

Delivering a better future... for our people

Our people are our most powerful advocates and our most valuable assets.

We believe that delivering a better future for our employees means creating a workplace that offers security, safety and inclusivity.

Establishing ourselves as a leading eCommerce business is the most effective way for us to secure that future through the creation of a thriving, sustainable enterprise.



Engaging our people

In May 2015, we conducted a say2action pulse survey that showed employee engagement was 60 per cent, up from 56 per cent last year, which we believe demonstrates that our people share our optimism about the future of the business.

In the survey, our enterprise safety culture score rose 5 per cent to 81 per cent, reflecting the importance our people place on safety within Australia Post. This is on par with scores seen in best employer organisations – a strong testament to how embedded safety is in our culture.

Our 2015 results also show that we have improved communication from leadership, increased employee confidence that we will act on say2action feedback, and improved the effectiveness of collaboration between teams. While these are pleasing results, we must continue working towards delivering further improvements in these areas over the coming year.

While we are making steady progress against a number of areas, we will increase our focus on improving customer experience over the next year, with particular attention on empowering our people to create high quality and competitive products and services that will delight our customers.

We are determined that as our business transforms, we will provide our people with the opportunity to transform alongside us by creating an environment where collaboration is encouraged and helping each other is a shared value.



Supporting our people

In June 2015, we announced a three-year program of job reductions in our postal business.

After discussions with unions, employees and government, we made a commitment that there will be no forced redundancy of any employees directly impacted by letters reform who are actively seeking jobs in other parts of the business.

The fund to support the transition will be set up this year and includes a \$190.0 million provision to pay for voluntary redundancy over the next three years.

Post People 1st

We are determined that, as our business transforms, we will provide our people with the opportunity to transform alongside us by creating an environment where collaboration is encouraged and helping each other is a shared value.

With that in mind, in October 2013 we established Post People 1st to prioritise and support the future of our people through retraining and redeployment if they wish to remain in the organisation.

We deliver a range of self-directed and face-to-face training options across key areas of compliance, skills building and career development.

Under the Post People 1st program, we will continue to invest in our existing employees and put them first for jobs at Australia Post, first for skill development, and first for a career. As a result, in 2014/15 alone, 59.9 per cent of our advertised roles were filled by internal applicants.

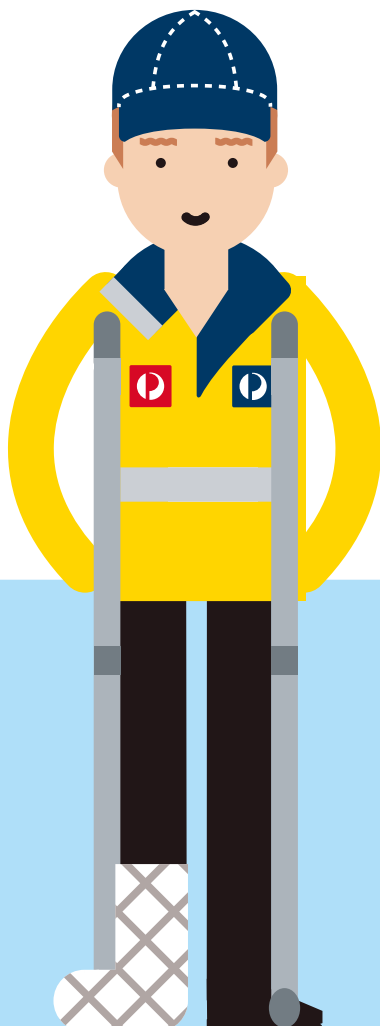
A healthy workforce is a vital component of Australia Post's safety strategy and this year we launched our Be well, healthy, happy program to support our people in achieving their peak physical, personal and psychological health.

Strengthening our safety culture

Safety is one of our shared values and an essential part of delivering a better future for our people.

For the second year running, we had a significant reduction in workplace incidents and injuries. Our Lost Time Injury Frequency Rate decreased to 7.0 from 8.0 (a reduction of 12.5 per cent compared to last year), while our All Occupational Injury Frequency Rate reduced to 21.5 from 22.8 (a reduction of 5.7 per cent compared to last year).

We have continued to invest in Safety Leadership programs that support a shift in focus from compliance to the creation of a culture where safety is embedded in every decision. As a result, we have seen a reduction of 18.0 per cent for all injuries and a 28.1 per cent reduction in lost time injuries for sites where Safety Leadership has been implemented (YTD May 2015 results compared with YTD May 2014 results).



We also established the Enterprise Safety Council, comprising senior leaders across the organisation, to provide consistent guidance around ways we could improve our safety performance.

Our safety culture continues to improve, with our Hazard Awareness Project resulting in a number of safety issues being identified, reported and addressed by our people and their managers. The program also helped foster collaborative relationships with local councils where our people were able to identify and report hazards impacting the local community.

Over the past four years, we have committed to an annual Safety Time discussion which gives our people a dedicated time to stop and discuss safety in their workplace.

The theme of 2014's campaign was "Permission to Pause", which reinforced the message that we will always prioritise safety ahead of operational performance – no matter what.

Our contractor workforce plays a significant and important role in delivering our services. We are committed to further strengthening our compliance oversight of third party delivery contractors to ensure our contractors are afforded a fair and safe work environment.

There were many positive safety outcomes this financial year. However, in June 2015, we suffered the tragic loss of a colleague and friend when one of our postal delivery officers was fatally injured on his delivery route in Perth, Western Australia.

Improving our safety performance

Safety Performance	2013	2014	2015
Lost time injury frequency rate Where next shift could not be worked due to injury/ occupational disease (i.e. lost time, per million hours worked)	8.2	8.0	7.0
Injury rate Incidents involving an injury per 200,000 hours worked	3.9	3.4	3.0
Occupational disease rate Incidents involving occupational disease per 200,000 hours worked	1.2	1.2	1.3
Fatalities (number)	2	0	1
Fatality rate (per million km)	0.0095	0	0.0047
All occupational injury frequency rate Incidents involving an injury per million hours worked	25.6	22.8	21.5

StarTrack data is not included in FY 13 and 14 results.
Injuries are based on approved claims.

Dangerous dog training

After some of our Darwin staff members reported that incidents involving dogs were increasing, we enlisted the help of the City of Darwin's animal management team to help staff deal more effectively with aggressive dogs.

Participants were taught how to read a dog's body language and tell whether it's aggressive or if an attack is imminent. They were coached on how to safely manage canine encounters. As a result of the February training session, Posties have changed the way they interact with dogs.

This training is being trialled across sites around the country, with a view to finalising a national rollout next year.

Fleet safety

The safety of our fleet is of paramount importance. In October 2014, we introduced our Alcohol and Other Drugs Policy, all Transport Managers and Transport Workers received online training in October and November. Random testing commenced in December 2014.

We also ran an in-cabin training program to help drivers understand and reduce their exposure to injury.

In February 2015, we transitioned all StarTrack staff to the *Work Health and Safety Act 2011* (Commonwealth) and created a single Work Health and Safety management system that has provided consistency across the organisation.





Our people at a glance

	2014	2015
Aboriginal & Torres Strait Islander representation	1.5%	1.9%
Culturally & Linguistically Diverse	23.0%	25.5%
People with Disability	6.9%	6.3%
Lesbian, Gay, Bisexual, Transgender and Intersex people	Not available	0.9%
Female representation	38.9%	38.7%
Female Executive Committee members	33.3%	37.5%
Female Bands 1-4	34.1%	33.3%
Women in Management	36.2%	35.5%
Female Postal Manager	47.6%	50.9%
Female Facility Manager	25.3%	30.8%
Female Delivery Manager	19.9%	15.9%

64 languages 140 nationalities

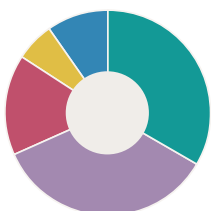
(Australia Post only)

Our diversity program has enjoyed many highlights throughout the year, including the creation of our Gender Action Plan, the completion of our first Australia Post Group Diversity Census and the launch of PostPride, our Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) employee network.

It is pleasing to note that as well as seeing an increase in the representation of women in operational roles, we also realised the target set in last year's Reconciliation Action Plan to raise the representation of Aboriginal and Torres Strait Islander employees from 1.5 per cent to 1.9 per cent.

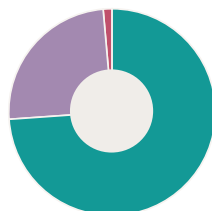
Total workforce

By region



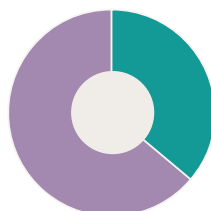
Vic/Tas 33.6%
NSW/ACT 34.9%
Qld 15.8%
SA/NT 6.2%
WA 9.5%

By type



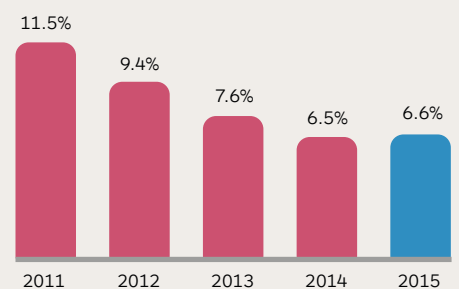
Full-time 74.1%
Part-time 24.8%
Casual 1.2%

By gender



Female 36.3%
Male 63.7%

Turnover rate (%)



Data based on average headcount for permanent, full-time and part-time employees only. (Excludes redundancies)



Work Mate

Nominated as a finalist in the National Disability Awards, *Work Mate* is a short film based on the inspiring story of Charlie McConnell, a blind Customer Care Consultant at our Sydney Parcel Facility. The film explores the stereotypes of a disabled worker and shifts the focus to people's *abilities*, rather than their *disabilities*.

Our Australia

Building on the success of *Work Mate* Australia Post launched Our Australia, a project focused on encouraging employees to share their stories of diversity and inclusion in the workplace.

Workplace flexibility and support

We offer our people a range of options to help them balance work and personal commitments, including changes to hours, days and location of work, job-share arrangements and beneficial leave provisions, such as purchased leave, ceremonial leave and leave without pay.

Our people's attendance rate this year was 94.0 per cent (down from 94.2 per cent last year) and 94.3 per cent of employees returned to employment with us from parental leave (down from 95.7 per cent last year).

Embracing diversity is at the core of our business. We believe that it's the key to creating a high-performing, competitive business culture where innovation can thrive and the experience of our people better reflects that of our customers.

