

At HCF, we share a vision to make health care understandable, affordable, high quality and member centric.

In FY2018 we drove change within our organisation and the wider industry to deliver value and peace of mind for the 1.5 million Australians we cover.

As a not for profit we put our members' interests at the heart of what we do.

For an inside look at how HCF operates, please go to: hcf.com.au/governance

To see our full financial report go to: hcf.com.au/financialreport

To find out more about how we're putting your health first, please visit one of our locations, call **13 13 34** or go to hcf.com.au

YEAR IN REVIEW



FINANCIAL YEAR
2017-18



A YEAR OF SIGNIFICANT CHANGE

The private health insurance industry finds itself in one of the most complex periods facing the sector in decades. With significant regulatory reforms underway, an ever-changing political landscape and a challenging media environment to contend with, it has been a year of enormous change for the industry.

It's been a big year for change at HCF as well. My first year as CEO has been both challenging and rewarding, and I am proud to lead an organisation that has achieved so much in such a difficult period. In a contracting market we have been one of the few major funds to achieve membership growth, a testament to our single-minded focus on providing value to our members.

We've made significant strides towards achieving our 2020 vision to make health care understandable, affordable, high quality and member centric. I continue to believe that this vision addresses the biggest problems our members are facing in health care and sets us a truly aspirational target as an organisation.

We've invested considerably in building our capabilities, both in our people and systems. Project Phoenix, our business transformation project, is well underway and is the largest program of work the business has ever seen. Throughout its delivery it will fundamentally change the way we do business and ensure our staff have the right tools to provide an ideal member experience.

OUR MEMBERS AT HEART

The 1.5 million Australians we cover are at the heart of everything we do. I'm particularly pleased that in 2018 HCF had the lowest rate increase in 16 years and the lowest of the major funds. With affordability the number one issue for many of our members, keeping premiums as low as possible is an ongoing focus.

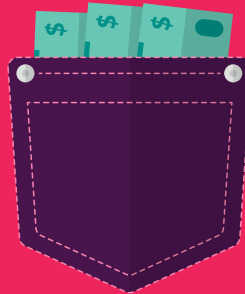
This year we launched HCF Thank You, our new loyalty program that rewards and recognises members with a range of offers and benefits. This is in direct response to feedback from our members asking to be recognised more for their loyalty and tenure with us.

We're proud to have received recognition in the past year from Canstar, winning the National Award for Outstanding Value in Health Insurance, as well as state awards across the country for our Hospital and Extras products. Some of our products were recommended by CHOICE® to consumers as providing great value for money. We're also pleased to have been re-certified to the International Customer Service Standard (ICSS), as well as having our outstanding customer service recognised by the Customer Service Institute of Australia (CSIA).

We also continue to support our members throughout their health journey. We're leading the industry in providing our members with vital information on cost and quality in health care through our partnership with Healthshare, our pilot on patient-reported outcome measures and the HCF Research Foundation's Low Value Care Report. These have all been critical foundations to ensuring our members are empowered in their health care decisions and ability to access quality care.

EMPOWERING OUR MEMBERS THROUGH:

OUR HEALTHSHARE PARTNERSHIP



PILOT ON PATIENT REPORTED OUTCOME MEASURES

Understanding health outcomes from the patient's perspective



HCF RESEARCH FOUNDATION'S LOW VALUE CARE REPORT



INVESTING IN OUR PEOPLE

During the year we aligned our organisational structure to our strategy to ensure we're able to deliver against our goals. With a new executive team now in place we're building on our capabilities throughout the business to drive us towards our 2020 vision.

Acknowledging that our people are our greatest asset, we have implemented a number of initiatives to ensure our staff are equipped to manage the immense amount of change they have experienced over the last 12 months. Our 'I'm HCF' culture program brought staff from all over the country together to be a part of the launch of the new organisational culture and hear about the roadmap for the future.

PREPARING FOR THE FUTURE

This year we extended our service offerings with the launch of a new business line through our Overseas Visitors Cover, our new My Family products with innovative single limit Extras, and with the ongoing expansion of the HCF Dental Centres.

Our HCF Catalyst program continues to lead the way in health technology innovation and we have numerous pilots up and running to start translating the innovation into meaningful outcomes for our members.

With such an uncertain environment before us we're constantly looking to the future to ensure we're setting ourselves up for success. We've been busy working with industry and government on the reforms process and more broadly to address sector-wide trends to ensure we are advocating for outcomes that are in the best interest of our members.

Sheena Jack
CEO, HCF



"All of our decisions, whether they are short, mid or long-term, are always in the interest of our members, who are at the heart of everything we do."

Robert Goaley
Chairman, HCF

OUR VISION IS TO MAKE HEALTH CARE UNDERSTANDABLE, AFFORDABLE, HIGH QUALITY AND MEMBER CENTRIC

OUR VALUES



Strong teamwork



Member focus



Personal accountability



Innovation and improvement



Integrity

INVESTING FOR MEMBERS' BENEFIT

Our focus is on members and operating our business efficiently to deliver the best outcomes for them, now and in the future. Our strong FY2018 financial results have helped us to deliver our lowest average premium increase in 16 years, the lowest of the major health funds and below the industry average.

THE NOT FOR PROFIT DIFFERENCE

This year we deliberately lowered our operating surplus as we invested in enhancing our products, increasing benefits payable and having the lowest premium increase in 16 years to give more back to our members.

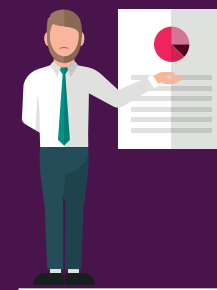
Being not for profit means we consciously make decisions in the best interests of our members, rather than for the benefit of shareholders.

INVESTING IN THE FUTURE

In FY2018 our operating expenses rose as we embarked on the most significant business and technology transformation in the last 20 years. This investment will improve our future efficiency, enable us to better meet member expectations, and offer even more innovative products and solutions.

HCF FUND FIVE-YEAR PERFORMANCE SUMMARY

ITEM	UNIT	FY2014	FY2015	FY2016	FY2017	FY2018	% CHANGE ON 2017	TREND
Policies		676,501	676,008	675,520	685,023	706,379	3%	
Earned contributions	\$'000	2,215,702	2,349,287	2,429,001	2,489,813	2,600,231	4%	
Total benefits payable	\$'000	2,066,928	2,124,097	2,116,421	2,190,008	2,313,268	6%	
Gross margin	(%)							
HCF		6.7	9.6	12.9	12.0	11.0		
Industry		12.6	12.9	13.9	14.0	14.2		
Operating expenses	\$'000	155,939	161,614	191,333	208,927	239,516	15%	
Underwriting surplus/(deficit)	\$'000	(14,243)	70,654	121,247	90,878	47,447	(48%)	
Other net income	\$'000	86,163	82,374	53,067	91,148	74,254	(19%)	
Operating surplus	\$'000	71,920	153,028	174,314	182,026	121,701	(33%)	
Net assets	\$'000	962,496	1,115,888	1,293,583	1,484,201	1,683,019	13%	



\$2.2b
PAID TO MEMBERS
IN HOSPITAL AND
EXTRAS CLAIMS

\$1.7b
NET ASSETS
↑13%

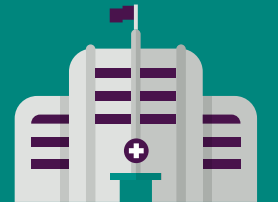


589,000
HOSPITAL ADMISSIONS COVERED

1 IN EVERY 5 MEMBERS

HAD 1 OR MORE HOSPITAL ADMISSIONS

\$1.7b
TOTAL HOSPITAL
EXPENDITURE



230
CORPORATE CLIENTS

↑22%



MEDICAL SERVICES IN HOSPITAL
(WITH NO OR KNOWN GAP)

HCF

99%

INDUSTRY
AVERAGE

95%

2018 PREMIUM INCREASE

HCF

3.39%

INDUSTRY
AVERAGE

3.95%

\$517m
PAID IN EXTRAS
BENEFITS

8.5m
EXTRAS SERVICES
COVERED



1,531,000
AUSTRALIANS
COVERED

↑3%



86,600
NEW POLICIES

↑18%



PUTTING OUR MEMBERS FIRST

As Australia's largest not-for-profit health fund, we always put our members at the heart of what we do. This year, we've continued to deliver exceptional service and improvements where our members can benefit most.



WE SAY THANK YOU

We're proud to have so many loyal members who've chosen us as their health partner. This year we launched HCF Thank You to recognise and reward their loyalty.

That's also why we created HCF Assist, a personal and health support phoneline, exclusively available to Diamond members 24/7, and to Ruby members during operating hours.

Our members have access to a great range of offers and rewards, from pet and travel insurance discounts, to savings from a wide range of national brands including Coles, Woolworths, Myer, David Jones, Booktopia, Goodlife Health Clubs, Rebel and many more.

\$500,000

SAVED BY MEMBERS



10,000

GIFT OR DISCOUNT REDEMPTIONS



244,000
DIAMOND
MEMBERS
25 OR MORE YEARS WITH HCF

HCF
THANK
YOU
DIAMOND

505,000
RUBY
MEMBERS
10-24 YEARS WITH HCF

HCF
THANK
YOU
RUBY

286,000
EMERALD
MEMBERS
5-9 YEARS WITH HCF

HCF
THANK
YOU
EMERALD

393,000
OPAL
MEMBERS
0-4 YEARS WITH HCF

HCF
THANK
YOU
OPAL

AWARD WINNING BRANCH DESIGN

Our flagship Sydney branch, on George Street, won Silver in the Sydney Design Awards as a world-class space to support the evolving needs of our members and provide an inclusive and welcoming experience.

The new branch design is based on member feedback, and includes increased privacy for conversations about members' health needs without compromising the open look and feel of the branch.

52
LOCATIONS ACROSS
THE COUNTRY



EXPANDING OUR DENTAL NETWORK

In line with our commitment to give members easy access to high quality, affordable oral health services, we've grown our HCF Dental Centre Network with five new centres.

In February 2018 we opened our first Melbourne Dental Centre on Collins Street. We now have 12 centres in our network across NSW, ACT and Victoria. These centres all contain state-of-the-art technology and hold the International Organization for Standardization certification, recognising consistent delivery of high standards of oral health care services.

Three of these centres are co-located with a branch, offering members a one-stop dental care and service experience - to make life a little easier.



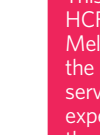
SATISFIED MEMBERS

We asked members visiting our Dental Centres to tell us how they feel about their experience and they've given us a 95% satisfaction rating.



Wow! Wow! Very impressed. Excellent environment. Friendly, professional, everything explained thoroughly and in a way I understand.

Allan, HCF member

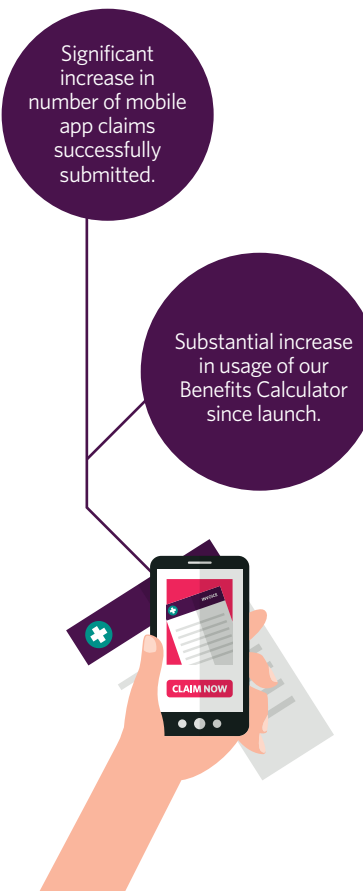


This is my second visit to the HCF Dental on Collins St, Melbourne. Staff are amazing, the location is excellent and all services are performed above expectations - I will be back, thanks team!

Vanessa, HCF member

IMPROVING THE CLAIMING PROCESS

We've made claiming even easier through improvements to our mobile app.



HERE TO HELP MEMBERS

Our 'Operation Wow' surveys allow us to check in with our members to ensure we're providing the best possible service after each interaction.

We're always striving to improve, and new initiatives are underway to make sure our members continue to receive the best possible service.

88%

SCORED US 8/10, 9/10 OR 10/10 FOR SATISFACTION WITH STAFF

132,000 HOURS
SPENT TALKING WITH OUR MEMBERS ON THE PHONE

1m
CALLS ANSWERED BY OUR CALL CENTRE

↑ 1.36%

66,000
Contact Us emails answered



53,000
calls answered by branches

CUSTOMER SERVICE EXCELLENCE

HCF is proud to have been re-certified to the International Customer Service Standard (ICSS) in 2018. And our outstanding customer service has been recognised by the Customer Service Institute of Australia (CSIA). We're finalists in two categories, and winners will be announced in November 2018.



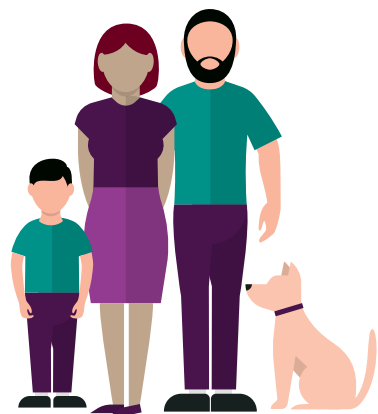
2017 SERVICE CHAMPION:
NOT-FOR-PROFIT CATEGORY

2018 FINALIST:

- CUSTOMER SERVICE ORGANISATION OF THE YEAR - LARGE BUSINESS
- SERVICE EXCELLENCE IN A LARGE CONTACT CENTRE

ANTICIPATING CHANGING NEEDS

We pride ourselves on understanding our members' needs, and adapting as those needs change. This year we launched a new product suite and business line to meet the needs of growing families and support overseas visitors.



CREATING NEW FAMILY PACKAGES

We understand family circumstances change and believe in offering maximum flexibility when it comes to choosing the right health cover.

The My Family packages are designed to suit the needs of growing families. They offer members affordable hospital cover, including pregnancy and birth-related services, and no excess for kids or accidents.

FLEXIBLE EXTRAS

We introduced a new flexible Extras design, so members can choose how to use their Extras up to the value of a 'single limit', allowing them to pick which services they want to use.

We've also introduced a range of support services like childbirth education, in-hospital or online through our partnership with Catalyst participant Birth Beat, antenatal and post-natal group physiotherapy, and breastfeeding support services through our partnership with the Australian Breastfeeding Association.



LAUNCHING OVERSEAS VISITORS HEALTH COVER

Whether here for short-term work, business, visiting family, or an extended holiday, temporary residents in Australia aren't usually covered by Medicare.

That's why we launched a new business line, Overseas Visitors Health Cover. Workers and visitors who'll be living in Australia for a period of time can enjoy the peace of mind that comes from knowing their health care needs will be met.

Members can choose from different levels of products to meet their hospital and extras needs.

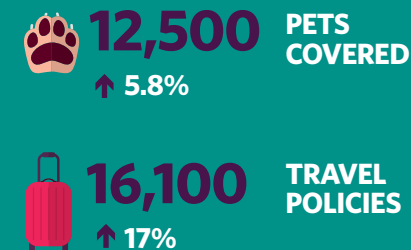
Our partnership with a national GP network is designed to help members pay no or minimal out-of-pocket costs and access quality medical services.

We understand the challenges of moving to a new country. So we've launched a 24/7 hotline, supported in over 145 languages. Members can use it to ask questions about their policy and to find a doctor, hospital or specialist and get help with personal support services.



PROTECTING MORE THAN YOUR HEALTH

This year has seen a significant growth in both pet and travel insurance policies.



And with our HCF Thank You loyalty program, we're helping our members save money:

Average annual savings by member type	Pet	Travel
DIAMOND MEMBER	\$75	\$71
RUBY MEMBER	\$73	\$71
EMERALD MEMBER	\$58	\$45
OPAL MEMBER	\$55	\$29

88,800

members eligible for complimentary travel insurance.

↑ 26%



HCF Pet Insurance is general insurance issued and underwritten by The Hollard Insurance Company Pty Ltd ABN 78 090 584 473 AFSL 241436, and is not part of HCF's health insurance business. Please do not assume that pet insurance and health insurance are similar. HCF Travel Insurance is issued by QBE Insurance (Australia) Ltd ABN 78 003 191 035 (AFSL No. 239545). HCF has obtained complimentary overseas travel insurance under a Master Policy issued by AIG Australia Limited (AIG), ABN 93 004 727 753, AFSL 381686.

INNOVATION AWARD

Our HCF Life Bounceback Cover won the Strategic Insights Direct Insurance Award for Innovation.



273,700
HCF LIFE POLICIES



HELP IN CASH

HCF Life's Cash Assist Insurance is designed to cover the life expenses your health insurance can't - offering a lump-sum cash payment when you need it most.

I have been an HCF member for many years, on and off over 30 years, and am impressed and pleasantly surprised how quickly and efficiently this was handled. Thanks and regards.

Andrew, HCF Life member



AWARD WINNING VALUE

Each year consumer advocacy group CHOICE® compares hospital policies that provide consumers with the best value for money, taking into account premiums, treatments covered and out-of-pocket costs.



We're proud that two of our hospital products were recommended in the following states and categories:

- **Basic Hospital** Recommended in: NSW, Qld, SA, WA, NT, ACT, Tas
- **Premium Hospital Without Excess** Recommended in: NSW, Qld, SA, ACT

Australia's biggest financial comparison site, Canstar, has once again recognised HCF with the: **National Award for Outstanding Value in Health Insurance.**

The recognition of our strong commitment to provide members with exceptional value for money is spread right across the country:

- **HCF Extras** NSW, NT, SA, Tas, Vic, WA
- **HCF Hospital** NSW, SA, Tas
- **HCF Hospital + Extras** NSW, NT, Qld, SA, Tas, WA

PROVIDING PEACE OF MIND

We're here to take some of the stress away during hospital stays so our members can focus on getting better. From children through to seniors, we support our members through every stage of life.

HELPING MEMBERS KEEP COSTS DOWN

We understand going into hospital can be a source of anxiety. That's why we launched our Preparing for Hospital website which explains how to prepare, what to expect in hospital and what aftercare you may need.

In FY2018 we expanded this to include more conditions and refined the cost indicator tool, to further enhance members' awareness of costs and what to expect for peace of mind.

We've continued to support our members through our partnership with Healthshare. This market-leading digital platform allows our members to find a specialist in our network with no or known-gap at a convenient location. This year we've expanded it to allow members to find Extras providers.

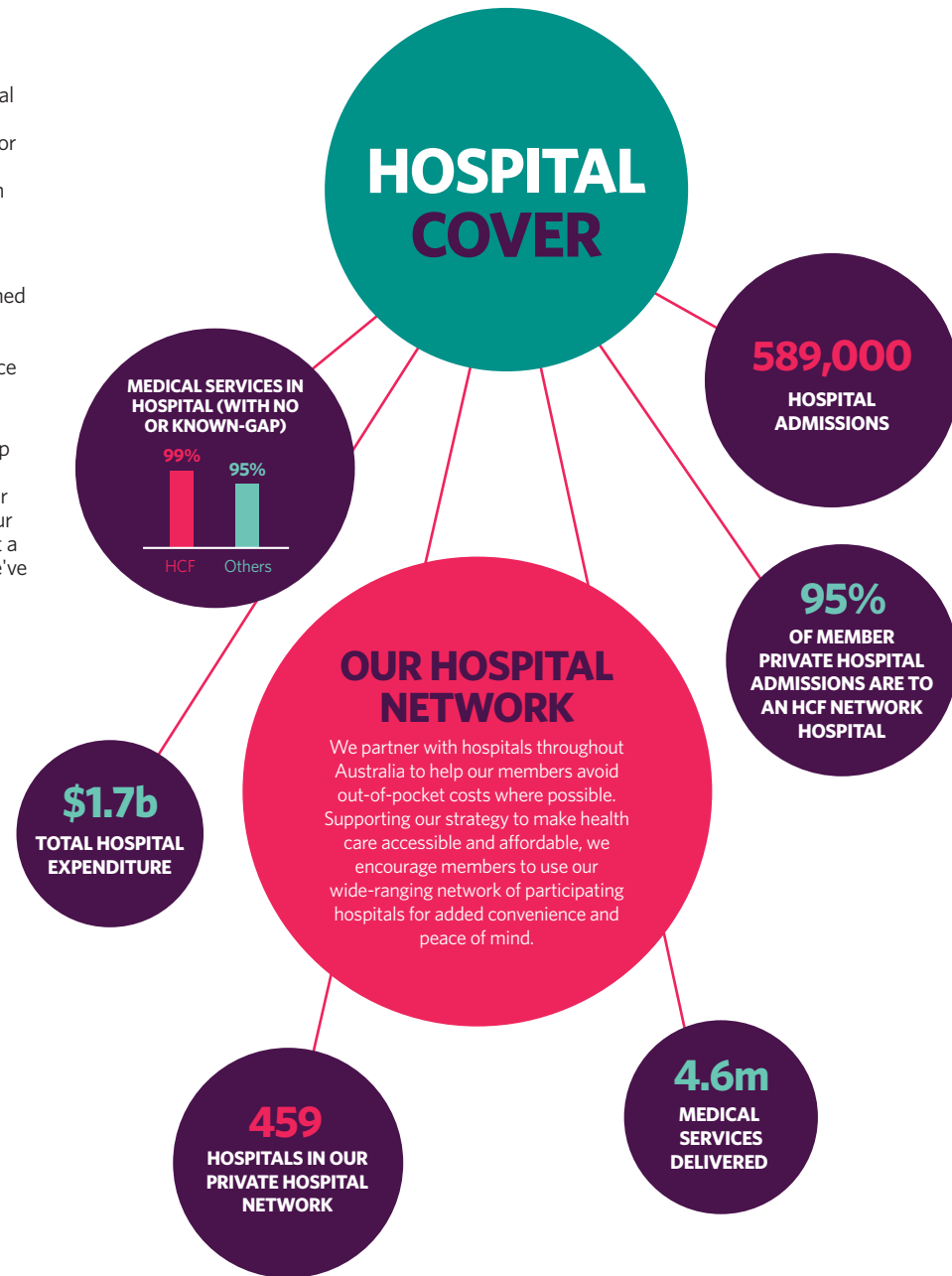
27,000

members have used Healthshare to find a no or known-gap medical specialists

OUTSHINING OUR COMPETITORS

The Australian Medical Association publishes an annual Private Health Insurance Report Card comparing the benefit amount paid out by various health insurers and the 2018 results show:

HCF RANKS 1ST IN 12 CATEGORIES, AND 2ND IN A FURTHER 6 CATEGORIES



EXCEPTIONAL SUPPORT WHEN MEMBERS NEED IT MOST

When our members had serious health issues and needed more support in hospital, we had them covered.



\$230,000

paid for one newborn member's stay in the intensive care unit



\$103,000

paid for a hip replacement for one member in their 20s



\$132,000

paid for one member's spinal, hip and vascular surgery and recovery



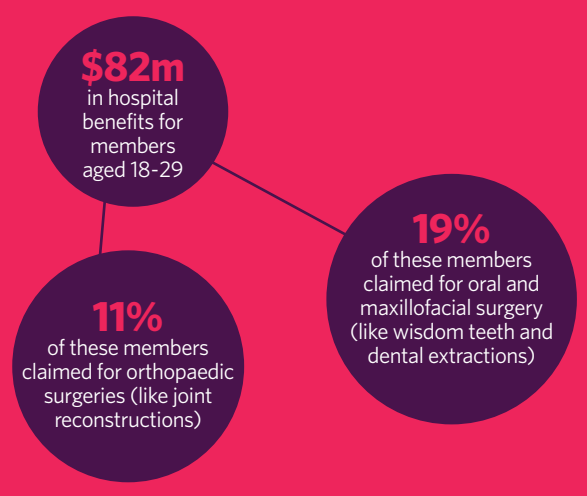
\$195,000

paid for one member's heart surgery and recovery

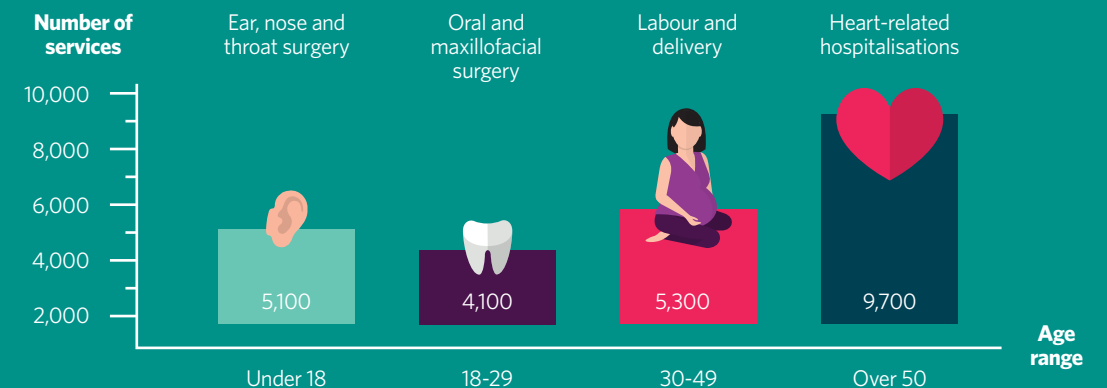
WHERE ARE OUR MEMBERS SEEING VALUE?

Age	Service	Amount
Under 18	average paid per baby in intensive care	\$6,400
18-29	average paid per member for psychiatric hospitalisation	\$19,000
30-49	average paid per member for labour and delivery	\$6,700
Over 50	average paid per member for joint surgery	\$21,000

DO YOUNGER MEMBERS GET VALUE FROM THEIR COVER?



COMMON REASONS MEMBERS USE THEIR HOSPITAL COVER



EXTRA VALUE FOR OUR MEMBERS

We've invested over \$8 million in increasing benefits and limits on Extras, so members get more back. We also grew our national provider network, continued to simplify claiming processes and introduced products with our new flexible Extras design.

SIMPLER CLAIMING

In FY2018, we streamlined the orthodontic claiming process to make it easier for members.

\$18.3m
PAID TO MEMBERS ON
ORTHODONTIC SERVICES



FULLY COVERED EXTRAS

Our *More for You* program is designed to give members a range of fully covered services on Extras at participating providers. By working with our extensive provider network we're enabling members to be proactive about their health and giving them peace of mind.

This year we expanded our *More for Teeth* program into NT and Tasmania to offer nationwide dental coverage to our members.



BRANCHING OUT FOR GREATER ACCESS

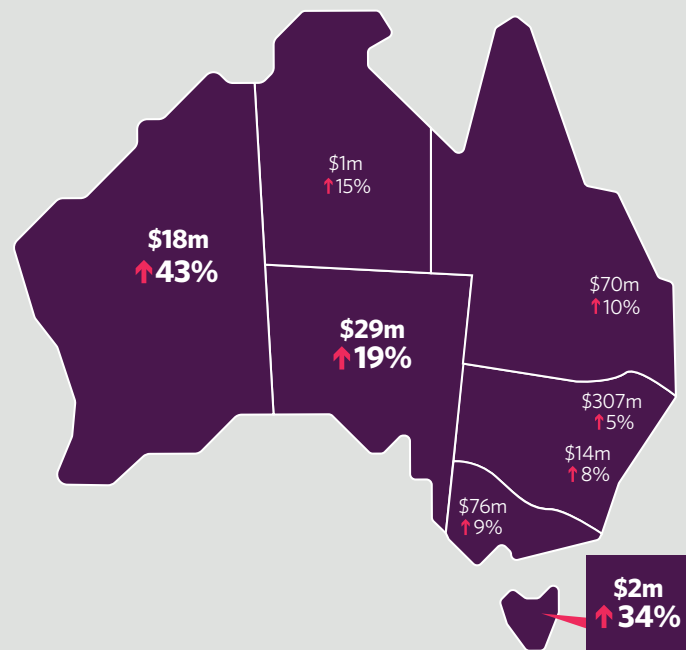
In FY2018 we grew our Extras provider network to reach even more Australians. We gave back more in benefits across the country than last year and helped members to cut down on out-of-pocket costs.

\$517m
PAID IN EXTRAS
BENEFITS

8.5m
EXTRAS SERVICES
COVERED

20,000
PARTICIPATING PROVIDER
LOCATIONS ACROSS
AUSTRALIA ↑5%

EXTRAS BENEFITS PAID BY STATE FY2018



\$85.4m
PAID FOR OPTICAL SERVICES

892,000
OPTICAL SERVICES DELIVERED

\$5.1m
PAID FOR HEARING AIDS
AND AUDIOLOGY
SERVICES

6,000
HEARING AIDS AND
AUDIOLOGY SERVICES
DELIVERED

\$305.8m
PAID FOR DENTAL
SERVICES

4.3m
DENTAL SERVICES
DELIVERED

602,000
DENTAL SERVICES
DELIVERED IN HCF
DENTAL CENTRES

\$28.7m
PAID FOR CHIRO AND
OSTEO SERVICES

1.0m
CHIRO AND OSTEO
SERVICES DELIVERED

\$42.6m
PAID FOR PHYSIO SERVICES

1.3m
PHYSIO SERVICES DELIVERED

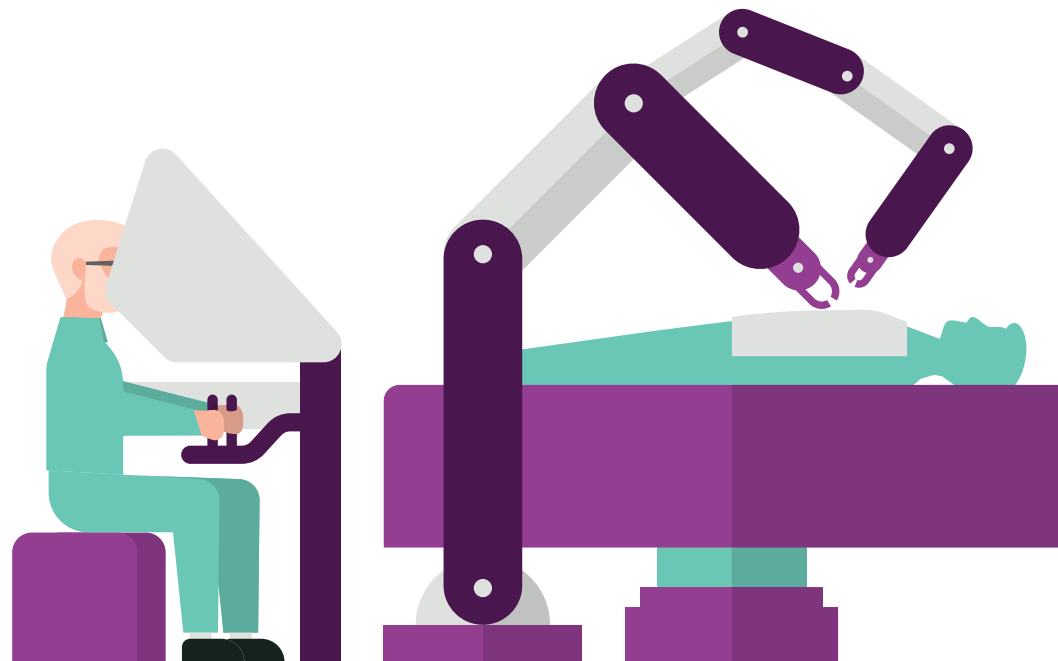
\$7.5m
PAID FOR PODIATRY
SERVICES

258,000
PODIATRY SERVICES
DELIVERED



INNOVATING IN HEALTH CARE

We're investing in the health of our members by partnering with innovators in health care technology. Through our Catalyst program we're helping start-ups and scale-ups transform their inventive health and wellness ideas into investment-ready businesses that deliver tangible benefits not only to our members, but all Australians.



1,303 attendees at Demo Days	693 applications made	\$9.5m invested by HCF and investors
143 pitches made	29 start-ups and scale-ups participated	\$40m so far start-up value

INVESTING IN INNOVATION

Since Catalyst's launch in 2016 we've been committed to supporting solutions for the future. In 2018, we had 10 graduate start-ups and scale-ups, taking their final step in hoping to disrupt the health care industry:

Vantari VR: Builds tools to enable new ways to visualise, interpret and understand medical images by pulling together cutting-edge rendering technology to take medical imaging into virtual reality.

Birth Beat: Online antenatal education to prepare families for birth.

Consentic: Captures the patient consent process electronically for the first time in Australia, enabling informed consent which is crucial for safe and ethical medical practice ahead of surgery.

Overwatch by Soldier.ly: The world's first smart app designed to reduce the incidence of veteran suicide, by monitoring and managing anxiety, stress and PTSD.

Freedom From Chronic Pain: Disrupts the management of chronic pain and fatigue with 'mind-body' psychotherapy techniques delivered online.

Meksi: Simulation-based online learning for medical students and health professionals that facilitates consistent, high quality medical education.

Dresden: Australian-made, eco-friendly modular eyewear system, with glasses made on the spot in just 15 minutes at an affordable price point.

SleepFit: Provides digital sleep health programs for employers to improve their employees' sleep outcomes through personalised awareness, education, diagnosis and treatment.

Boundless: Connects members with their health and life insurers directly through a conversational, artificial intelligence health platform that puts the focus of insurance on helping members live a healthy, happy life.

MyHealth1st: Connects patients with their health providers directly through a trusted digital platform to find health providers and schedule appointments 24/7.

BILLY

Billy (formerly Curo) provides families with the comfort of knowing their elderly loved ones are safe.

Using a series of sensors strategically placed around the home, different activity types are monitored, such as movement and opening/closing doors. The results are transmitted to a phone app, enabling family members to quickly identify any changes in behaviour which may be of concern.

Billy provides an easy-to-digest snapshot of recent activity with customisable notifications to give loved ones a real-time alert on the activities that matter most.

Launched by brothers Tim and Matt McDougall, who recognised the need to monitor the wellbeing of their grandfather, Billy is one of the first cohort of HCF Catalyst start-ups.

Billy, in conjunction with HCF, is running an in-home monitoring trial service for our members aged 65+ living alone in Melbourne and Sydney. The trial has been operating successfully for over 12 months and will continue until early 2019.



RESEARCH FOUNDATION FOCUS AREAS

With a commitment to improve the delivery and efficiency of health services in Australia, the HCF Research Foundation funds research projects that focus on new ways to provide high quality accessible care to improve patient outcomes.

End of life care: Multidisciplinary programs that assist patients to die in the comfort of their home.

Clinical registry data: Use of registry data to directly improve patient outcomes.

Mental health care: Programs that provide the most effective outcomes for patients.

LOW VALUE CARE REPORT

In 2018, the HCF Research Foundation produced the report *Measuring low-value services in HCF data: 2015-2017*. The Foundation, a leader in research in this area, looked at 21 procedures defined as low-value – where cost outweighs the predicted benefit. This report, gaining traction in the media and raising public awareness, has shone a light on ineffective procedures, and supports our aim to educate our members and help reduce their out-of-pocket costs.

This report isn't only helping members but translates to health care system-wide savings for all Australians, arming them with the information they need to make the best decisions regarding their health.

Our cohorts have contributed to high quality health outcomes and improvements in the following areas:

mental health	cancer care	cardiac rehabilitation
elderly care	hospital efficiency	pain management
childbirth education	medical education	fitness



\$18.4m

INVESTED BY THE FOUNDATION SINCE ITS INCEPTION IN 2000



EMPOWERING A HEALTHY COMMUNITY

At HCF, we understand that a healthy society is made up of healthy individuals. Our community partnerships and campaigns are focused on promoting healthy choices. Through education, we strive to reduce the rate of preventable disease, and help people live their healthiest life.

STARTING A HEALTH CONVERSATION

Our Health Hub campaign brought our commitment to good health to the wider community. We used a roving Veggie Van as part of an interactive learning experience including body bio scans, a health quiz and veggie sticks.

To bring Health Hub to life we worked with our partners the Sydney Swans, GIANTS Netball and Mother's Day Classic to host the experience at 16 different events.

32,000

one-on-one engagements delivered by the Health Hub

1.4 tonnes

of fresh veggie sticks given away

26,000 mins

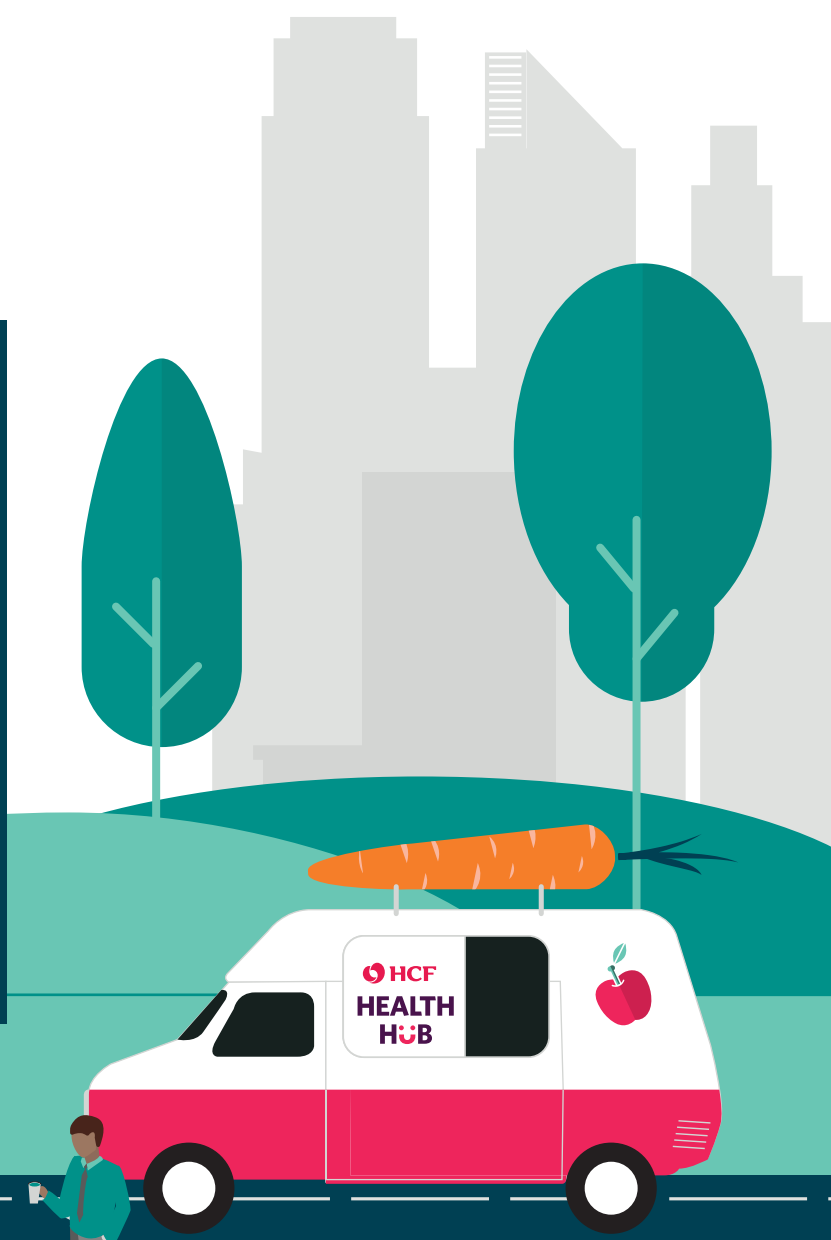
worked by our friendly staff across 16 events

61% of people

felt more positively about HCF as a result of the experience

674km

travelled by the Veggie Van



CHAMPIONING NETBALL

We believe in creating healthy futures for all Australians. As GIANTS Netball's Principal Partner we're encouraging Australians to lead more active lives and invest in a sense of community. The players are role models, not just as elite athletes but as women in sport. People look to them for inspiration – teamwork, leadership, performance, health or simply a way of being.



We love these amazing strong sportswomen who inspire my three daughters to be healthy and strong team players in netball and life.

HCF member, GIANTS Netball fan

RAISING BREAST CANCER AWARENESS

131 HCF STAFF & MEMBERS

participated in the Mother's Day Classic fun runs in support of our partnership with the National Breast Cancer Foundation. Together we contributed to the goal of putting an end to breast cancer deaths in Australia by 2030.

SUPPORTING HEART HEALTH

We partner with the Victor Chang Cardiac Research Institute to offer free heart health checks for members around the country.



47,000

members tested since 2012

77%

didn't know their cholesterol

7,900

members tested in FY2018

36%

were recommended a visit to the GP

FREE ACCESS TO HEALTH CHECKS

71,800

FREE HEALTH CHECKS PROVIDED IN FY2018

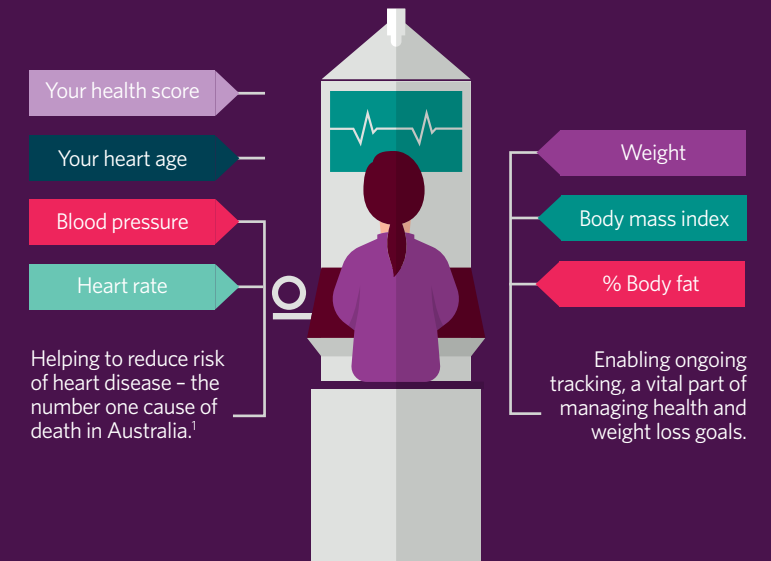
4 MINUTES

is all it takes for members and non-members to check their health.

15 HCF HEALTH STATIONS

are used in branches and kiosks around Australia using self-serve, state-of-the-art technology. These health stations also send users a follow-up report.

We're making it easier than ever for people to check the state of their health and take action.

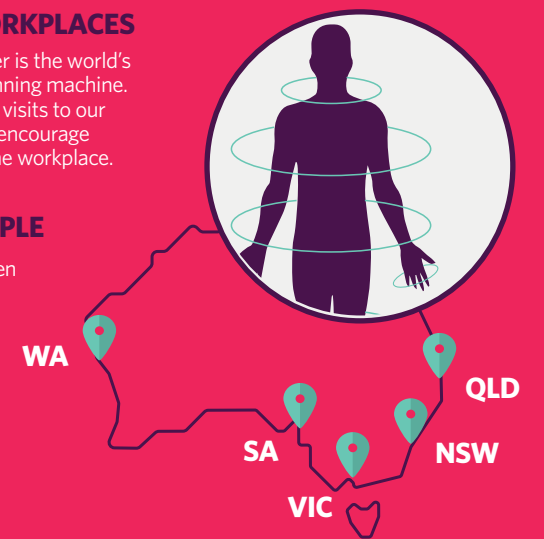


HEALTHIER WORKPLACES

The Evolt body scanner is the world's first intelligent bioscanning machine. We've been using it in visits to our corporate partners to encourage health awareness in the workplace.

5,000 PEOPLE

were scanned and given a report on a range of health measures – awareness is key to better health.



¹Leading causes of death, Australia, 2016

THRIVING AS A TEAM

We believe health is not for profit. Our staff are dedicated to delivering on this promise to our members. We're committed to the wellbeing of our people who tirelessly work to make our organisation a success.



HEALTHY STARTS WITHIN

The health and wellbeing of our staff is essential for maintaining a positive and productive workplace. We've built a corporate culture that promotes good health, with a range of staff benefits, incentives and activities.



10,000 STEPS

We challenged HCF staff to walk 10,000 steps a day in an 8-week initiative to get our people moving. More than 300 team members walked a total of

90 MILLION STEPS

HEALTHY MIND

All staff have access to a free and confidential counselling service as part of our Employee Assistance Program. We're here to help support our staff's wellbeing in the office and in their personal lives.

SUPPORTING PARENTS

We support HCF parents with a generous paid parental leave scheme and a 12-month subscription to online portal Parents At Work to help them transition back to work.

MOTHER'S DAY CLASSIC

We sponsored HCF team members to participate in the Mother's Day Classic Fun Walk/Run which helps raise funds for breast cancer.



RUNNING FOR A CURE

We supported our staff in entering the City2Surf run, contributing to the Cure Brain Cancer Foundation.

KEEPING HEALTHY

360 STAFF had their flu vaccination paid for to protect them during winter.

SAVING ON HEALTH

To help our staff make health and wellbeing a priority they receive discounts on HCF health and travel insurance.

HEALTHY HEARTS

200 STAFF participated in free Victor Chang Heart Health Checks.

We helped them take action on their results by paying for access to the Susie Burrell Shape Me Kickstart program – a 2-week healthy eating plan with recipes.



INVESTING IN OUR TEAMS

With ongoing training, education and development, we're continually investing in our most valuable asset – our people.

As technology evolves, and new skill sets are required, we're committed to equipping our staff with the expertise they need to ensure we remain a leader in our industry.



\$2.7 MILLION
SPENT ON TRAINING



12,400
COMPLETED ONLINE COURSES

HEALTHIER WORKPLACE

We've now completed the refurbishment of HCF House, our Sydney CBD office. The redesign of this flagship building in the middle of the city, along with our call centres in Parramatta and St Leonards offered us an opportunity to show our commitment to sustainability.

We're working towards establishing our 4-star NABERS energy rating to make as positive an impact on the environment as possible.

CELEBRATING OUR CHAMPIONS

Our people are vital to our success. This year we introduced the HCF Excellence Awards to celebrate their achievements and thank those who have made an outstanding contribution.

The inaugural awards will recognise exceptional individuals and teams in 7 categories:

STRUCTURING FOR SUCCESS

We're committed to ensuring our organisational structure aligns to the delivery of our 2020 strategy.

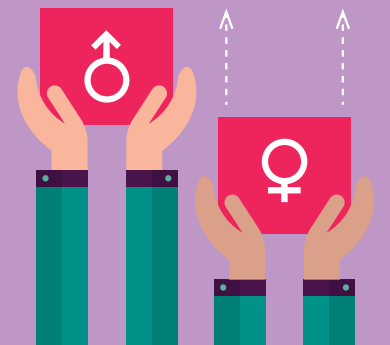
In FY2018 we revised our organisational structure model, which is built around 4 key themes:

- enhancing the member experience
- growing our business
- providing health and wellbeing services for our members
- building the future by developing strategic initiatives.

LEADING THE WAY TO CLOSE THE GAP

We're taking the initiative to help close the superannuation balance gap between women and men.

As part of our commitment to the long-term financial wellbeing of all staff, we introduced the payment of superannuation contributions for up to 52 weeks of unpaid parental leave. It's a key strategy in helping retain high-quality staff and achieving greater gender equity.



I'M HCF

In FY2018 we launched our 'I'm HCF' cultural change initiative. Key achievements include:

- implementing a new competency framework for all staff, including leadership and management focus areas
- establishing staff recognition guidelines and introducing our HCF Excellence Awards

- providing coaching training to over 200 employees
- improving communication through cross-functional collaboration
- introducing frameworks to support better executive and leadership team collaboration.

I'M HCF (individual)

INNOVATION AWARD (either individual or team)

OUTSTANDING MEMBER SERVICE AWARD (team)

OUTSTANDING MEMBER SERVICE AWARD (individual)

EXCELLENCE IN LEADERSHIP AWARD (individual)

TEAM OF THE YEAR (team)

CEO AWARD (either individual or team)

