

Diversity and inclusion

Annual Report 2014



The 2014 Australia Post Diversity and Inclusion Annual Report provides an overview of our workforce diversity profile, key initiatives and performance against our four indicators: gender, Indigenous Australians, people from culturally and linguistically diverse backgrounds and people with disability. This report is presented to the Minister for Broadband, Communications and the Digital Economy and complies with the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

Please note:

- The diversity metrics presented in this report do not include StarTrack employees because at this stage, StarTrack does not capture compatible diversity data. Over 2014-15, StarTrack employees will be encouraged to complete diversity profiles so that next year we can report on diversity across our entire business.
- The say2action engagement scores included in this report refer to our Net Engagement Score. This is Australia Post's new measure which examines our employees' engagement in greater detail and allows us to focus on the things that matter most during our transition. Accordingly, the engagement scores reported in this document should not be directly compared to the engagement scores recorded in last year's Annual Report.

Cover image

Mikayla White, Postal Services Officer, Retail Services

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Diversity and inclusion



“Our commitment to diversity is about much more than just ‘doing the right thing’. There is lots of evidence showing that businesses with a diverse talent pool make better commercial decisions. They outperform mono-cultural or male-dominated businesses on all of the important metrics of success: sales performance, profitability and customer service. And, when you think about it, that makes perfect sense. The best decision-making occurs when you bring together people with different skills and experiences. It gives you the opportunity to hear fresh ideas and try new approaches.”

Ahmed Fahour Managing Director & Group CEO

Our Year in Review



Our diversity profile

1.5% Aboriginal and Torres Strait Islanders

38.9% women

23.0% people from culturally and linguistically diverse backgrounds

6.9% people with disability

According to our say2action engagement survey

70% of our workforce believes Australia Post values diversity

A “fair go” for our people

For Australia Post diversity is about giving all our people a “fair go” by encouraging an inclusive and respectful culture. Not only is promoting diversity and inclusion the right thing to do, it makes good business sense. A truly diverse Australia Post will enable us to better connect with our customers and the community, foster greater innovation, improve employee engagement and increase our overall business performance.

This year Australia Post continued to develop and deliver a range of diversity programs and initiatives focused on building and leveraging a workforce that truly reflects the customers and communities we serve. According to our say2action survey, 70 per cent of our workforce believes that Australia Post values diversity. This compares to the Australia and New Zealand benchmark of 69 per cent, indicating that our investment in diversity is having a positive impact.

Our journey together – commitment to reconciliation

As part of National Reconciliation Week in May 2014, we launched our third Reconciliation Action Plan (RAP), which coincides with our 25-year formal commitment to enhancing the wellbeing of Aboriginal and Torres Strait Islanders. Through our RAP we have committed to a series of actions relating to the themes of building relationships, enhancing respect and improving opportunities for Aboriginal and Torres Strait Islanders.

Currently we employ 493 Aboriginal and Torres Strait Islanders (including 18 trainees), which represents 1.5 per cent of our workforce. This is a decrease from the previous year where Aboriginal and Torres Strait Islanders represented 1.6 per cent of employees. As an organisation, we are determined to turn this trend around and have set ourselves a three-year goal to increase our Aboriginal and Torres Strait workforce to 2.5 per cent, which reflects the national population. In line with this, we launched a national recruitment campaign encouraging and supporting more Aboriginal and Torres Strait Islanders to apply for our existing vacancies. Since the launch we have already seen a significant increase in the number of Aboriginal and Torres Strait Islanders placed into Australia Post roles. We have also increased our level of commitment to current Aboriginal and Torres Strait Islander employees by providing further development and career opportunities.

Building our female talent pipeline

Over the past four years we have seen a considerable increase in the number of women holding leadership positions across our organisation. Our female leaders now make up 36.2 per cent of management roles (up from 32.1 per cent in 2010 when targeted development programs were introduced for women) and 34.1 per cent of executive positions (up from 21.4 per cent in 2010). In 2013–14 we continued to focus on building our female talent pipeline through a range of programs including:

- **mymentor:** a self-paced personal and career development program offered to our award-level female employees
- **Xplore:** a leadership and career development program for our female managers
- **tenprogram:** a mentoring program matching 10 of our high-potential women with 10 of our Management Committee members
- **Horizon:** a leadership development program focused on accelerating our most talented women into General Manager roles within the next two years.

In March 2014 we celebrated International Women’s Day hosting events across the nation. Our theme was “inspiring change” and we invited a number of dynamic women from business, community and sport to share their motivational stories with our employees.

Building awareness and improving access for people with disability

Through implementing our Accessibility Action Plan, we have continued to take a lead role in improving accessibility for all Australians with disability. This year we launched the Real Stories Project, which is focused on capturing and sharing uplifting stories about people with a disability who work at Australia Post. One of these stories has been made into a short film, which will be used to continue to build disability awareness throughout Australia Post and be shared as a case study with other organisations. People with disability (PWD) currently represent 6.9 per cent of our workforce.

Embracing cultural diversity

Twenty-three per cent of our workforce identify as being from a culturally and/or linguistically diverse background. Our people represent 137 different nationalities and speak more than 65 languages. Although we reap the benefits of cultural diversity every day, we formally celebrated our rich cultural diversity in March by participating in A Taste of Harmony, an event that encourages our employees to share food and stories from different cultures at their workplace.



One of the most culturally diverse workforces in Australia

32,499 employees

137 nationalities

65+ languages

Aboriginal and Torres Strait Islander Australians



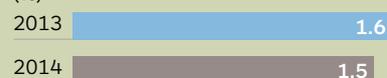
Highlights

- Development and launch of third Reconciliation Action Plan (RAP)
- Introduction of adult-based part-time and full-time traineeship program
- Continuation of School Based Traineeship program
- Launch of Aboriginal and Torres Strait Islander recruitment campaign
- National Aborigines and Islanders Day Observance Committee (NAIDOC) celebrations

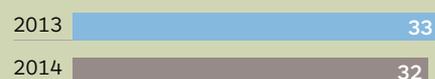
Outlook

- Implementation of the RAP key initiatives
- Focus on converting Aboriginal and Torres Strait Islander trainees to ongoing employment
- Develop cultural education and awareness training program for all employees

Aboriginal and Torres Strait Islander employees (%)



Aboriginal and Torres Strait Islander supervisors



Reconciliation Action Plan 2014–17

This year represents 25 years of Australia Post's formal commitment to improving the social and economic wellbeing of Aboriginal and Torres Strait Islander peoples and communities. During this time we have made significant progress in providing meaningful employment and career opportunities for Aboriginal and Torres Strait Islander people.

Over the past seven years we have seen a gradual decline in the percentage of Aboriginal and Torres Strait Islander employees at Australia Post. Currently we employ 493 Aboriginal and Torres Strait Islander people (including 18 trainees), which represents 1.5 per cent of our workforce. We know that offering meaningful employment is a positive step towards reconciliation. We also realise the benefits of building a workforce that is more reflective of our customers and communities. Accordingly, our new RAP is centred on our three-year commitment to increase our Aboriginal and Torres Strait workforce to 2.5 per cent, which reflects the national population.

On 30 May 2014 Ahmed Fahour, Managing Director & Group CEO of Australia Post, launched our third RAP during National Reconciliation Week. Also speaking at the launch was the Hon Alan Tudge, Parliamentary Secretary to the Prime Minister, and Melinda Cilento, Co-Chair of Reconciliation Australia. We were also fortunate to hear from some of our Aboriginal and Torres Strait Islander employees about their experiences of working with Australia Post.

National RAP launch events

In addition to the official launch, Chris Heelan, National Indigenous Manager, and local Indigenous Employment Consultants partnered with senior state and territory Australia Post leaders to host local events across the country. The events were aimed at sharing the importance and commitment of the RAP with staff and key community stakeholders.

“The RAP launch held in South Australia was a great success. I was proud to see so many staff from all parts of the business come together. I want to acknowledge our Indigenous staff members from across the business who joined us in this special event.”

Maria Payne,
HR Business Partner Retail Services SA/NT/WA

Developing the RAP

To inform the development of our RAP, focus groups were held in Brisbane, Perth, Melbourne, Adelaide and Sydney. This provided the opportunity to gather feedback from our Aboriginal and Torres Strait Islander staff on the 2012–13 RAP as well as seek input to inform new initiatives. Employees who were unable to attend these forums were invited to respond via email. Information gathered was invaluable and ensured that the voices of our Aboriginal and Torres Strait Islander workforce are central to our 2014 RAP commitments.



Aboriginal and Torres Strait Islander base-grade recruitment campaign

The central Recruitment and Diversity teams have been working closely with the business to launch the Aboriginal and Torres Strait Islander national recruitment campaign for our base-grade hiring needs. We've re-engineered how we recruit at this level to ensure an equal opportunity for Aboriginal and Torres Strait Islander candidates who apply to work at Australia Post. Key to this is the engagement of Vocational Training and Employment Centres (VTEC) in each state which support Aboriginal and Torres Strait Islander candidates to be better prepared to meet our selection criteria. Once these individuals are placed VTEC continues to support them by providing mentoring to ensure they have a strong chance of success in their new role.

Since the campaign launched in June 2014, we have already seen a significant increase in the number of Aboriginal and Torres Strait Islander candidates applying for and being placed into permanent roles. We will continue this campaign as we strive towards building and strengthening our Aboriginal and Torres Strait Islander workforce.

2014 National NAIDOC Week

NAIDOC Week is a time to celebrate Aboriginal and Torres Strait Islander history, culture and achievements. This year the NAIDOC theme was Serving Country: Centenary & Beyond. Australia Post participated at the national NAIDOC awards and ball held on the Gold Coast, Queensland, in July. We were proud to host two tables of Aboriginal and Torres Strait Islander employees, business partners and suppliers.

Australia Post again participated in local NAIDOC events across the country, providing valuable information to the community on opportunities for employment, and sharing Australia Post's ongoing commitment to work in partnership with our Aboriginal and Torres Strait Islander peoples and cultures.



Aboriginal and Torres Strait Islander Australians

Employment through Aboriginal and Torres Strait Islander Traineeship Program

The Australia Post Aboriginal and Torres Strait Islander Traineeship Program began in 2007 offering opportunities for Aboriginal and Torres Strait Islander school-based students (year 11 and 12s) in mail facilities and retail outlets in Queensland and New South Wales. This program has expanded to become a national program and now, for the first time, includes adult traineeships (full and part-time), providing even more opportunities for our communities across Australia.

All trainees are provided with the education and experience they need for the career they want. The benefits for Australia Post include the ability to employ people who have been trained specifically for a career at Australia Post.

The key objectives of our trainee programs are to:

- prepare Aboriginal and Torres Strait Islander people for the workplace
- provide on-the-job development supported by educational programs resulting in accredited, formal qualifications
- create a talent pipeline with a pathway to real employment opportunities and a career with Australia Post.

As part of our 2014–17 RAP commitments we will continue to increase our investment in the traineeship program. In 2014-15 we will provide 30 school-based and 45 adult traineeships.



Supply Nation partnership

Australia Post continues to be a partner of Supply Nation, connecting with and procuring more services from Aboriginal and Torres Strait Islander businesses and suppliers. This year, we engaged Melbourne-based Indigenous business Marcus Lee Design to work with us on the design of our RAP publication. We also used Adelaide-based Indigenous owned and operated business Print Junction to print our 2014–17 RAP documents.

Aboriginal and Torres Strait Islander Christmas Casual employment

Australia Post implemented a highly successful diversity initiative to increase the number of Aboriginal and Torres Strait Islander participants in the 2013 Christmas Casual employment program. Through a collaborative partnership between Diversity and Inclusion, Central Recruitment and our operational facilities, we were successful in sourcing and filling 35 casual roles with Aboriginal and Torres Strait Islander candidates. A number of these casuals have since been offered ongoing employment with Australia Post.



Celebrating NAIDOC Week – Dandenong Letter Centre

Since 2008, a group of Aboriginal and Torres Strait Islander staff at Dandenong Letter Centre (DLC) in Victoria has been involved in a program of painting to celebrate NAIDOC Week and to share their artistic and creative talents with all the staff.

Beginning with small individual canvasses that were displayed for a short period, the painting program has now become a permanent fixture at DLC. Over the last three years the staff have painted a number of large panels on one of the corridors at the centre. During NAIDOC Week 2014, they unveiled the newest contributions of the artists to their families, DLC staff and management.

The paintings depict major events in the artists' lives and celebrate their history and culture. The paintings are vibrant, moving, intricate and expressive. Our talented artists are pictured above from left to right – Andrew Hearn, April Carter, Wayne Wilson, Johan Lovett, Sandra Walsh, Freddie Andrews and Vinnie Anau.

Wayne Wilson, on behalf of the artists, said that, "It's been great for the group to have the opportunity. It's a good way to express our creative talent and we are fortunate to be a part of DLC".



Bayden turns school based into fast paced as he looks forward to delivering mail on a motorbike

Bayden Lemon's workday begins at 6.15 am to ensure that the residents of Salisbury WA receive their mail on time. This focused and highly valued Australia Post employee began his career as a school-based trainee in 2011 supported through the Prime Minister and Cabinet Aboriginal Apprenticeship Program (AAP). Bayden is now a permanent part-time employee, working up to 35 hours a week.

Bayden completed Year 12 and attained Certificates II and III in Logistics and Warehousing. With the AAP's continued support, he will shortly add a motorbike licence to his qualifications. While a school-based trainee, he began working with Australia Post one day a week at the Salisbury South Business Hub and gained experience in all work areas, including customer service on the front counter, depot bag drop rounds, foot delivery, parcels and mail delivery.

"Obtaining the licence will allow Bayden to travel further in his rounds and cover other postal workers' rounds when needed," Paul McKeown, Delivery Manager Salisbury South Business Hub, said. "The course covers both practical and theory and will be in addition to the Honda rider training provided by Australia Post." Paul is very proud of Bayden. He says the young man enjoys a great working relationship with his co-workers at the hub and will always offer assistance or ask for additional work if he completes his own duties early.

"I really enjoy my work," Bayden said. "I am inside for the first three hours sorting my own deliveries and then outside riding my motorised push-bike for another four hours. My Mum is really supportive and encouraging of my work too."

rapup newsletter

Australia Post distributes a newsletter *rapup* to all our Aboriginal and Torres Strait Islander employees. Now in its second year of publication, *rapup* provides regular information on progress and implementation of the Australia Post RAP; it shares stories from our workforce and highlights the success of our programs. The newsletter is a valuable means of providing regular and accessible communication to our geographically dispersed Aboriginal and Torres Strait Islander employees.



25 years of commitment at Australia Post - Our journey together

Australia Post will launch our third Reconciliation Action Plan (RAP).

Welcome to the first edition for 2014 of *rapup*, Australia Post's quarterly newsletter for our Indigenous employees. Firstly, we would like to personally introduce ourselves to you. Chris Heenan (National Indigenous Manager): "I joined Post in late November 2013 from the AFL. I am already fortunate to have met a number of you and I am so excited about the prospect of us working together to ensure Post becomes an Employer of Choice for Indigenous Australians."

Lauren Jauncey (Head of Diversity & Inclusion): "I also joined the Diversity team in late November. I have worked for Post for 5 years but this is by far the most exciting, challenging and rewarding role of my career. Personally, I am strongly committed to ensuring we build sustainable and rewarding careers for our Indigenous employees."

The *rapup* provides us with an opportunity to share the activity and stories of our Indigenous employees across Australia. It is also a means of updating you on our progress against our current Reconciliation Action Plan (RAP) as well as the development of our new RAP, which is now well underway.

During Reconciliation Week in May this year, Australia Post will formerly launch our 3rd Reconciliation Action Plan. It is essential that your voices and stories are reflected in this RAP. Accordingly, we have been conducting focus groups across the country to seek your feedback and ideas. For those of you who have contributed we thank you for your invaluable input. For those of you who haven't had the opportunity to contribute yet, we strongly encourage you to send us your feedback (see page 2 for more details).

What's happening

Welcome to the March edition of *rapup*, Australia Post's quarterly newsletter for our Indigenous employees.

rapup will provide you with an update on how we are tracking with our Reconciliation Action Plan (RAP) commitments. It is also a great opportunity to share stories about our Indigenous employees across the country.

In this edition, we welcome Lauren Jauncey as our new Head of Diversity & Inclusion and Chris Heenan our new National Indigenous Manager. We will provide you information on our Indigenous workforce at Australia Post. We will be sharing with you our progress on the development of our 2014 RAP, which will be launched during Reconciliation week.

Do you have a story idea to share?

diversityandinclusion@australiapost.com.au

2013 Our Neighbourhood Community Grant Recipient

Organisation: Kahwun Wooga Aboriginal and Torres Strait Islander Corporation for Community Development (Maryborough, Qld)

Funded: \$13,880

Project title: Traditional to Digital - Sharing Culture Our Way or 'Our Way'

Profile

The funding will help the organisation to implement a community inclusion and social media project which shares and showcases traditional Aboriginal culture. Kahwun Wooga Aboriginal and Torres Strait Islander Corporation for Community Development was established to create value and respect for Aboriginal and Torres Strait Islander's inherent rights, cultural values and spiritual beliefs. Funds will help implement a community inclusion project aimed at sharing aspects of Aboriginal culture. Traditional arts, craft and storytelling and multimedia will be combined to engage with the wider community.

Gender



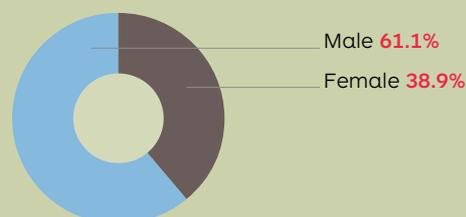
Highlights

- Improved gender diversity in our leadership positions:
 - 36.2 per cent of management positions held by women
 - 34.1 per cent of executive positions held by women
 - Launch of Horizon program to fast-track females into General Manager roles
- say2action survey shows 62 per cent of our female workforce are engaged compared to Australia Post's overall engagement score of 56 per cent

Outlook

- Continue to roll out our suite of female development programs which cover all major career transition points
- Increased focus on building our female talent pipeline within our strategic business units
- Continue and strengthen mentoring and sponsorship of our female talent
- Launch our gender program alumni network

Representation of men and women in the Australia Post workforce



Building our pipeline of female talent

During this time of major business transformation, Australia Post's commitment to improving gender diversity is stronger than ever. Women represent a deep and valuable talent pool and over 60 per cent of our customer base. On that basis alone, the recruitment, retention and promotion of talented women are critical to our long-term growth and understanding the needs of our current and next-generation customers.

This year we continued to invest in best-practice gender-diversity initiatives for our female employees in both operational and non-operational roles. Again, we have seen the benefits of this investment with an overall increase in the percentage of women holding management roles.

From June 2013 to June 2014 we have seen an increase in the proportion of female:

- Delivery Managers from 14.2 to 19.9 per cent (32 of 161 employees)
- Facility Managers from 21.2 to 25.3 per cent (41 of 162 employees)
- Executives from 33.3 to 34.1 per cent (154 of 452 employees).

Furthermore, our 2014 say2action survey revealed:

- 62 per cent of our female workforce are engaged (compared to Australia Post's overall engagement score of 56 per cent)
- 74 per cent of our female employees feel that Australia Post values diversity (compared to Australia Post's overall score of 70 per cent)
- 66 per cent of females believe their line manager is open to adjusting their work schedules so they can balance commitments outside of work (compared to Australia Post's overall score of 62 per cent)

These positive results are confirmation that our suite of female development programs is making a positive impact on improving gender diversity. These programs have been specifically tailored to develop, engage and retain our female talent at critical points of their careers.



“Being a part of the inaugural tenprogram filled me with the confidence that I had the support of the business to prosper and grow myself as a professional. My network has expanded considerably and the opportunities availed to me were career changing....literally! I am a huge advocate of the tenprogram and encourage future participants to revel in the opportunity.”

Nikki Duerden, State Manager Business Hubs Vic/Tas pictured with Aimee Dixon, Senior Commercial Analyst

“The Horizon program has given me a fantastic opportunity to develop my leadership attributes and capabilities in a challenging but safe environment, while also giving me an understanding of what Australia Post is looking for in future leaders. The program has also been a great opportunity to network with women across the enterprise.”

Nicky Tracey, Head of Corporate Responsibility



Horizon

In October 2013 we launched the inaugural Horizon Program, which has been designed to accelerate our high-potential female leaders into General Manager roles. Seventeen women are currently participating in the program, which involves:

- extensive individual assessment against our General Manager success profile
- four full-day workshops focused on leadership development
- quarterly round table discussions chaired by an Executive General Manager
- mentoring – participants have taken on an internal or external mentor role
- executive coaching – five sessions with an external coach.

tenprogram

We understand that mentoring and sponsorship are critical to ensuring that women progress into more senior leadership roles. The tenprogram is a six-month formal mentoring program wherein 10 of our most talented executive female leaders are paired with 10 members of our Management Committee. The pilot program concluded in December 2013 and of the 10 women who took part, 8 had progressed into more senior or expanded roles by 30 June 2014. The tenprogram received fantastic feedback with all participants and mentors reporting they would recommend the program to others.

In June 2014 our second tenprogram began which, in addition to the invaluable one-on-one mentoring, will also involve a series of round table discussions facilitated by the mentors. Christine Corbett (Executive General Manager, Postal Services) and Peggy O'Neal (Chairman of the Richmond Football Club – first female chair of an AFL or VFL club) were inspirational in sharing their personal leadership journeys at the official tenprogram launch.

Gender

Xplore leadership and career management program 100% Project

Xplore is a leadership and career management program designed to build business relationships, organisational presence, resilience and leadership skills. Following the successful launch of the Xplore program in 2012, it was extended to include emerging female leaders in Victoria, New South Wales and Queensland. To date, 52 women have completed the program.

Of the 37 women who completed the program in December 2013, we have achieved a 97 per cent retention rate of this future senior leadership talent pool. Furthermore, 22 per cent of participants have already been promoted into more senior positions.

Participants' feedback

One hundred per cent of Xplore participants would recommend the program to others.

More than 60 per cent felt the program supported them in fulfilling their personal developmental and career aspirations.

"The program plays a significant role in developing our women to have the confidence and resilience to realise their career aspirations here at Australia Post," said Catherine Walsh, General Manager Human Resources

Realising potential through my mentor

Now in its fourth year at Australia Post, my mentor has attracted the largest participant intake since the program began. This year 476 of our award-level female employees are undertaking the program, which combines self-paced learning with fortnightly mentoring to build the skills and confidence of our female employees to help them fulfil their potential.

This year also marks the largest intake of new mentors. Over 70 of our leaders are now trained as mentors to support our women in the program. Feedback from mentors suggests they see this as an opportunity to develop their leadership and facilitation skills in addition to helping others to reach their goals.

"It is fantastic to see such strong interest from across the business and I think this reflects the positive impact my mentor continues to have on our women in both their lives and their careers," said mentor Kerry Ashbrook.

We sponsored two impactful 100% Project events this year. This is a not-for-profit organisation focused on involving both women and men in finding solutions to remove all gender boundaries across organisations. This year we sponsored two impactful 100% Project events:

- Level the Playing Field: Turning gender leadership rhetoric into more effective action, facilitated by Marty Linsky
- Level the Playing Field: Are we immune to change?, facilitated by Lisa Lahey.

Both events involved representatives from a broad range of organisations and industries. Participants worked together to apply leading change methodologies to tackle the gender inequality issue and explore why good intentions and previous actions have not achieved the desired outcomes.

Celebrating International Women's Day

To celebrate International Women's Day, we held events across the country recognising the achievements of women in sport, business and community.

This year's theme was "Inspiring Change", which calls for us all to challenge the status quo for women's equality, inspire positive change and recognise that it's not up to one or two people to lead change – it's up to all of us, every day.

Events were held across Australia, each featuring guest speakers who were inspiring female leaders in their chosen fields. They generously shared their stories with our people and spoke candidly about who has inspired them, the challenges they have faced and how they've overcome them.



Girl power at Gladstone Delivery Centre

Gladstone Delivery Centre in Queensland bucks the general trend of our facilities being predominantly male. In fact, 21 of the 25 team members there are female – this includes 13 female posties! When men started taking on roles in the mining sector in the 1970s, it enabled many of the town's women to pursue careers in vacant roles at various businesses, including Australia Post.

Left: now. Below: then.



Connecting and developing our women in operations

Over the past 12 months, our partnership with the National Association of Women in Operations (NAWO) has expanded to Queensland and Western Australia with a corresponding increase in membership.

NAWO is a not-for-profit organisation, established to champion women in operations and grow the level of representation of talented women in operational roles.

Almost 40 Australia Post women in operational roles have attended NAWO networking and professional development events where they can meet like-minded women in operations and share and learn from their experiences.

Two of our female senior operations managers, Raj Kaur, Facility Manager, Sydney Parcel Facility, and Tina Wallis, Manager Air Services, Parcel & Express Services, were selected to participate in the first NAWO Executive Leadership program. The program is focused on developing practical operational leadership skills to meet the challenges women face transitioning from mid to senior levels of management, within traditional male environments.

“The NAWO Transition to Executive Leadership program is helping me personally and professionally to develop the skills and confidence required to become an effective leader. As the program is aimed at women who are facing similar experiences across various industries, I have enjoyed sharing insights, strategies and our successes in a peer-based support network where honest advice and feedback are encouraged.”

Tina Wallis, Manager Air Services,
Parcel & Express Services

Helping women find their Mojo

Australia Post in partnership with Mission Australia is trialling Project Mojo, a mentoring program to help women in the community who are actively seeking to return to the paid workplace after an extended absence. Our mentors take their experience and learning from Australia Post development programs to help the participants build confidence and resilience.

This tangible and real relationship-building exercise allows our workforce to become active participants in the community where they have the chance to make a difference.



Pictured Arijana Bartjulin with mentor Sharron Lachlan, Retail Services

Diversity and inclusion at StarTrack

As part of the StarTrack integration strategy, many StarTrack employees have participated in our gender diversity programs:

- **my mentor:** 16 participants and four mentors from StarTrack
- **tenprogram:** one participant and one mentor from StarTrack
- **Xplore:** 10 women from StarTrack have been nominated to participate this year.

StarTrack has also been exploring ways to better connect with Indigenous communities at the Darra Facility in Brisbane. StarTrack, with Australia Post and Boystown, is designing a program that identifies Indigenous talent for specific StarTrack roles. We have engaged Boystown, a local VTEC provider, to work with the local Indigenous community to identify candidates and assist them to become work ready for employment.

Such programs have provided an invaluable opportunity for Australia Post and StarTrack staff to connect and learn more about our broader business. Next year we will continue to seek opportunities to build a diverse and inclusive culture across both our Postal Services and StarTrack businesses.

“The StarTrack women who have participated in the my mentor program have benefited significantly. Not only have they built skills and confidence, they have also had the opportunity to connect with women from Australia Post. These networks and connections are invaluable as we integrate our businesses,” said Sally Craig, Manager, Organisational Development, StarTrack.

2013 Our Neighbourhood Community Grant Recipient

Organisation: Women’s Health in the South East (WHISE) (Dandenong, Vic)

Funded: \$7,000

Project title: Migrant and Refugees Connecting Communities (MARCC)

Profile

Funds will be used to purchase new IT equipment to run weekly computer literacy sessions for local refugee and migrant women. WHISE is the regional women’s health service for the Southern Metropolitan Region of Melbourne. WHISE provides health education, information, settlement support and advocacy to female members of the community. Funds will help purchase new IT equipment to be used for weekly computer training courses for refugee and migrant women.

Culturally and linguistically diverse



Highlights

- A Taste of Harmony
- Ucan2 mentoring and employment
- AFL Multicultural Ambassadors

Outlook

- Conduct an analysis to uncover how we can better leverage our culturally diverse workforce
- Continue to celebrate and promote our cultural diversity

Representation 2013 versus 2014

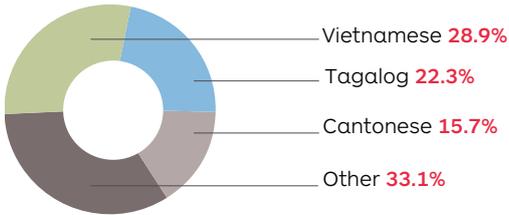
(%)

2013	23.1
2014	23.0

The cultural diversity of our workforce continues to be one of our greatest strengths and is at the heart of who we are.

Australia Post has a workforce of more than 32,000 people from 137 different nations, who speak more than 65 languages. A total of 7,481 employees (23 per cent) are from culturally and linguistically diverse (CALD) backgrounds. In fact, almost one-quarter of our workforce grew up speaking a language other than English. Our workplace therefore truly reflects the rich diversity of the Australian communities we serve every day.

Three primary language groups other than English



Celebrating our cultural diversity

This year we again celebrated our rich cultural diversity by sponsoring the Scanlon Foundation's A Taste of Harmony to coincide with Harmony Day. Almost 10,000 employees celebrated in our facilities, retail outlets and offices around the country marking the occasion by sharing and enjoying food from different cultures, music, songs and wearing national dress.

This year also saw A Taste of Harmony filming a promotion for its website at Australia Post. The film aims to show other workplaces how easy and fun A Taste of Harmony can be.



say2action and CALD

The say2action results showed that 61 per cent of our CALD workforce are engaged (compared to Australia Post's overall engagement score of 56 per cent). Additionally, 74 per cent of our CALD employees feel that Australia Post values diversity (compared to Australia Post's overall score of 70 per cent and the Australia and New Zealand benchmark of 69 per cent).

For the third consecutive year the say2action survey was offered in four languages: English, Tagalog, Vietnamese and Chinese (Traditional). Over 500 employees chose to complete the survey in a language other than English.

Investing in our people

This year we continued to invest in building the skills and capability of our CALD workforce to ensure that they have fulfilling careers at Australia Post and actively participate in the community.

English language and literacy programs continue to be a key initiative for Future Skills under our Employability program of work. The programs are essential to building communication skills for our frontline leaders/supervisors and award-level employees.

- **Foundation Communication Skills** is a program offered to operational team leaders to build their English language and numeracy skills through on-the-job coaching and workshops based around real business issues and activities.
- **World Wide English** is an interactive, self-paced online training course. The course caters for English language levels from beginner to intermediate and can be accessed at work or home. Topics include speaking, listening, reading and writing skills.

Building digital literacy

As part of building the digital literacy of our CALD workforce, we offer online computer skills programs.

Computer Basics is a customised course for building foundation-level computer skills including how to use a mouse and navigate a computer. These skills are gained through a guided session with knowledge building and then practice through interactive activities.

myFutureSkills is an online training platform offering courses, books and videos on health and wellbeing, computer literacy, career management and administration skills. This is accessible from home or work. Since the program's launch three years ago, 3,661 award-level employees have participated with 7,198 learning hours completed.

CALD in management	CALD
Delivery manager 3-4	19
Facility manager	29
Postal manager 3-5	50
Administrative 6-8	354
Executive	57
Total	509



Culturally and linguistically diverse



Connecting with our community

This year we strengthened our commitment to building healthier, more vibrant and more inclusive communities beyond our business operations by supporting a number of key programs and activities.

Connections, an employer's guide to working with migrants and refugees

Australia Post hosted the launch of the Department of Immigration and Citizenship's publication, *Connections*, an employer guide developed to help organisations understand how migrant and refugee employees can contribute considerably to businesses. The event was attended by government representatives, business leaders and representatives from industry groups and migration and refugee councils.

Asylum Seeker Resource Centre catering trial

Australia Post was pleased to partner with the Asylum Seeker Resource Centre (ASRC) to trial a catering initiative to supply and manage corporate snack boxes. The centre created healthy snacks and employed an ASRC worker to maintain the snack boxes. A review is currently under way to determine if this model is sustainable with potential to be offered to other organisations.

"I really enjoyed this experience, I got to communicate with the friendly Australia Post staff. It also gave me a glimpse of the Australian work environment – I think everyone is hard working, organised and fun."

Hubert Kawowo, ASRC worker

"This project gave a number of asylum seekers an insight into Australian work culture and it also helped build confidence as everyone at Australia Post was very supportive and friendly. The project also provided much-needed work for the person who was coming in each week to refill the snack boxes."

Caroline Sturzaker, ASRC Catering Manager

Working the Australian way

Australia Post continued to partner with multicultural services provider AMES and a number of other organisations to deliver workshops to help newly arrived professionally skilled migrants better understand the Australian workplace and what is required to gain and keep employment.

Australia Post participated in workshops, conducting mock interviews and providing feedback to the participants.

Ucan2 mentoring and employment

Since 2010 we have supported the Foundation House Ucan2 program. Ucan2 aims to increase education, training and employment options for young people aged between 16 and 24 years from a refugee background.

Over an eight-month period our employees mentor young people to help them integrate into Australian life. This year 13 employees participated. The experience is as valuable for our mentors as it is for the young people, offering them the opportunity to develop new skills and give back to the community in a tangible way. To date 80 employees have participated in the program.

This year 30 Ucan2 participants had the opportunity to work with Australia Post during our peak period in December.

AFL multicultural ambassadors

Australia Post is the official Community Inclusion partner of the AFL to connect individuals and communities through their love of football. AFL Multicultural Ambassadors celebrate the AFL Multicultural Round, visit local schools and community groups, football carnivals and our workplaces, and participate in a school letter-writing program.



2013 Our Neighbourhood Community Grant recipient

Organisation: Gippsland Multicultural Services Inc (GMS) (Morwell, Vic)

Funded: \$9,500

Project title: Sharing our Stories, Bringing Communities Together, Inspiring our Youth, Building Resilience

Profile

The grant will help the organisation to create two events that address young people teaching the importance of inner confidence to rise above adversity and achieve your goals. GMS has provided a range of services and programs for culturally and linguistically diverse (CALD) communities for over 25 years. They provide services for refugees and humanitarian entrants, ageing migrants and youth as well as providing training and resources to the wider community. The two events will host speakers who will relay their experiences overcoming adversity to inspire youth in the community.

People with disability



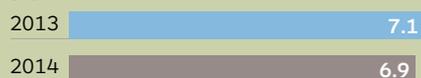
Highlights

- The Real Stories disability awareness campaign
- Launch of short film *Work Mate* in conjunction with the National Disability Employment Initiative (NDEI)
- Lifestyle Solutions National Community partnership
- First “Stepping into...” internship

Outlook

- Launch our second Accessibility Action Plan
- Develop an enterprise framework for work experience and employment pathways for people with disability including intellectual disability

People with disability (%)



“I acknowledge Australia Post as a leading employer of people with disability and I salute the staff of Australia Post for ensuring the company has such a positive impact.”

Senator the Hon Mitch Fifield, Assistant Minister for Social Services

Australia Post's first Accessibility Action Plan, launched in December 2012, is our blueprint to improving accessibility for people with disability for employment opportunities, our products, services and facilities.

A leading employer of people with disability, Australia Post employs 2,249 people who have disclosed a disability, representing 6.9 per cent of our total workforce. Implementing our Accessibility Action Plan has made a significant impact to slow the decline in the number of people with a declared disability working with Australia Post. Our representation compares favourably with the Australian Public Service at 3 per cent.



The Real Stories Project – building disability awareness and inclusion

The Real Stories Project is an Australia Post initiative to take a new and creative approach to disability awareness training. The project aims to build awareness, focus on “abilities” rather than disability and empower Australia Post employees to feel more confident working with and supporting their colleagues with disability.

The Real Stories employee engagement campaign was launched on 3 December 2013 to coincide with International Day of People with Disability. Australia Post employees with a disability or their colleagues were asked to share their positive stories about inclusion in the workplace, in 200 words or less. The winning story, featuring Charlie McConnell, a blind employee, was adapted into a short film called *Work Mate*.

Work Mate was funded by the National Disability Employment Initiative (NDEI) supported by the Department of Social Services. The NDEI invited submissions for creative, new ideas to promote increased participation of people with disability in the workplace. The Australia Post entry was among only nine out of 94 chosen to win funding and the Real Stories Project was born.

An important feature of the Real Stories Project is a behind-the-scenes “making of” documentary made in conjunction with *Work Mate*. It highlights the people with disability who have been trained to work on the film, by Bus Stop Films, providing valuable work experience and pathways to employment.

The premiere of *Work Mate*, held on 18 July 2014, was hosted by Christine Corbett, our Executive General Manager for Postal Services and Disability Champion for Australia Post.

Work Mate will be used as a disability awareness training resource across the enterprise. The film will also be shared with corporate organisations as a case study to encourage them to either utilise the same initiative or develop their own approach.

The film will be entered into the International Film Festival circuit, potentially gaining global interest in this forward-thinking approach.

Work Mate is a sustainable resource that has ignited interest among employers, disability stakeholder groups and the community. It has the potential to deliver better outcomes for people with disability as it continues to change behaviour by breaking down stereotypes, and build confidence and inclusion, which will ultimately lead to more employment opportunities.



Charlie McConnell's real stories

"I started working with Charlie McConnell many years ago in the Customer Contact Centre in Sydney. Despite being totally blind, Charlie has achieved great things. He has climbed Mt Kilimanjaro, completed several Oxfam 100 km walks, trekked the Kokoda Track and run the New York marathon. He even trekked to Everest base camp. I have always admired his positivity and self-confidence to take on any challenge."

Sarah Vickers, HR Business Advisor, Retail Services

"Charlie is totally blind. He works on a PC with specialised software, enabling him to listen to the things that many of us can see and take for granted that we are able to do so. Charlie knows every person in the office. A voice, no matter how loud or soft acts as instant recognition for Charlie to identify who is present and with whom he may share a joke and a laugh.

One day each week, before work, Charlie volunteers as a lecturer for Sydney Bus Driver Inductions. Charlie helps educate bus drivers on how to interact with people who require assistance due to vision or physical impairment. Charlie's wish is for everyone to be as mobile and independent as he is."

Samantha Ford, Network Performance, Parcel Operations

Stepping into the university internship program

In partnership with the Australian Network on Disability (AND), Australia Post employed our first intern through "Stepping into...", which provides practical work experience for talented students with disability who may otherwise face significant barriers to finding employment.

Vanessa Vinh, the successful intern, was selected through a competitive interview process.

Maree Schipano, Vanessa's supervisor said, "Vanessa undoubtedly improved her business acumen and the progress that she made in terms of developing self-awareness, communication skills and self-confidence was invaluable."

"I'm glad to have had this opportunity to work at Australia Post ... I like the work environment, everyone is respectful and friendly," said Vanessa.

Stepping into... is an important part of our Accessibility Action Plan. We are expanding our work experience and internship program to build the skills and employability of people with disability.



Showcasing workplace adjustments

"We used to communicate with pen and paper and often I didn't really understand. My frustration has now disappeared by having an interpreter here – I am very happy."

Caroline Browne, Postie

In January 2014 Australia Post was invited by JobAccess, in conjunction with the Department of Social Services, to participate in creating a video to help make it easier for employers to say "Yes" to employing people with disabilities and mental health issues.

JobAccess is an information and advice service funded by the Australian Government and offers workplace solutions for people with disability and their employers.

Australia Post is featured in the video as a large employer using JobAccess services to remove barriers by providing modifications and adjustments in the workplace.

The video footage was taken at Leightonfield Delivery Facility in NSW, and featured Caroline Browne (see above). Caroline is one of four deaf employees at the facility, utilising Auslan interpreting services, which are funded through JobAccess.

People with disability



Lifestyle Solutions – building employability skills

Lifestyle Solutions is one of Australia Post's National Community Partners, chosen to help build better neighbourhoods across Australia.

Together with Lifestyle Solutions we are working to expand their work-ready program for people with a disability. Through this program, people with a disability are helping Australia Post deliver mail and parcels in regional and remote locations and providing essential services. At the same time they are developing their own essential skills and connections.

Lifestyle Solutions was established in 2001 and provides a diverse range of supports to more than 1,200 people living with disability as well as children and young people in Out of Home Care.

The partnership between Australia Post and Lifestyle Solutions consists of two key areas:

Community mail: Participants work alongside Australia Post teams in sorting centres or receive bulk allocations for sorting and delivering mail in uniquely branded delivery vehicles.

Work exposure and experience: These placements provide valuable opportunities for people with disability to gain skills, knowledge and exposure to different work experiences and gain a greater understanding of work types and skill requirements.

The pilot program in NSW targets our rural facilities in places like Dubbo, Orange and Wagga.

"Operations-led", our facility managers collaborate to find opportunities for work exposure, work experience and placement opportunities.

The program offers people living with disability the opportunity to provide a valued community service that encourages participation, relationships and belonging.

Australian Network on Disability (AND)

"Australia Post joined the AND Stepping Into... internship program, participated as guest speaker at our Leading the Way conference in May and recently launched the Real Stories Project. As a long-standing AND member, Australia Post has demonstrated commitment and innovation in this area for a number of years and continues to inspire and challenge other organisations." Suzanne Colbert AM, CEO AND

Workfocus Group (delivering JobAccess)

"Our relationship with Australia Post extends beyond utilising our services for workplace adjustments. Australia Post is a member of our Expert Reference Group and actively participates in campaigns to promote the benefits of using JobAccess Services to other employers." Thérèse Campbell, Director, Workfocus Group

People with disability management groups	
Delivery manager 3-4	19
Facility manager	8
Postal manager 3-5	28
Administrative 6-8	97
Executive	18
Total	170

"People with disability is the only minority group anyone can join at any time."

AND website, 2014



Introducing Darcy

Nineteen-year-old Darcy has completed two weeks' work exposure followed by eight weeks' work experience as a Postal Delivery Officer on a walking round.

During his work experience, on a three days per week shift Darcy was assisted by an Australia Post postie, to learn about all facets of mail preparation and delivery. In a short time Darcy demonstrated he was ready to go solo, completing a small delivery round to both residential and commercial delivery points.

"Darcy said he really liked the experience of delivering mail as he enjoyed meeting people, and most of all he enjoyed learning and using the PDT scanners," said David Rea, Australia Post Manager.

Flexibility and support tools

Australia Post provides a substantial suite of flexibility options and has recently completed a full review of how we can mainstream flexibility to make it work even better. Our Workplace Flexibility Policy helps to facilitate flexible work arrangements for our employees and is critical in assisting us to attract, engage and retain the right people at Australia Post. We also offer a Flexibility at Post Toolkit to assist managers in understanding employees' legal obligations and how they can employ different techniques to think laterally about the opportunities flexibility can bring to their work area.

According to our say2action survey, 62 per cent of employees believe their line manager is open to adjusting their work schedules so they can balance commitments outside of work. Accordingly, it is essential that we continue to build a flexible culture at Australia Post and equip our leaders with the skills and mindset to think openly about flexible work arrangements.

Supporting Australia Post parents

Maternity and Paternity Leave

Female employees at Australia Post who have had more than 12 months continuous service are offered 14 weeks maternity or adoption leave at full pay or 28 weeks at half pay. This year 558 female employees took maternity leave compared to 587 the previous year. This year 161 male employees took paternity leave, a significant increase on the 83 who took paternity leave the previous year.

Executive-level Parental Leave Coaching

This year we provided our executive-level women with the opportunity to access Parental Leave Coaching, which involves individual support directed at their personal needs and business requirements in relation to:

- preparing for the transition to parental leave
- remaining connected with the workplace while on leave
- successfully managing their return and re-engaging in the business.

ParentalReady toolkit

The ParentalReady toolkit is available to all employees and provides guidance for expectant employees, managers, fathers and partners to help navigate the parental experience.

Other flexibility offerings

Australia Post is well aware that flexibility is not just about supporting parents but is also about our commitment to offer work-life balance opportunities to all our employees. Accordingly, we have continued initiatives such as 48/52 or purchased leave, employment breaks, transition to retirement and carer's leave.

48/52 or Purchased Leave

48/52 provides an additional four weeks unpaid leave in a year to give employees the opportunity to better balance their work and private life. An employee accessing 48/52 will receive their normal base fortnightly salary, but with an automatic deduction for a 12-month period to cover the four weeks without pay. All permanent full-time and part-time Australia Post employees can apply for this 48/52 leave. This year 2,404 employees took purchased leave compared to 2,326 last year.

Employment Break

The Employment Break provision allows employees to take a lengthy break from the workforce for family reasons. It recognises that we all experience changing life circumstances that, while temporary, may demand full-time attention. Employment breaks help staff take time out to cover these periods with the security of a job to return to. An employment break may be for a period of three months to a maximum of three years. This year 146 employees opted to take an employment break, which was a slight increase from last year (142).

Transition to Retirement – Create Your Future

Given that more than 60 per cent of our workforce are aged 45 and over, our transition to retirement initiative, Create Your Future, is critical in supporting our retiring employees as well as ensuring we adequately retain and transfer their valued skills and knowledge. The program aims to support mature-age employees to make important decisions and plan for later in life career and retirement changes. Since its commencement in April 2014, the program has been delivered to 66 managers and 481 participants.

Carer's Leave

Carer's leave is available to employees who need to care for a member of their immediate family or household who is sick or requires care due to an unexpected emergency. This year 10,316 employees accessed carer's leave compared to 10,199 last year.

Part-time employment

Employees can request conversion from full-time to part-time employment to achieve a balance between their work and personal needs for either a fixed period or as a permanent arrangement. This year 74 per cent (23,787) of our workforce were full-time permanent and fixed-term employees and 26 per cent (8,366) were in part-time permanent and fixed-term roles.

Age groups

Age	PWD	*ATSI	CALD
< 19	2	9	8
20-24	20	33	106
25-29	66	55	270
30-34	72	49	507
35-39	128	66	671
40-44	256	69	976
45-49	344	51	1,206
50-54	520	71	1,510
55-59	471	47	1,311
60-64	294	22	725
65+	76	3	191
Total	2,249	475	7,481

* Not including Trainees



Kate Cohen

Kate first took maternity leave almost 12 years ago. When the time came to return to work she asked to work three days per week. Initially, her request was denied as a senior male manager “didn’t want to open the flood gates” for women wanting to return to work part-time.

Fortunately, an influential senior female manager supported Kate and valued her talent. Kate tells how the female executive “really fought” on her behalf for her to secure part-time work.

Kate later went on maternity leave again and then returned working three days per week for a total of seven years. While working part time, Kate was promoted to a new role. She was then promoted to a management position, working full-time. Within a couple of weeks it became evident to Kate that she was having difficulty juggling fulltime work with her commitments outside of work to care for her school-age children and elderly sick parents. Kate’s male manager at the time supported her request for a flexible workplace agreement to be signed to work a four day week.

Soon afterwards, Kate became a single mum and needed to increase her work for financial reasons while still needing to juggle everything else in her life. Again, her manager supported her request for a new flexible workplace agreement to work a nine-day fortnight.

Kate now works full time and has done so for around 18 months.

Last year Kate was selected to be a part of the Xplore program and was recently appointed to the role of Manager Customer Experience Improvement and has just been selected to be part of the tenprogram.

Kate says:

“At all stages throughout my career, despite being part-time or working reduced hours under a flexible workplace agreement, I have always been very committed to the roles I have had. I have always been given the opportunity to be involved in interesting, challenging and beneficial roles and projects. Every step of the way I have been extremely thankful and appreciative of the support of not only [the managers] who were instrumental in creating and making it work, but to many other colleagues who respected my situation and ... accommodated my reduced hours by assisting when required and scheduling meetings accordingly.”

Kate Cohen, Manager Customer Experience Improvement

We want to keep hearing your inspiring stories about diversity and inclusion at Australia Post. Please share your stories by sending them to: DiversityandInclusion@auspost.com.au

Workforce composition

As at 30 June 2014, the Australia Post workforce comprised 32,499 employees. This is a slight decline from the previous year (32,732) and is mainly due to realigning our business as part of the Future Ready strategy.

Workforce profile (Gender, Aboriginal and Torres Strait Islander (ATSI), CALD, PWD) at 30 June 2014

	Workforce Representation		Females		Males		ATSI		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
Permanent												
Full-time	23,283	71.6%	7,411	58.6%	15,872	79.9%	323	65.5%	5,719	76.4%	1,698	75.5%
Part-time	7,700	23.7%	4,675	37.0%	3,025	15.2%	127	25.8%	1,586	21.2%	515	22.9%
Total Permanent	30,983	95.3%	12,086	95.6%	18,897	95.2%	450	91.3%	7,305	97.6%	2,213	98.4%
Fixed Term												
Full-time	504	1.6%	118	0.9%	386	1.9%	6	1.2%	58	0.8%	9	0.4%
Part-time	666	2.0%	204	1.6%	462	2.3%	15	3.0%	95	1.3%	19	0.8%
Total Fixed Term	1,170	3.6%	322	2.5%	848	4.3%	21	4.3%	153	2.0%	28	1.2%
Casual												
Full-time	51	0.2%	42	0.3%	9	0.0%	1	0.2%	4	0.1%	3	0.1%
Part-time	295	0.9%	194	1.5%	101	0.5%	3	0.6%	19	0.3%	5	0.2%
Total Casual	346	1.1%	236	1.9%	110	0.6%	4	0.8%	23	0.3%	8	0.4%
Indigenous Traineeships							18	3.7%				
Total Employment	32,499	100.0%	12,644	38.9%	19,855	61.1%	493	1.5%	7,481	23.0%	2,249	6.9%

Equal Employment Opportunity occupational groups

	Workforce Representation		Females		Males		ATSI (Excl Traineeships)		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
Administration	3,413	10.5%	1,578	12.5%	1,835	9.2%	28	5.9%	969	13.0%	248	11.0%
Call Centre	580	1.8%	372	2.9%	208	1.0%	3	0.6%	130	1.7%	41	1.8%
Delivery	14,006	43.1%	3,779	29.9%	10,227	51.5%	226	47.6%	2,281	30.5%	1,010	44.9%
Engineer	7	0.0%	0	0.0%	7	0.0%	0	0.0%	1	0.0%	0	0.0%
Executive	444	1.4%	152	1.2%	292	1.5%	2	0.4%	56	0.7%	17	0.8%
Facility Manager	162	0.5%	41	0.3%	121	0.6%	2	0.4%	29	0.4%	8	0.4%
IT	98	0.3%	13	0.1%	85	0.4%	0	0.0%	30	0.4%	4	0.2%
Mail Processing	4,971	15.3%	2,238	17.7%	2,733	13.8%	72	15.2%	2,077	27.8%	340	15.1%
Miscellaneous	172	0.5%	105	0.8%	67	0.3%	2	0.4%	14	0.2%	7	0.3%
Parcels	709	2.2%	257	2.0%	452	2.3%	13	2.7%	267	3.6%	27	1.2%
Postal Manager	1,004	3.1%	579	4.6%	425	2.1%	12	2.5%	174	2.3%	94	4.2%
Retail	3,827	11.8%	3,180	25.2%	647	3.3%	73	15.4%	887	11.9%	297	13.2%
Sprintpak/PL	143	0.4%	101	0.8%	42	0.2%	0	0.0%	18	0.2%	0	0.0%
Support Services	22	0.1%	5	0.0%	17	0.1%	3	0.6%	7	0.1%	4	0.2%
Technical	347	1.1%	14	0.1%	333	1.7%	0	0.0%	87	1.2%	18	0.8%
Transport	2,594	8.0%	230	1.8%	2,364	11.9%	39	8.2%	454	6.1%	134	6.0%
Total Numbers	32,499	100.0%	12,644	100.0%	19,855	100.0%	475	100.0%	7,481	100.0%	2,249	100.0%



Partnering with Aboriginal and Torres Strait Islander Suppliers

As part of our commitment to building sustainable partnerships with Aboriginal and Torres Strait Islander business, Australia Post is a signatory to Supply Nation to actively procure services from suppliers that are Aboriginal and Torres Strait Islander owned, managed and controlled.

This year's Annual Diversity & Inclusion Report has been printed by certified Supply Nation supplier, Print Junction.

