In FY21, the number of employees identifying as Aboriginal and Torres Strait Islander increased to 33 people (up from 16 people in FY20), which equates to 1% of Medibank employees. Our employee survey showed the engagement score for this cohort was 6.9 which is lower than the Medibank average of 7.8.</p> <p>In FY21, we launched a Cultural Awareness program, including online, face-to-face and immersive experiences, as well as bespoke content related to our health operations. 64% of our people participated in the program. We also launched our Aboriginal Employee Network which aims to create a safe space for Aboriginal and Torres Strait Islander people and to help grow, develop and retain our Aboriginal and Torres Strait Islander workforce.</p> <p>In FY21, 4% of employees identified as having a disability, down from 6% in FY20. Engagement for this group was consistent with the Medibank average of 7.8. We continued to focus on inclusion of people with disabilities through our Accessibility and Inclusion Plan, and ranked 2<sup>nd</sup> in the 2020 Australian Network on Disability Index. We worked to improve the process for workplace adjustments for people with disability and ensure that our digital platforms and retail spaces are accessible for customers with a disability.</p>
<p><b>Medibank will improve the support</b> available to employees with caring responsibilities for elderly parents, people with a disability or chronic condition</p> 	<p>In FY21, we launched a Carers Support Network, the first stage of a broader targeted carers support package that we are currently developing to assist the significant proportion of our employees (17%, as measured by our employee engagement survey), who have caring responsibilities; either elderly parents, or family member with a disability or chronic condition.</p>




## Diverse and inclusive workforce


To help drive greater diversity for the year ahead, our FY22 measurable objectives have been set by the Board.

- 1  **40%** Medibank will remain committed to ensuring a representation of **at least 40% women across our senior leadership population**, and **at least 40% of women on the Medibank Board**.


---

- 2  Medibank will aim to improve the **gender balance across our manager and non-manager population by maintaining at least 40% women across our manager workforce** and improving the representation of men in our non-manager workforce.


---

- 3  Medibank will continue to focus on the **representation of Aboriginal and Torres Strait Islander employees** with a target set of at least 42 employees (approx. 1.4% of our organisation) and their improved self-reported engagement through the delivery of a **new Reconciliation Action Plan**.

---

- 4  Medibank will cultivate a **disability confident culture** leading to an increase in the representation and **self-reported engagement of employees** with a disability.

---

- 5  Medibank will provide a **market-leading comprehensive and targeted carers support package** to improve the engagement of employees with **caring responsibility** for elderly parents, or people with a disability or chronic condition.

### Diversity and Inclusion working groups

Our people are not only pivotal in fostering diversity in our business but they're key in supporting the delivery of our Diversity and Inclusion (D&I) strategy. Our approach enables passionate employees to provide a D&I lens to all business activities and influence those around them, contributing to and supporting activities across the business.

**The Diversity and Inclusion (D&I) Council**  
governing body for Medibank's D&I strategy



**Diversity and Inclusion Working Groups**  
support D&I activities and drive change

**Employee Support Networks**  
provide working groups with support and connection, feedback and advice

### Caring for our carers

We were one of the first companies to champion flexible work before introducing our market-leading parental leave policy and we are now focusing on a group of employees who also need greater support – those who have caring responsibilities.

We know more than 17% of our employees are looking after elderly parents or family members with a disability or chronic condition.

Our employee survey highlighted the impact these additional responsibilities are having on many of our team members – showing they had lower levels of engagement. We're working to provide greater support, launching a Carers Support Network to provide a platform for carers to connect, share stories and information and support each other. We're also developing a broader package of support options to launch in FY22.

### Supporting women in STEM (Science, technology, engineering, and mathematics)

We're proud of the high proportion of women in STEM roles in our business, due primarily to our large population of nurses and health professionals. We nurture women in STEM at every level, from our graduate program through to senior leaders.

We have specific focus on health leadership roles and gender balance in our talent pipeline to make sure that we have the right skills and capabilities for our ongoing performance and future success. Our virtual approach to learning and development ensures all employees have access regardless of location, position, shift or caring responsibilities.

women represent more than **70%** of STEM roles in Medibank



## Diverse and inclusive workforce

### Gender equality approach

We're proud of the role we're playing in driving gender equality. We are committed to challenging long-held systemic gender inequities, calling things out and listening to our people. We ensure that we remain accountable by setting gender equality targets and we're proud to say that women still make up more than half of our Group and senior executive team, our pipeline of female talent is strong and the pay gap at Medibank is never more than 1% between genders.

We encourage men in our workforce to be part of the gender equality conversation, with CEO David Koczkar a member of the

Champions of Change Coalition. He took up the role from former CEO Craig Drummond, who along with Group Executive – Chief Financial Officer & Group Strategy, Mark Rogers spoke out on sexism and violence against women at various events involving Women in Leadership, Champions of Change Coalition, the Diversity Council Australia #IStandForRespect campaign, and the Respect@Work Summit. Craig also contributed to the Champions of Change report Disrupting the system: Preventing and Responding to Sexual Harassment and wrote an opinion piece for News Corp papers on sexual harassment, gender equality and violence against women.

### Gender pay equity

	Gender pay gap
FY21	0.0%
FY20	-0.7%
FY19	0.2%

Market Data Source: Mercer TCS October 2020 and Aon April - June 2021; Average market positioning is based on 96% roles benchmarked against the market median

Data is for non-Award employees only

The gender pay gap represents the difference between how females and males are paid relative to the market median. A positive number indicates that females are paid higher than males relative to the market median, and vice versa.

### Workplace Gender Equality Agency (WGEA)

We received the Employer of Choice for Gender Equality (EOCGE) citation from WGEA for the sixth year (beg. 2015). Aligned with the Workplace Gender Equality Act 2012, it is recognition that gender equality is central to Medibank's success.



### Employees by employment type and gender



	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020
	Women headcount		Men headcount		Other headcount		% women	
Board (excluding CEO)	4	5	4	3	-	-	50%	63%
Group executives	2	2	6	5	-	-	25%	29%
Senior executives	25	31	20	27	-	-	56%	53%
<b>Group and senior executive total</b>	<b>27</b>	<b>33</b>	<b>26</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>51%</b>	<b>51%</b>
Senior managers	106	91	112	113	-	-	49%	45%
Other managers	334	328	305	303	2	2	52%	52%
Non-managers	2,288	2,402	650	670	8	8	78%	78%
<b>Overall (excluding Board)</b>	<b>2,755</b>	<b>2,854</b>	<b>1,093</b>	<b>1,118</b>	<b>10</b>	<b>10</b>	<b>72%</b>	<b>72%</b>

## Diverse and inclusive workforce

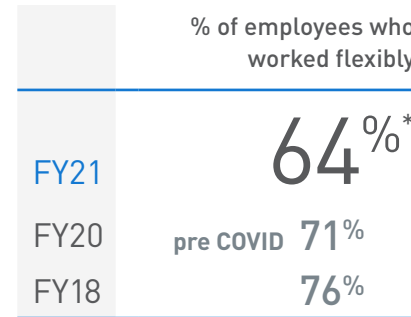
### Flexible working and parental leave

Our ongoing approach to flexible work and parental leave has been key in fostering greater gender balance in our workplace. We were one of the first companies to introduce a parental leave program that offers all eligible prospective parents 14 weeks of paid leave within the first 24 months of their child's birth.

We implemented this in 2018 because we recognised that the old ways disproportionately affected female employees. It's important to us that men feel supported to play an active role in their families and we're pleased that 27% of all parental leave is now taken by men, which is in proportion to our total number of male employees (29%). Prior to implementing this policy only 2.5% of paid parental leave greater than two weeks was taken by men.



### Employees who worked flexibly



\*2021 data includes HSS employees who care for patients in their homes and community settings for the first time

As measured through employee response to My Voice+ employee engagement survey



### Parental leave



	FY21			FY20			FY19		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Employees who took parental leave	260	94	354	270	88	358	259	116	375
Employees who returned to work after parental leave	237	81	318	250	85	335	221	114	335
Parental leave return to work rate (%)	91%	86%	90%	93%	97%	94%	85%	98%	89%
Parental leave retention rate 12 months after return (%)	N/A*	N/A*	N/A*	78%	71%	76%	74%	79%	76%

\*FY21 parental leave retention data unavailable until FY22



## Diverse and inclusive workforce

### Turnover

COVID has led to increased demand for frontline health professionals (such as nurses and mental health professionals) and in conjunction with the global nursing shortage, has created challenges in attracting and retaining employees in some of our frontline health businesses. This has contributed to an increase in our voluntary turnover figures in FY21, especially for our female employees who make up a large proportion of Medibank's frontline health roles. To address this, we have implemented a program of work centred around our people to ensure we are focused on the things that matter most to them.

#### Voluntary vs involuntary turnover



	FY21			FY20			FY19		
	Women	Men	Other	Women	Men	Other	Women	Men	Other
Voluntary	18.5%	6.4%	0.1%	15.2%	5.6%	0.0%	14.1%	5.7%	0.1%
Involuntary	5.5%	2.2%	0.1%	7.1%	2.9%	0.0%	11.5%	4.8%	0.1%
<b>Total</b>	<b>24.0%</b>	<b>8.6%</b>	<b>0.1%</b>	<b>22.3%</b>	<b>8.5%</b>	<b>0.0%</b>	<b>25.5%</b>	<b>10.5%</b>	<b>0.2%</b>

FY20 & FY19 excluding HSS; HealthStrong excluded prior to September 2018

#### Promotions



	30 June 2021		30 June 2020		30 June 2019	
	Headcount	% of category	Headcount	% of category	Headcount	% of category
<b>Promotions by gender</b>						
Women	116	5%	111	4%	113	4%
Men	76	7%	76	7%	66	6%
Other	0	0%	0	0%	1	9%
<b>Total</b>	<b>192</b>	<b>5%</b>	<b>187</b>	<b>5%</b>	<b>180</b>	<b>5%</b>
<b>Promotions by age</b>						
Under 25	2	3%	2	2%	8	7%
25-34	70	7%	86	8%	81	7%
35-44	68	5%	66	5%	70	5%
45-54	37	5%	25	3%	15	2%
55-64	14	4%	7	2%	6	1%
65+	1	2%	1	2%	0	0%
<b>Total</b>	<b>192</b>	<b>5%</b>	<b>187</b>	<b>5%</b>	<b>180</b>	<b>5%</b>

Excludes HSS

## Diverse and inclusive workforce

### Employment type



	30 June 2021				30 June 2020				30 June 2019			
	Women	Men	Other	Total	Women	Men	Other	Total	Women	Men	Other	Total
	Headcount				Headcount				Headcount			
<b>Permanent</b>												
Full-time	1,250	865	7	2,122	1,301	898	7	2,206	1,352	911	5	2,268
Part-time	850	83	2	935	966	86	2	1,054	934	88	2	1,024
<b>Fixed term</b>												
Full-time	132	50	0	182	117	40	0	157	162	79	3	244
Part-time	321	56	1	378	201	47	1	249	236	55	1	292
Casual	206	43	0	249	269	47	0	316	377	77	0	454
<b>Total</b>	<b>2,759</b>	<b>1,097</b>	<b>10</b>	<b>3,866</b>	<b>2,854</b>	<b>1,118</b>	<b>10</b>	<b>3,982</b>	<b>3,061</b>	<b>1,210</b>	<b>11</b>	<b>4,282</b>

### Talent pool



	30 June 2021		30 June 2020		30 June 2019	
	Headcount	% total headcount	Headcount	% total headcount	Headcount	% total headcount
<b>New hires by gender</b>						
Female	770	22%	902	24%	785	20%
Male	276	8%	368	10%	367	9%
Other	2	0%	2	0%	4	0%
<b>Total</b>	<b>1,048</b>		<b>1,272</b>	<b>34%</b>	<b>1,156</b>	<b>29%</b>
<b>New hires by age</b>						
Under 25	78	2%	148	4%	116	3%
25-34	366	10%	470	13%	466	12%
35-44	320	9%	350	9%	324	8%
45-54	189	5%	209	6%	151	4%
55-64	86	2%	84	2%	86	2%
65+	9	0%	11	0%	13	0%
<b>Total</b>	<b>1,048</b>		<b>1,272</b>	<b>34%</b>	<b>1,156</b>	<b>29%</b>

FY20 & FY19 excluding HSS



Make a difference in the community, investing in **preventative healthcare** and **partnerships** to address some of Australia's **biggest health concerns**



Community health 





# Community health

Make **a difference** in the community, investing in **preventative healthcare** and **partnerships** to address some of Australia's **biggest health concerns**. We believe **everyone deserves to live their best quality of life** – for themselves, their communities and future generations.

## The issues that matter

- Healthy and engaged communities
- Supporting mental health
- Indigenous engagement
- Disability access and inclusion
- Contribute to public policy

## SDGs



## We're really proud of

**\$1.1m** invested in health research



**Launching our Healthy Mind website** to connect people to mental health information and support

Reaching our target of **1% of our workforce, 33 employees**, identifying as Aboriginal and Torres Strait Islander



**Ranking joint 2<sup>nd</sup> on the Australian Network on Disability's (AND) Access and Inclusion Index**



## What's next



Developing our **5<sup>th</sup> Reconciliation Action Plan**

**Delivering online domestic and family violence training** for our people and corporate partners

Launching a community campaign **to raise awareness of and destigmatise loneliness**

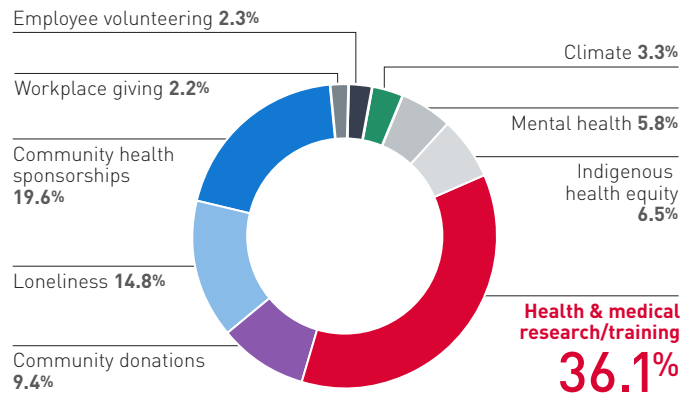
Developing our **2<sup>nd</sup> Accessibility and Inclusion Plan**

## Healthy and engaged communities

### Engage with our community to understand and respond to some of Australia's biggest health challenges

We're focusing on some of **Australia's biggest health issues** – investing in **community partnerships and activities**, funding **health and medical research**, addressing **mental health** and **Indigenous health equity** and supporting our people to build better community health and wellbeing outcomes. This year, we've contributed **over \$3.6 million** to the community.

#### Community investment\*



\*numbers have been rounded to one decimal place

### Researching our way to better health



Research can be a great catalyst for change, which is why the Medibank Better Health Foundation is working with world-class researchers on projects to improve the quality of life and health outcomes for Australians. Over the past 12 months, the Foundation contributed more than \$1.1 million towards 11 research projects and partnered with 35 organisations.

The Foundation marked its own change this year, revising its strategy away from a focus on a single health condition – osteoarthritis (25 research projects since 2015) – to collaborative research centred on improving healthcare outcomes, affordability and experience.

Among the new projects are an investigation into the relationship between out-of-pocket costs and healthcare quality, experience and outcomes in conjunction with Macquarie University; working with the University of Sydney on comparing the performance of hospitals using day-stay patient experience questions; and analysing the results of a cultural safety survey by the Australian Commission of Safety and Quality in Health Care (ACSQHC) to help improve the care and treatment in hospitals for Aboriginal and Torres Strait Islander people. As well, Medibank has developed a number of partnerships with Australian universities and the Foundation is collaborating with these partners on research programs which align to the new strategic focus.

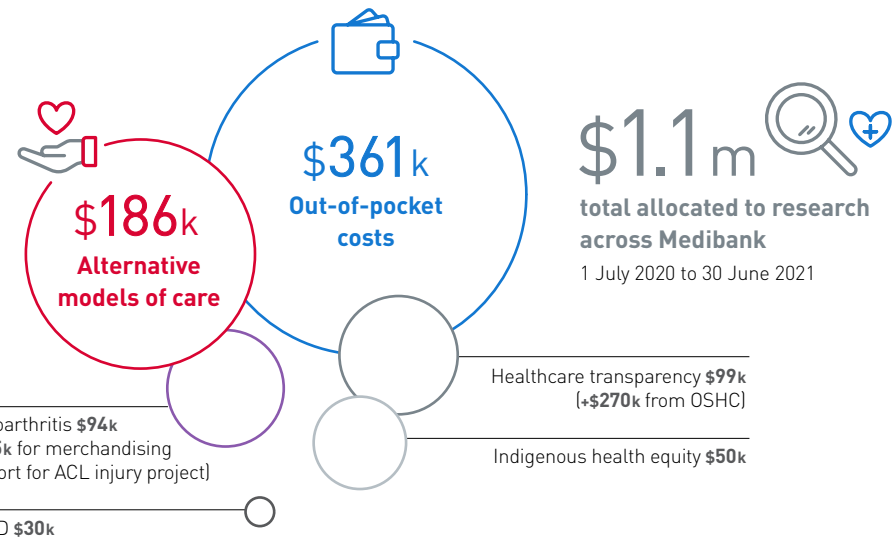
#### Key achievements

11 projects

Partnered with 35 organisations

3 conference presentations

9 publications







## Healthy and engaged communities



### Tackling injuries in women's footy

We're working with La Trobe University sports injury researchers, the AFLW and other partners to reduce knee injury among female Australian football players. With an estimated 5% of the 500,000 women playing AFL likely to sustain a serious knee injury each year, the project is evaluating a program to curb injury, and is supported by a grant from the National Health and Medical Research Council.

It's one of several projects that form part of our strategic health partnership with La Trobe University aimed at supporting our future health professionals, researching better health outcomes for Australians and helping the University deliver its City of the Future vision.

### Eradicating domestic, family and sexual violence

In Australia, one woman is murdered by a current or former partner every 11 days, and we are working to stop this national scourge. We marked 10 years delivering 1800RESPECT, the national domestic, family violence and sexual assault counselling service, on behalf of the Australian Government, alongside not-for-profit counselling partners. This year we supported 286,546 contacts to the service (this may include contacts from frequent nuisance and prank callers).

**286,546** 

#### 1800RESPECT answered contacts

This may include contacts from frequent nuisance and prank callers

We worked to make 1800RESPECT more accessible – putting into action the learnings from our Disability Pathways Project and partnering with the Migration Council of Australia to make information from the 1800RESPECT website available in 37 languages.

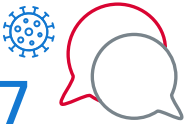
We also worked with the Federal Government to set up a confidential counselling service, designated for Australian Federal Government parliamentary employees, who have been impacted by sexual assault and harassment. The service is also available to their family and friends.

### Don't wait mate

We proudly backed the Continuity of Care Collaboration (CCC) – a group of more than 30 peak medical bodies, industry and healthcare organisations – all advocating for people to continue with their health management during the COVID pandemic. We supported the #dontwaitmate campaign to encourage people not to put off check-ups for pre-existing conditions or to ignore new symptoms.

### There for those in need

In addition to supporting our customers financially impacted by COVID in FY21, we helped customers impacted by the floods in New South Wales with assistance packages offering policy suspensions or financial support to cover premiums for up to three months and mental health phone support. Flood impacted customers who held pet insurance could also access emergency boarding for their animals, no matter what their policy type. Throughout the pandemic, we also provided thousands of food vouchers for international students who could not return home and were ineligible for JobKeeper or JobSeeker.

**370,197**   
COVID related telehealth interactions

### Supporting the national response to COVID

We continued to support Federal and State Government responses to COVID quickly setting up specialist telehealth services for COVID contact tracing and testing in New South Wales and Victoria, and supporting the Victorian COVID vaccination line.

### Swinburne partnership

We renewed our partnership with Swinburne this year, building on the work we've done over the past three years. We're supporting the health and wellbeing of the Swinburne community – collaborating on teaching and learning, student work placements and industry engagement opportunities. As well, we're working together on research projects that draw upon Swinburne's expertise, such as exploring the use of virtual reality in the management of chronic lower back pain. We also supported students experiencing financial hardship due to COVID through the Swinburne Student Emergency Fund, and offered health and wellbeing webinars for international students.

## Supporting mental health

### Provide a range of mental health support services and increase community awareness

Nearly five million Australians experience **mental health conditions** and we know only half of these people seek treatment. This is why we are prioritising mental health support for Australians. We're working to make sure our customers **can access support when they need it** and through the channels they choose. We've also **partnered with companies** around Australia to help them develop programs to support their employees' health and wellbeing.



100 k+

people utilised the Smiling Mind's Families program



### Mental Health Hub

As mental health concerns continue to increase amongst Australians, we wanted to make it easy for people to access information, resources and support. We launched our [Healthy Mind](#) website to provide a range of resources on the symptoms and signs of mental health issues, how to find support and information on how to look after mental health.

### Beyond Blue

For the past nine years, we've worked with Beyond Blue to provide Australians with accessible support for anxiety and depression. Last year we provided \$5 million to help establish a dedicated Coronavirus Mental Health and Wellbeing Support Service which continues to support thousands of Australians through the ongoing challenges of the COVID pandemic. This year we've been supporting Beyond Blue's mental health program NewAccess for Small Business Owners, by helping to raise awareness and help reach those who may need support.

### Smiling Mind

Our partnership with Smiling Mind – a not-for-profit organisation whose programs aim to equip Australians with the skills to support people's mental wellbeing – provides customers and Live Better members with a digital platform that includes meditation programs. This year we integrated Smiling Mind meditations into our Live Better app and after supporting the launch of Smiling Mind's Families program last year, have seen more than 100,000 people utilise the program featuring meditations designed for the whole family.

### Extending workplace wellness

We're helping other businesses support their employees' mental health through a new program that aims to build workplace resilience through increasing awareness and engagement with mindfulness. The program draws upon our relationship with Smiling Mind and we've launched this with Australia Post.

We're part of the Applied Mental Health Leadership research project funded by WorkWell, aimed at developing a scalable and evidence-based solution to building psychologically safe and thriving teams. The project is focused on the University sector with five large universities participating in the pilot.

We also shifted our corporate health and wellbeing thought leadership series to a virtual model. We reached more than 3,300 business people through our online seminars that featured guest speakers such as Adam Goodes (Indigenous Defence and Infrastructure Consortium), Georgie Harman (Beyond Blue) and Hugh van Cuylenburg (The Resilience Project) talking on mental health, resilience, and diversity and inclusion topics.



## Supporting mental health

### Loneliness

For many Australians, loneliness has been an issue for a long time and is still widely misunderstood. The stigma and stereotypes surrounding loneliness confound the facts that loneliness can impact anyone. It's why we're working to help reframe people's perceptions of loneliness. The impacts of loneliness unsurprisingly have intensified due to the COVID pandemic and restrictions. We've been working with health experts on a 10-year plan to address this health concern,

conducting a national survey of 2,000 people to identify Australia's experience with loneliness. It found that almost two in five Australians feel lonely in a typical week. We have partnered with the Consumer Health Forum of Australia (CHF) to hold a series of industry roundtables and develop the CHF's [new report on loneliness](#). We are now working towards launching a strategy to support people through strategic partnerships, research and programs to drive connection.



#### Loneliness in Australia

Almost **2 in 5**  
Australians feel lonely  
in a typical week

**14%**  
identify loneliness as  
a health issue they  
currently experience

**17%**  
report feeling lonely  
on three or more days  
in a typical week



### Supporting international students

To support our international students, we delivered a number of new mental health services creating greater access to mental health professionals after hours. We also delivered virtual health webinars targeted at key health needs of students such as; improving health literacy, sexual education, mental health awareness and nutrition.

#### Case study



#### Student wellbeing program

We developed a program for international students studying at NSW government high schools to support their mental health when away from their family and friends, in response to the impact of COVID and the shift to online learning. The four-pillared approach developed in partnership with DE International

supported students with mental health needs; created a student community able to share positive experiences while practising social distancing; helped those supporting international students; and ensured those who needed further support would receive it. The program was a business and community finalist in the 2020 NSW International Student Awards.





## Indigenous engagement

### Work with Indigenous communities to help achieve reconciliation, support health equity and improve overall Indigenous health outcomes

Medibank acknowledges Aboriginal and Torres Strait Islanders as **the First Australians**. We are contributing to building a society where there is **equality in health and wellbeing outcomes** between Aboriginal and Torres Strait Islander Australians and other Australians. We are doing this by working in **partnership** with Aboriginal and Torres Strait Islander communities, through **a community approach**, and by fostering national pride in the enduring value of our First Nations' cultures.

### Reconciliation Action Plan interim report

We released our progress report on our fourth Reconciliation Action Plan (RAP) in June this year. We've learnt a lot over the past three years from listening to and working with Aboriginal and Torres Strait Islander people. This continues to inform our way forward, changing how we operate as a business and importantly, how we approach our reconciliation work.

We have built strong foundational relationships with communities and organisations and together have worked on projects designed to improve health outcomes of First Nation peoples – such as our work with the Wadeye community Elders and Red Dust to co-design a cultural health camp for Aboriginal women within the community.

While we're pleased we have increased the number of employees who identify as Aboriginal and Torres Strait Islander, reaching our target of 1%, we know we need to do more to increase our representation. We also know we need to offer more support to help our First Nations employees to prosper in a culturally safe environment.

**33 employees, 1% of our employee population identify as Aboriginal and/or Torres Strait Islander**



### Indigenous community health training

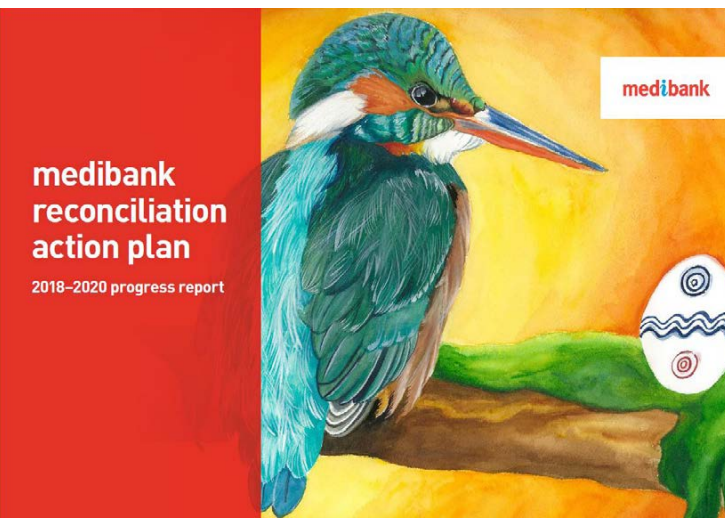
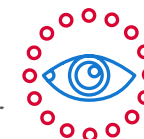
We worked with the Australian Indigenous Doctors' Association (AIDA) to explore ways we could bring to life our shared vision of a culturally safe health environment for Aboriginal and Torres Strait Islanders. In addition to informing our own cultural safety awareness program we are partnering with AIDA and other health organisations to facilitate health equity thought leadership events.

### Cultural safety awareness program

To help our people improve their knowledge and understanding of the oldest surviving culture on earth we launched a cultural awareness program, including online, face-to-face and immersive experiences, as well as bespoke content related to our health operations. 64% of our people participated in the program, with the online training module developed as part of the program the most popular course of FY21. Co-created and designed alongside Aboriginal owned organisation, Carbon Creative, it highlighted the key health issues that impact Aboriginal and Torres Strait Islander peoples and provided information that can be applied to everyday life.

**64%**

of employees participated in our cultural awareness program



Cover artwork: The Kingfisher's message by Kahlilla Rigby

## Indigenous engagement

### Aboriginal Employee Network launch

This year we launched our Aboriginal Employee Network, a group that seeks to create safe spaces for Aboriginal and Torres Strait Islander people, who come together as family to connect and share knowledge. The network also aims to help us grow, develop and retain our Aboriginal and Torres Strait Islander workforce and embrace cultural diversity across Medibank.

### Building awareness

As a business we are continually working to understand how we can support Reconciliation. This year we commemorated National Reconciliation Week, celebrated NAIDOC Week, and marked Close the Gap Day by leveraging our national network of retail stores to raise awareness of the day.

### Engagement and partnerships

We continue to have meaningful partnerships with:

- Wadeye community, Northern Territory
- Adam Goodes' Indigenous Defence and Infrastructure Consortium (iDiC)
- Supply Nation
- Australian Indigenous Doctors' Association
- Thamarrurr Indigenous Youth Corporation

#### Case study

##### Captain Sanitiser

If you were on TikTok or Facebook in 2020 you might have got to know Captain Sanitiser, the superhero from the Thamarrurr Youth Indigenous Corporation (TYIC) who spread COVID safety messages for the Wadeye Indigenous community.

In June 2021, the Captain took to the road for a 6,000km bike ride to encourage Indigenous young people to take control of their own life and decision making, as well as to raise awareness of the health issues they can face, such as alcohol, healthy eating and respect.

TYIC is an Indigenous-owned and governed corporation, dedicated to identifying and empowering the youth of the Wadeye region to become the leaders of the future, able to walk strong in both worlds.

Medibank is supporting this vision through our strong community partnership with TYIC.



## Disability access and inclusion

### Improve access and inclusion for people living with disabilities

There are more than **4.4 million people in Australia living with a disability**, and it's important that we help our customers with disability to **navigate the health system without any barriers**.

We strongly believe in equality in health, wellbeing and employment for people living with disability. This is outlined in our [Access and Inclusion Plan](#) with measurable actions and targets that we review regularly.

We want all people with disability to thrive and enjoy fulfilling careers in supportive and inclusive environments. Our plan represents a whole-of-business approach to inclusion, and we're working to provide employees and customers with the best possible experiences.



#### For our customers and community

- Integrated the recommendations from the 1800RESPECT Disability Pathways Project to improve referral pathways and respect for people with disability that are impacted by domestic, family and sexual violence.
- Ensured that our digital platforms and retail spaces are accessible for customers with a disability to with accessibility requirements.

#### For our people

- Enhanced our online learning and services platforms for employees with accessibility requirements, building an accessibility toolbar which allows people to adjust the text size, contrast and style and add text to speech and colour overlays.
- Improved the process for employees to get workplace assessments and adjustments.
- Team members participated in the Positive Action towards Career Development (PACE) mentoring program which helped our people develop their leadership skills and disability confidence while mentoring jobseekers, helping them gain workplace experience and expand their networks.

#### 2020 Access and Inclusion Index

We continued to perform strongly on the Australian Network on Disability's (AND) Access and Inclusion Index, ranking joint 2<sup>nd</sup> within organisations for the inclusion of people with disabilities.

One of the projects highlighted was our review of our retail store network which resulted in the development of a dignified access checklist. We now use this in the design of new and major store refurbishments to ensure accessibility for our customers and our people.

We apply accessibility and inclusion criteria for information and communication technology and marketing, to ensure all suppliers meet Web Content Accessibility Guidelines (WCAG) 2.1. Additionally, we ensure that we consult with people with a disability before we launch any new product. We continue supporting our people by developing guidelines and resources to ensure all learning and development courses are accessible.





## Contribute to public policy

### Contribute to healthcare policy and reform

We've been **advocating for our customers for 45 years**, working collaboratively with the healthcare industry and pushing for **reforms to improve affordability** and ensure Australians can continue to benefit from our healthcare system – **both now and in the future.**

### Working toward a better healthcare system

Our health system is strong because it is a mixed system that relies on both public and private providers. But reforms to the system and private health insurance are needed to enhance its value, affordability, and sustainability in the long term, which will place more downward pressure on premiums and help boost participation.

We're helping to drive change, collaborating with doctors and hospitals to support new approaches to providing healthcare outside the traditional hospital environment, where clinically suitable and focusing on preventative healthcare. Not only is this an affordable healthcare option that gives patients more choice, it also frees up hospital beds for those who require acute care.

We're in the second year of a research project with the University of Melbourne to understand how factors influencing medical out-of-pocket costs, and better transparency of these costs, impacts the behaviour of patients and doctors – funded through the Medibank Better Health Foundation.

We supported research into the screening of hospital patients for COVID, which found clearer documentation was needed to reduce the transmission risk for patients and healthcare workers. Led by the Australian and New Zealand College of Anaesthetists, findings from this study helped inform policy in Australian hospitals to improve elective surgery safety during the pandemic.

### The high cost of prostheses

For too long, Australians with private health insurance have been paying too much for prostheses, with the price of medical devices in Australia around 30% higher than in New Zealand, France and the United Kingdom.

This is why we've been rigorously pursuing changes to prostheses pricing. As one of the largest drivers of premium increases, reforms could deliver up to \$500 million in value back to customers. This year we made a submission to the Government's consultation paper on prostheses reform, before welcoming the Federal Budget announcement of potentially significant changes to lower the costs of these medical devices. We expect to see the impact of these changes flow through over the next four years and we remain committed to returning prostheses reform savings to our customers through lower premium increases.



Prostheses costs are around  
**30% higher**  
than in NZ, France or the UK

Private Healthcare Australia

We've also funded a Queensland University of Technology research project investigating the factors that influence prostheses selection and potential approaches for reducing unwarranted variations.

### Engaging in public policy

This year we made a submission to the Federal Government's Private Health Insurance Reforms (Second Wave) – supporting proposed changes such as the expansion of home and community based rehabilitation care. We met with the Health Minister, the Commonwealth Health Department, other government departments and agencies, as well as all major political parties, on the sustainability of private health insurance and the benefits it delivers for Australians.

We continued our partnership with the Grattan Institute, the independent, non-partisan think tank focused on developing public policy, including healthcare policy. We're also an active member of the Private Healthcare Association, which works closely with government departments and agencies to represent Australians who hold private health insurance.







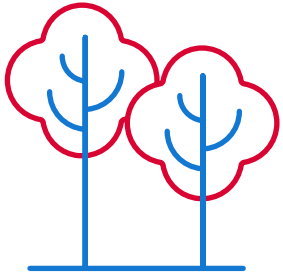
**Embed** environmental sustainability into our **decision-making**



# Environmental health







# Environmental health

The **health of our planet** plays a critical role in the **health and wellbeing** of our people, our customers and our community, which is why we're working to **lessen our impact** on the environment.

## The issues that matter

- Address climate change through environmental sustainability

## SDGs



## We're really proud of



**Completing our 1<sup>st</sup> climate scenario analysis**  
 – part of our alignment to the Task Force on Climate-related Financial Disclosures (TCFD)



**Committing to Net Zero by 2050**

**Maintaining carbon neutral status** for our Scope 1, 2 and 3 emissions disclosures (TCFD)



## What's next



**Embedding environmental sustainability**

into plans for our new Melbourne workspace to open 2024

**Setting science-based** short, medium and long-term targets

**Enhancing the way we capture data**

**Undertaking research**

into climate resilience measures and climate-related risks



## Address climate change through environmental sustainability

### Acknowledge and understand climate change and reduce our impact on the environment

We're working to be more **environmentally responsible**. We recognise the **science of climate** change and its impacts on human health, and are using climate science to understand the potential risks and opportunities we have to create a more **resilient, sustainable business**.

### Task Force on Climate-related Financial Disclosures (TCFD)

We understand climate change presents a risk to our customers, our people and our operational and financial performance. To increase transparency and disclosure of our climate-related risks and opportunities, we continue to align our disclosures to the TCFD recommendations. This year we undertook our first climate scenario analysis to strengthen our understanding of the risks and opportunities of climate change.


### Governance

The Medibank Board oversees our environmental, social and governance (ESG) performance and approves our sustainability strategy through the Risk Management Committee. The Executive Leadership Team takes accountability for our Sustainability (ESG) Strategy including the management of climate change risk.

#### Our progress against TCFD recommendations

#### Status

Our progress against TCFD recommendations		Status
<b>Governance</b> 	Board oversight of climate-related risks and opportunities	
	Management's role in assessing and managing climate-related risks and opportunities	
<b>Strategy</b> 	Risks and opportunities identified for short, medium and long term	
	Actual and potential impacts on the business, strategy and financial planning	
	Scenario analysis of impacts including a 2°C scenario	
<b>Risk management</b> 	Processes for identifying and assessing climate-related risks	
	Process for managing climate-related risks	
	Integration of climate-related risks into overall risk management	
<b>Metrics and targets</b> 	Metrics used to assess climate-related risks and opportunities	
	All greenhouse gas emissions (scopes 1, 2 and 3) and related risks	
	Targets and performance against those targets	

 = fully achieved

## Address the impacts of climate change through environmental sustainability

### Strategy

We are committed to Net Zero by 2050. Our three-year Sustainability Strategy incorporates our planned approach and pathways to address environment and climate issues. It's supported by a range of policies and practices, including our [Environmental Policy](#), business continuity planning, and monitoring and measurement of our carbon footprint.

We continue to maintain a low carbon equity portfolio for both our international and domestic investments. Our [Responsible Investment Policy](#) sets out our continued investment in green bonds that fund projects with positive environmental benefits such as wind farms, solar farms, clean transportation and low carbon commercial property. Our investment in green bonds this year was \$24.5 million.

**\$24.5m**   
in green bonds

### Climate scenario analysis

We worked with independent specialists to undertake our first climate scenario analysis against two scenarios: a 2°C scenario aligned to the Paris Agreement (RCP 2.6) and a high emissions future (RCP 8.5) to align with the recommendations of the Climate Measurements Standards Initiative (CMSI).

We reviewed more than 50 pieces of external research relating to the health impacts of climate change to identify the key health issues relevant in Australia and to our business. We then explored climate-related risks and opportunities aligned to our current operations as well as future strategic planning.

To better understand our exposure to chronic and acute physical risks, we analysed historical data during periods of bushfire and heatwaves, reviewing our claims data and telehealth call volume information. We examined this by state and territory and overlaid regional climate projections.

This enabled us to forecast a projected financial impact of \$6.3 million by 2050 for the low emissions scenario (RCP 2.6) and \$15.5 million for the high emissions scenario (RCP 8.5).

The analysis found we have a number of climate resilience measures already in place, such as business continuity through flexible and remote working. Potential transition risks identified include increased regulation, emerging disclosure requirements and increased external pressure to transition to a zero carbon investment portfolio.

These are already being mitigated through our existing low-carbon portfolio and Responsible Investment Policy, voluntary disclosures and ongoing monitoring of regulation. We're now exploring several of the opportunities identified, such as further research and advocacy.

### Reducing our impact



Each year we seek to minimise our emissions, reduce our energy, water and waste, and increase recycling. This year we worked to reduce our overall environmental impact by:

- **Launching a training module** designed to help our people consider the environment when making purchasing decisions.
- **Supporting our customers** to reduce their environmental impact through a Live Better challenge, which offered them the opportunity to earn Live Better Rewards points.
- **Sharing our learnings and resources** with a health industry working group focused on environment and climate change.
- **Relaunching our Environmental Working Group** with a focus on enabling employees to be more sustainable wherever they work.
- **Upskilling our procurement team** to identify opportunities to drive lower scope 3 emissions.
- **Analysing our waste streams** to understand how we could improve recycling.

### Risk management

#### Climate risk management

Climate-related risks are embedded in our enterprise risk management processes and captured on our enterprise risk register. Our climate change risk record identifies, evaluates and assigns management controls and ensures ongoing governance and effective management of any risks. The register is formally reviewed twice a year by the divisional risk management owner, Executive Risk Committee and Board Risk Management Committee to ensure controls remain effective, risks are being managed and mitigated and risk ratings are appropriate.



**7,500+**    
people participated in our Live Better Rewards sustainability challenge

## Address the impacts of climate change through environmental sustainability

### Metrics and targets

#### Greenhouse gas inventory

This year, we focused on improving and increasing our data capture across our business, to enable us to set a solid baseline for target setting and emissions reductions pathways. As a result, we identified additional Scope 3 emissions sources previously not captured, such as the use of first aid and medical supplies and increased emissions from healthcare patient visits from our HSS and HealthStrong businesses that provide in-home and community care.

These additional inclusions, along with higher emissions from people working from home and those generated by IT and cloud services, saw our total scope 1, 2 and 3 emissions increase by 23% for the year. However, a like-for-like comparison shows a 13.5% total decrease on FY20 due to COVID-related reductions as well as the supply of renewables to our head office at 720 Bourke St (base building).

Our increased IT emissions occurred as we migrated a number of our services to cloud platforms to increase data security, reliability and access. We also transitioned from location-based reporting on electricity emissions to market-based reporting this year.

We now have a more comprehensive baseline to inform our reduction strategies and which we will use to set science-based targets, aligned to emerging best practice for scope 3 emissions.

#### Greenhouse gas inventory



Greenhouse gas emissions scope 1, 2 & 3	Greenhouse impact (t CO <sub>2</sub> -e/year) <sup>1,2</sup>		
	FY21*	FY20	FY19
<b>Scope 1</b>	<b>130.5</b>	<b>0.0</b>	<b>0.0</b>
Natural gas	.03	0.0	0.0
Refrigerant**	130.5	-	-
<b>Scope 2</b>	<b>2,139.6</b>	<b>3,553.9</b>	<b>3,409.7</b>
Electricity (market-based)	2,139.6	3,553.9*	3,409.7*
<b>Scope 3</b>	<b>13,385.2</b>	<b>9,098.2</b>	<b>10,010.9</b>
Electricity (market-based)*	246.9	377.6	356.7
Electricity (base building) <sup>3</sup>	1,278.6	2,647.4	1906.0
Natural gas (base building)**	125	-	-
Telecommunications	2,171.4	1,920.2	1,323.8
Water	12.8	1.3	1.5
IT equipment	281.1	699.4	1,309.8
Paper	3.6	7.2	26.3
Medical and first aid supplies**	370.1	-	-
Software**	837.5	-	-
Employee commute <sup>5</sup>	66.1	872.3	1,839.3
Working from home	2,727.6	619.2	-
Business flights	316.2	1,022.1	2,175.1
Cleaning services**	65.7	-	-
IT and cloud services**	2,788.4	-	-
Medical Services**	12.5	-	-
Communications services**	14.1	-	-
Transport fuels	705.8	119.0	58.0
Postage	662.3	382.2	524.0
Hotel accommodation	469.5	254.1	210.7
Taxis/rideshare	5.8	28.4	93.3
Car hire**	40.6	-	-
Waste-landfill <sup>4</sup>	183.6	147.9	180.9
Recycling <sup>3</sup>	0.0	0.0	5.5
<b>Total</b>	<b>15,655.3</b>	<b>12,652.1</b>	<b>13420.6</b>
<b>Per full time employee</b>	<b>4.6</b>	<b>3.6</b>	<b>3.9</b>

#### Environmental impact data



	FY21	FY20	FY19
Energy usage (MWh)	2,743.12	4,047.38	3,697.95
Renewable (MWh)**	529.7	-	-
Waste (tonnes)	176.7	161.92	169.9
Recycled	35.5	38.7	19.1
Landfill	141.2	123.22	150.8
Water (ML)	5.5	1.5	1.5
Office paper (tonnes)	1.596	3.861	17.69
Business flights (km)	1,811,988.7	5,098,409	8,814,529
Working from home (hours)	5,300,470.5	1,987,634	-

#### Methodology and assumptions

1. The reporting boundary is 100% operational control for Medibank Private Limited [ACN 080 890 259], its wholly owned subsidiary Medibank Health Solutions Pty Limited (MHS) [ACN 078 934 791] and Medibank Health Solutions Telehealth Pty Limited (MHST) [ACN 069 396 792], a subsidiary of MHS.
2. The calculation methodologies and emission factors derived from the National Greenhouse Accounts (NGA) Factors in accordance with "Method 1" from the National Greenhouse and Energy Reporting (Measurement) Determination 2008 and the NGER (Measurement) Technical Guidelines for the relevant reporting period. Where factors are unavailable, best practice sources have been utilised as per Climate Active program.
3. Estimations based on NABERS ratings and size of tenancies (m<sup>2</sup>) for base building electricity where actuals could not be obtained. Actuals used for 720 Bourke, Wollongong and ACT.
4. Waste and water data for corporate tenancies outside VIC modelled on actual values from 720 Bourke St Headquarters except Wollongong where we obtained actuals. Retail waste modelled on default NABERS ratings.
5. Based on ~8% survey response (2021) with results scaled up to represent total workforce.

\* Electricity emissions reporting changed in 2021 to market-based from being location-based in previous reporting periods

\*\* Reported for the first time in FY21



## Address the impacts of climate change through environmental sustainability

### Carbon offsetting

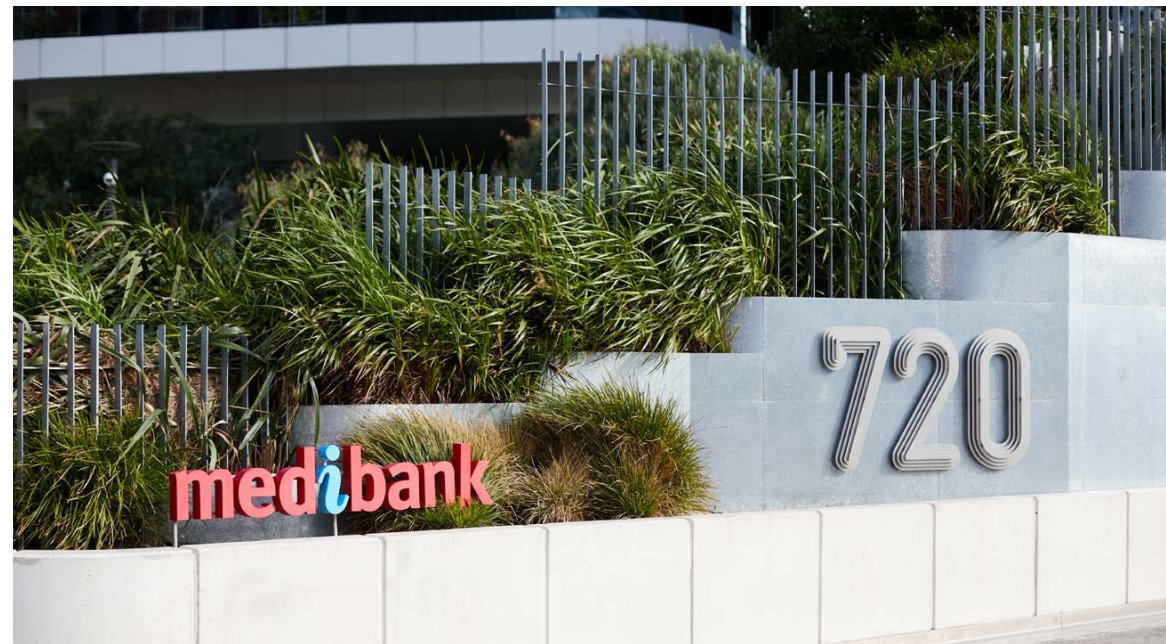
When no further reductions can be made, we offset our remaining emissions through the purchase of carbon offsets. This enables us to meet our ongoing commitment to carbon neutrality under the Australian Government’s Climate Active program. We’ve been accredited carbon neutral within our direct emissions and energy consumption since the end of the 2018 calendar year.

Our approach to carbon offsets is to invest in projects most aligned to our Sustainable Development Goals, such as supporting the Nyaliga Aboriginal Corporation’s project involving traditional fire management techniques in WA or clean wind energy in India. This investment has additional benefits to local communities, including the provision of preventative healthcare and supporting education for girls.

### Towards Net Zero in 2050

We are committing to Net Zero by 2050 and are setting science-based short, medium and long-term targets and emissions reductions pathways.

Currently, our target is to maintain our carbon neutral status of scope 1, 2 and 3 emissions through Climate Active. We’re looking to enhance the way we capture and report our greenhouse gas emissions and environmental impacts to improve our reporting, enable better analysis and identify opportunities to further reduce our emissions. This includes capturing data from our homecare business and understanding the impact that our new ways of working is having on our current and future emissions.



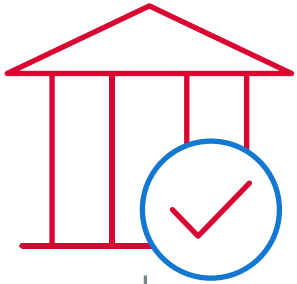




**Embed ethical and responsible business practices** throughout Medibank and our supply chain



# Governance



# Governance

We've **embedded ethics and accountability** into all that we do and are committed to **doing the right thing** for our customers, our people, our shareholders and our community.

The issues that matter

- Ethical business
- Corporate governance
- Sustainable supply chains

SDGs



We're really proud of



Publishing our 1<sup>st</sup> Modern Slavery Statement detailing our work to help prevent modern slavery and human trafficking in our business operations and supply chain



Publicly releasing our Tax Report for the 5<sup>th</sup> year

What's next



**Strengthening our position on human rights**

**Working with our suppliers identified as being at a higher risk of modern slavery**

to ensure that suitable awareness and controls are in place with the supplier to manage risks



## Ethical business

### Embed governance, transparency and ethical practices throughout our business

The **purpose behind what we do** and the **values-led culture** that drives how we do it are as important as the work we produce. They **guide how we work** with each other and with our customers, industry partners and the community, and are **supported by our policies and procedures**.

At Medibank our people are required to act ethically and with integrity. Our [Code of Conduct](#) details the practical principles and minimum standards of expected behaviour, setting out the way our people, including our directors and executives work. It sits at the heart of our approach to ethical behaviour and is central to the Board's governance framework. It is supported by our [Anti-Bribery and Corruption Policy](#) and [Conflict of Interest Policy](#).

Executives' remuneration is also designed to ensure performance and behaviours align with our values and purpose. To be eligible for any incentive plans, executives must meet risk, compliance and behaviour requirements and adhere to our Code of Conduct and all mandatory compliance training.

### Compliance

Each year all our employees undertake compliance training to ensure they understand our regulatory obligations and what this means for their individual role. Our compulsory training covers areas including risk, anti-bribery and corruption, privacy, bullying and harassment and working in a publicly listed organisation.

### Consequence management

Our people know what behaviour is expected of them and what happens if they don't meet those expectations. These steps are clearly outlined in our Code of Conduct and policies, play a key role in our approach to dealing with risk, and are tied to our remuneration strategy. Depending on the situation, an employee may be required to attend further training or counselling, receive a formal written warning or in certain circumstances, have their employment terminated. If an employee is given a final written warning, they automatically receive an 'unsatisfactory' performance rating for the relevant performance period and are ineligible for any performance-based reward outcome or remuneration increase.

FY21

**99.97%**

employees completed annual training

excludes suspended, casual and contingent workers



### Consequence management

FY21

	Totals
<b>Incidents reported internally</b>	<b>77</b>
Bullying	18
Inappropriate behaviour ( <i>behaviour that breaches company values and/or policies but is not necessarily serious enough to constitute misconduct</i> )	26
Misconduct ( <i>including, but not limited to, privacy/data breaches, confidential information breaches and disconnecting customer calls</i> )	20
Discrimination	8
Fraud	3
Sexual harassment	-
Other	2
<b>Substantiated</b>	<b>30*</b>
Fraud	2
Bullying	1
Inappropriate behaviour	8
Misconduct	18
Sexual harassment	1
<b>Outcome</b>	<b>30</b>
Written warning	14
Verbal warning	1
Termination	12
Resignation	2
No action	1

\*10 still in progress as at 30 June 2021

Statistics are recorded at the time of occurrence. The review of incidents may not always be completed in the same period as when they were reported

	FY21	FY20	FY19
Employees issued with a final written warning	19	31	29
People whose employment was terminated due to misconduct	12	21	8

## Ethical business

### Sexual harassment

We are working to prevent sexual harassment, creating a workplace at Medibank that is safe, respectful and inclusive. We do this through our values-led culture, focus on diversity and inclusion, commitment to gender equality, annual compliance training and zero tolerance approach. While we have low levels of complaints about sexual harassment, we are very aware of the damaging impact of this issue in Australian workplaces. CEO David Koczkar is a member of the Champions of Change Coalition and we have signed up to the key elements of the Champions of Change Coalition sexual harassment recommendations. We continue to ensure our people feel safe to speak up and clearly understand what behaviours are not tolerated.

### Whistleblowing

We encourage a speak up culture and an environment where it is safe for employees to raise something that doesn't look right and they are protected if they do, in accordance with our [Whistleblower Policy](#). Employees can make a report internally to the Chief Risk Officer, the Group Executive – People & Culture, any senior executive, officer or director of Medibank or to our external whistleblower hotline. People can make a report anonymously or limit those informed of their identity, whichever channel they choose to use.

**Contacts to our whistleblower hotline**

FY21	3
FY20	12
FY19	3

### Tax transparency

We're committed to meeting our tax obligations in a transparent way, publishing our tax report for the fifth year, in support of the Australian Government's voluntary Tax Transparency Code. This year, we paid an effective tax rate of 30.2% – money that contributes to the wider Australian community and to universal healthcare. We also made significant payroll and employer tax payments in Australia.

Our FY21 effective tax rate is

**30.2%**



Paid

**\$379.2m**

in taxes and levies to Australian revenue authorities in FY20



**\$0 donations to any political party, politician or candidate**



### Political donations

We don't make political donations to any political party, politician or candidate. We do attend some political functions where there is a legitimate business reason. These events are related to public policy discussions of relevance to our business and are not regarded as political donations under the *Commonwealth Electoral Act 1918*.

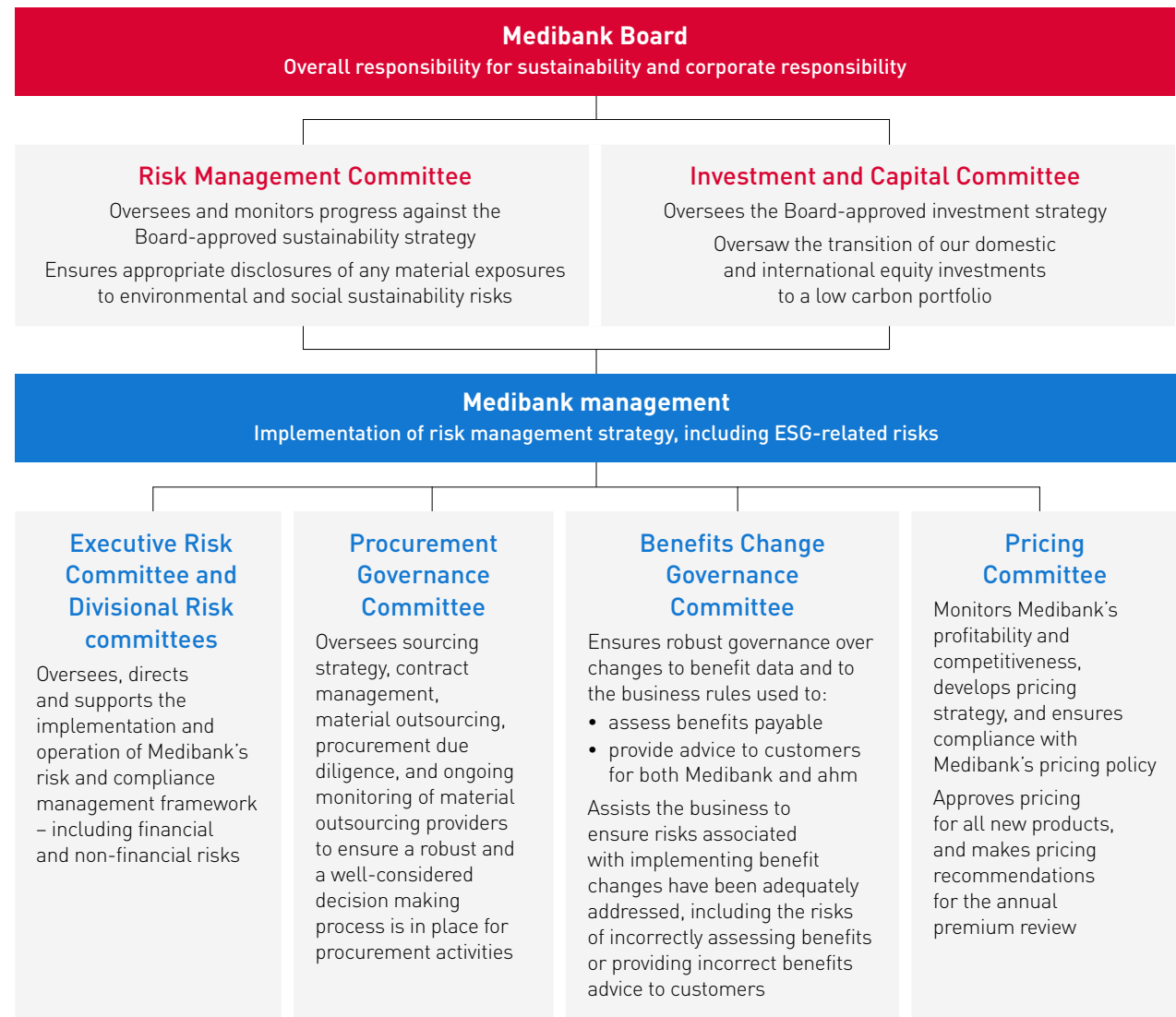


## Corporate governance

### Effectively manage risk and maintain legislative and regulatory compliance

To meet our **responsibilities and obligations** to our shareholders, stakeholders and employees, the **Board has instigated** a framework of corporate governance policies and practices, internal controls, and risk and compliance management processes. These are designed to **promote responsible management** and **ethical conduct**.

To assist the Board in managing its corporate governance responsibilities, five standing Board committees have been established. Each is governed by a charter setting out the committee's role, responsibilities, membership and processes – more detail on which [is available on our website](#). The Medibank Board holds overall responsibility for sustainability and corporate responsibility issues, while other Board committees have input into ESG issues. We also strengthened our practices with Board papers this year to better address key considerations, impacts and risks and to foster more discussion and debate.





## Corporate governance

### Policies and practices

Our policies and practices comply with the 4<sup>th</sup> edition of the ASX Corporate Governance Principles and Recommendations (CGPRs). We also continue to comply with the Australian Prudential Regulation Authority (APRA) Governance Standard (CPS 510). You can find out more about our governance practices in our [Annual Report](#) and [on our website](#).

### Risk culture

Our strong purpose-led culture and values help to guide the behaviours we expect of our people. This is further supported by our risk culture approach, which details what is expected of our team members to ensure we're not only complying with our legal obligations, but we're acting ethically and responsibly.

Our risk management framework is designed to effectively identify, assess, manage, monitor and report risks.

Overall responsibility is held by the Board, including setting the risk appetite for Medibank. We use a three lines of defence approach to define risk management roles, responsibilities and accountability. The management of financial and non-financial risks by senior executives is reviewed by the Risk Management Committee, and our internal audit team assesses the effectiveness of our risk management, in accordance with our Risk Management Committee Charter.

We also align risk management with our remuneration strategy. All employees are assessed against a combination of financial and non-financial measures, including performance against their risk, compliance and behaviour obligations. You can find more information about our risk management approach in our [Annual Report](#).



#### Our behaviours that support our risk culture



**We actively challenge** risk decisions to ensure benefit for our customers, our employees, our brand and our shareholders



**We escalate** risk issues without fear or favour



**We all own** risk issues













**We expect** that all our risk and reward discussions are viewed through our values and business goals











**We learn** from our experiences and mistakes to ensure we do better

## Corporate governance

Risk description	Risk management strategy	Material sustainability categories
<p><b>Strategic</b></p>  <p>The risk that we are unable to identify and execute the right strategic initiatives and projects on target and on time that deliver measurable and agreed outcomes to support our goals</p>	<p>Medibank’s strategic risks are identified and assessed as part of our annual strategic planning process and endorsed by the Board. Key strategic risks identified include loss of private health insurance customers, healthcare costs and utilisation, regulatory risk, and execution of non-private health insurance growth. These risks influence the prioritisation of investments and resources in the Corporate Plan, which is approved by the Board. To effectively understand and assess some key strategic risks that are broad in nature (e.g. regulatory and customer risks), we undertake detailed analysis on threats or opportunities that specific scenarios may pose to our business</p>	 
<p><b>Operational</b></p>  <p>The risk of financial loss resulting from inadequate or failed internal processes, people and systems or from external events</p>	<p>We have established risk management policies and procedures for identifying, assessing, monitoring and reporting operational risks and controls. This includes the important areas of information security, technology, business continuity, outsourcing, fraud, people, and health and safety risks. Management of operational risk is overseen by divisional risk committees, the Executive Risk Committee and the Board’s Risk Management Committee</p>	  
<p><b>Credit</b></p>  <p>The risk of financial loss due to counterparties failing to meet all or part of their contractual obligations</p>	<p>Exposure to this risk is primarily through Medibank’s investment portfolio. This risk is managed through the application of the Investment Management Policy. The effective implementation of this policy is overseen by the Board’s Investment and Capital Committee to ensure that credit risk is managed in line with the risk appetite set by the Board</p>	
<p><b>Capital &amp; liquidity</b></p>  <p>The risk of not being able to meet financial commitments as and when they are due and in complying with APRA prudential standards on solvency and liquidity</p>	<p>Medibank has a Board-approved Liquidity Management Policy and a Board-endorsed plan designed to ensure it meets or exceeds regulatory solvency requirements and is able to meet all payments as and when they fall due. Liquidity risk is managed by our treasury function through daily cash management of cash flows and liquid asset positions and projected future cash flows, supported by actuarial forecasts that take into account anticipated seasonality as well as stressed market conditions</p>	



## Corporate governance

Risk description	Risk management strategy	Material sustainability categories
<p><b>Market &amp; investment</b></p>  <p>The risk of adverse financial impact market factors e.g. foreign exchange rates, interest rates and equity prices</p>	<p>We have a Board-approved Investment Management Policy. The Board's Investment and Capital Committee oversees the investment process and compliance with investment mandates, performance against benchmarks and asset allocation. Our strategic asset allocation is weighted largely towards defensive assets and with limits applied to illiquid assets</p>	
<p><b>Insurance</b></p>  <p>The risk of misestimation of incurred and expected costs, frequency and severity of insured events</p>	<p>The Board approves the Pricing Policy, which includes pricing and profitability objectives and forms a key part of the Capital Management Plan. Our objective is to support customer growth through balancing the offer of competitive value to all customers with profitability objectives and the need to meet capital management and regulatory requirements. Insurance risk is a key part of regular portfolio monitoring and treatment plans are formulated and implemented in response to any potential for deviation from target measures</p>	
<p><b>Clinical</b></p>  <p>The risk of unexpected, adverse clinical outcomes from a health service provided by Medibank, or a third party acting on behalf of Medibank</p>	<p>Clinical risk arises from clinical services that Medibank provides and procures, the provision of health-related information, and customer health initiatives. We have implemented a clinical governance and quality management framework that defines the principles, structures and processes that underpin service quality, continuous improvement and patient safety. Our Chief Medical Officer, supported by a clinical governance team, provides oversight and assurance. The Risk Management Committee and Board receive regular reporting on the performance of clinical risk management</p>	
<p><b>Regulatory compliance</b></p>  <p>Failure to comply with regulatory requirements</p>	<p>We have established compliance management policies and procedures for identifying and managing Medibank's regulatory obligations and incidents that may arise. Management of compliance risk is overseen by divisional risk committees, the Executive Risk Committee and the Board's Risk Management Committee</p>	



Customer health



Employee health



Community health



Environmental health



Governance



## Sustainable supply chains

### Understand our supply chain and ensure we engage with suppliers that have ethical and sustainable business practices, taking steps to identify and address any risks of modern slavery

We believe in doing the right thing for our customers, our employees and our community. It's why we partner with suppliers and operational partners that **share our approach to ethical conduct, environmental performance, and diversity and inclusion**. We want to work together in a way that helps **create a sustainable future** and we value the opportunity to work with social enterprises.

#### Our supplier profile



#### Buying with impact




This year, we launched a new training program for our employees focusing on how we're thinking about sustainability when purchasing goods and services. It covers our work to eliminate modern slavery, our support of Aboriginal and Torres Strait Islander businesses and what we're doing to protect our environment through sustainable business decisions. It also emphasises how each of us can help make a difference when purchasing goods and services.

#### Eradicating modern slavery

Our Supplier Code of Conduct contains clear anti-slavery provisions and this year we published our first Modern Slavery Statement detailing what we've done to help prevent modern slavery and human trafficking in our business operations and supply chain. We undertook a detailed risk assessment which identified 6% of our supply chain as having a moderate to high risk of modern slavery. We've been undertaking due diligence of these suppliers' policies, procedures and maturity to identify if further remediation is required. We've joined a consortium of health funds on a modern slavery risk assessment platform, which aims to improve the use of a single platform and questionnaire set across the industry and reduce supplier questionnaire fatigue. We've also updated our procurement terms and conditions and contract terms to better reflect modern slavery laws.

We're committed to working with our suppliers to improve modern slavery practices. If suppliers are not prepared to collaborate with us and we are unable to resolve concerns, where appropriate we will end the relationship – in accordance with our Supplier Code of Conduct.

#### Highest risk areas

<p><b>Computer and digital equipment</b></p> 	<p>These goods may be manufactured using conflict minerals (e.g. cobalt used in lithium-ion batteries) and/or forced labour by entities in earlier stages of their supply chains</p>
<p><b>Medical equipment and supplies</b></p> 	<p>These goods may have been produced using child, forced or indentured labour in the supply chain. Additionally, worker exploitation may also have occurred at earlier stages in the supply chain, for example in sourcing and harvesting raw materials such as natural rubber, steel and cotton</p>
<p><b>Sales and marketing merchandise</b></p> 	<p>Branded products and promotional merchandise (such as clothing, stationery, novelty goods and small electronics) sourced directly from overseas suppliers or indirectly via resellers from overseas suppliers pose potential for modern slavery risks</p>

## Sustainable supply chains

### Protecting our customer and employee data with third parties

Before bringing on board a new supplier or partner, we conduct a thorough assessment that seeks to identify any risks before they become issues. Employees are required to identify if the product or service will have any access to Medibank data or interact with any of our technology platforms; whether there are any health and safety considerations; and whether there are any potential media or regulation impacts.

### Good business

#### Indigenous procurement

We continued our partnerships with Supply Nation and the Indigenous Defence and Infrastructure Consortium (iDiC) to help grow our Aboriginal and Torres Strait Islander procurement opportunities.

We've also been working with a number of our big suppliers to positively influence their use of Aboriginal and Torres Strait Islander businesses as part of our broader supply chain. This year, we set ourselves a target with our print supplier, Finsbury Green, to identify \$50,000 in Indigenous business opportunities as part of the servicing of our contract.

Finsbury then worked with a panel of Indigenous suppliers like Position Promo, Geared Up Culcha and Printing With Purpose to supply print and promotional material for us. We've increased our target with Finsbury to \$75,000 for next year.

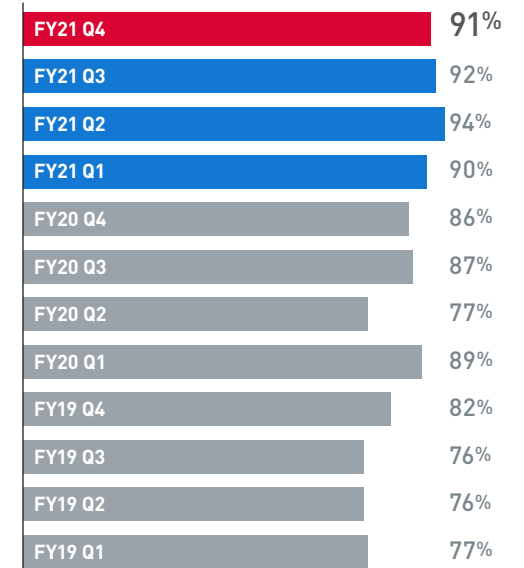
We will be setting new targets for our procurement spend with Aboriginal and Torres Strait Islander businesses as part of our new Reconciliation Action Plan, which we are now planning for.

### Paying bills promptly

As part of our commitment to be a good business partner, we work to pay our suppliers and partners on time. Our on-time payment report represents our performance in paying all of our suppliers against agreed terms.

We have also started reporting on our payment times for small businesses, in response to new legislation introduced this year.

#### On-time payments







Our sustainability achievements for the year relate directly to each of the Sustainable Development Goals we are working towards

Overview

Customer health

Employee health

Community health

Environmental health

Governance

Summary

# Summary



## Summary of sustainability achievements

3 GOOD HEALTH AND WELLBEING



Ensure healthy lives and promote wellbeing for all ages

### Material topics

- Affordable healthcare
- Trusted healthcare, customer-centred products and services
- Healthcare innovation, personalisation and choice
- Healthy and engaged communities
- Supporting mental health

### FY21 highlights

Provided c. **\$300m COVID financial support for customers** including returning \$103m in COVID permanent net claims savings to customers through premium relief



Extended the short-stay, no-gap model of care to **7** hospitals across the country

Partnered with **45** doctors to develop a new private hospital in Melbourne to extend short-stay, no-gap procedures



**c. 7,650** customers used Medibank at Home



Provided **347** virtual hospital beds

Invested **\$63m** in Myhealth medical group of GP clinics



Managed c. **2.5m** telephone and digital health interactions

Supported **20%** of customers going to hospital through Health Concierge

**133k+** customers engaged with a Member Health Service (+**51%** on FY20)



**370,197** COVID-related telehealth interactions

**c. 760k** Live Better Rewards and Activities interactions



**50k+** new parkrun participants

Launched **1<sup>st</sup>** Live Better Rewards preventative health blood pressure challenge



**Lowest average premium increase in 20 years**

Launched **Healthy Mind** website to connect people to mental health information and support



Trialled an innovative approach to staying healthy offering discount health and lifestyle services through ahm's The Good Stuff

**100k+** people utilised the Smiling Mind Families program

### Targets / next steps



Engage around **480k** customers in our Live Better Rewards and Activities, preventative health programs and any new care offerings developed

Expand support for the no-gap surgery program to new surgery types and new locations

Deliver our telehealth services through more digital channels and our customer apps and integrate them with other health services like primary care

Build new health and wellbeing offering for the next generation of health consumers

## Summary of sustainability achievements



**Achieve gender equality and empower all women and girls**

**Material topic**

- Diverse and inclusive workforce

**FY21 highlights**



**Women represent 51% of Group and senior leaders**

44% of our Board are women

0.0% gender pay gap

**27% of parental leave taken by men**



More than 70% of STEM roles in Medibank are held by women



**Employer of choice by WGEA, 6<sup>th</sup> year in a row**



Recognised in the top 3 Best Australian Workplaces for New Dads

Established confidential counselling service for Australian Federal Government parliamentary employees

**Targets / next steps**



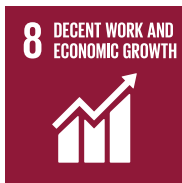
Ensure at least 40% of senior leaders and Board members are women

Maintain at least 40% women across our manager workforce

Improve the representation of men in our non-manager workforce

Review the gender pay gap annually to ensure it is no greater than 1%

Deliver online domestic and family violence training for our people and corporate partners



**Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all**

**Material topics**

- Sustainable supply chains
- Engaged purpose-led culture, attract and retain talent
- Healthy and safe workers
- Privacy and data security
- Corporate governance

**FY21 highlights**

**83% employee engagement**



64% of employees worked flexibly

25% increase in employees attending personal development courses

**Published 1<sup>st</sup> Modern Slavery Statement**



**Paid community leave and charity gift voucher donations to support employees to get COVID vaccinations**



Launched our Carers Support Network

**Targets / next steps**



Employee advocacy benchmark  
+24 place to work  
+19 products and services

Deliver \$15m in productivity savings in FY22

Expand our preventative healthcare programs to employees

Provide a market leading comprehensive and targeted support carers package to improve the engagement of employees with caring responsibility for elderly parents, or a person with a disability or chronic condition

# Summary of sustainability achievements



**Reduce inequality within and among countries**

**Material topics**

- Indigenous engagement
- Disability access and inclusion

**FY21 highlights**

**Increased to 33** the number of employees who identify as Aboriginal and Torres Strait Islander, **1%** of all Medibank employees

**64%** of employees participated in Cultural Awareness program

Launched our Aboriginal Employee Network

**Published our interim RAP report**



**10 years** partnering with the **Wadeye community in the NT**

Made 1800RESPECT information available in **37** languages

Improved access to 1800RESPECT for people with a disability

Ranked joint **2<sup>nd</sup>** on the Australian Network on Disability Access and Inclusion index

**Targets / next steps**

Deliver our **5<sup>th</sup>** Reconciliation Action Plan

Cultivate a disability confident culture leading to an increase in the representation and improved self-reported engagement of employees with a disability

Develop our **2<sup>nd</sup>** Accessibility and Inclusion Plan



**Take urgent action to combat climate change and its impacts**

**Material topic**

- Address climate change through environmental sustainability

**FY21 highlights**

**1<sup>st</sup>** climate scenario analysis

**Maintained our carbon neutral status for our scope 1, 2 and 3 emissions**

Launched sustainable procurement training module

**\$24.5m** invested in green bonds

Launched **1<sup>st</sup>** environmental Live Better Rewards challenge for customers

Ongoing commitment to low carbon domestic and international equity investments

**Targets / next steps**

Set short, medium and long-term science-based targets

Establish Net Zero targets and pathways

Maintain carbon neutral status for our scope 1, 2 and 3 emissions

Embed environmental sustainability into plans for our new Melbourne workspace



## Summary of sustainability achievements

17 PARTNERSHIPS FOR THE GOALS



Strengthen the means of implementation and revitalise the global partnership for sustainable development

### Material topics

- Contribute to public policy
- Ethical business

### FY21 highlights



**\$1.1m** invested in **11** health research projects with **35** organisations

Advocated for healthcare system reform

Partnered with University of Melbourne to research impact of out-of-pocket cost transparency on patients and doctors



5 years of partnering with the Grattan Institute

Worked with La Trobe University and the AFLW to help reduce knee injury among female footballers



Supported the Continuity of Care Collaboration #dontwaitmate campaign



### Community partnerships

- parkrun Australia
- Smiling Mind
- Feel Good Program, Brisbane
- Dr Michael Mosley and The Fast 800 Program
- Beyond Blue

### Aboriginal and Torres Strait Islander partnerships

- Wadeye community, Northern Territory
- Adam Goodes' iDiC (Indigenous Defence and Infrastructure Consortium)
- Supply Nation
- Australian Indigenous Doctors' Association
- Thamarrurr Indigenous Youth Corporation

### Targets / next steps



Increase investment on research that improves health experiences, outcomes and affordability for all Australians

**medibank**

Medibank Private Limited

ABN 47 080 890 259