



We come from 146 countries and speak

64

languages.



### OUR INDIGENOUS HISTORY UNCOVERED

To mark NAIDOC Week, Dale Mickelo from Northgate Mail Centre investigated the Indigenous heritage of suburb names. He extended his investigations to include suburbs named after explorers, settlers and other aspects of European culture, to celebrate National Reconciliation Week.

“Then I suggested that the labels we use to despatch to delivery centres could have the meaning printed on them,” Dale said. “For example, Capalaba is Kapella Ba, meaning place of ring-tailed bush possum and Toowong means Storm Bird.”

“It was a great way of educating people about Indigenous languages of the area and recognising the heritage of our suburb names.”

Dale Mickelo from Northgate Mail Centre in Queensland.

### Diversity and inclusion

We believe our business should reflect the diverse communities we operate in and we are committed to initiatives that encourage diversity and support inclusion.

Inclusivity is one of our organisation’s values and through this value we want to ensure people feel respected and included, every day, when they come to work.

### Disability

As part of our Accessibility Action Plan, we aim to attract and recruit candidates from a diverse talent pool and are currently working towards becoming a Disability Confident Recruiter, an accreditation program administered by the Australian Network on Disability. Once accredited we will have a barrier free recruitment process. The retention and development of all employees is important to Australia Post, including employees with a disability.

We have established an employee reference group, Accessibility Matters, comprising employees with a disability and their managers. Monthly meetings are live-captioned so that deaf attendees can fully participate. This group is providing valuable feedback on our systems and processes, identifying where we can improve the employee value proposition for our people with a disability.

### Investing in our Indigenous workforce

As at 30 June 2019, we employed 675 people who identify as Indigenous. This equates to 1.92 per cent of our employed workforce, which is just below our 2018/19 target of 2.6 per cent. We are working to grow our peak, fixed and permanent Indigenous workforce and will invest in new apprenticeship pathways with StarTrack to build our Indigenous workforce.

Through our Indigenous Employee Care program, we provide support to our current Indigenous employees, to improve engagement and reduce attrition. We are creating a pipeline of Indigenous leaders through our Indigenous Emerging Leaders program, designed to inspire and connect award-level colleagues who would like to become people managers.

This year we held our first Indigenous Network Meetings across the country, providing Aboriginal and Torres Strait Islander employees with the opportunity to connect and learn about each other’s journey and build a support network within our business.

### Reconciliation Action Plan

We continue to make progress on our Reconciliation Action Plan 2017- 2020 (RAP). We are monitoring our deliverables through the RAP Working Group, which meets quarterly. A number of our RAP programs and initiatives have executive sponsorship and support from senior leaders across our operations. We are procuring more services from Indigenous businesses and making sustained progress against our RAP targets.

## Our workforce

● Male 63.6%  
● Female 36.5%

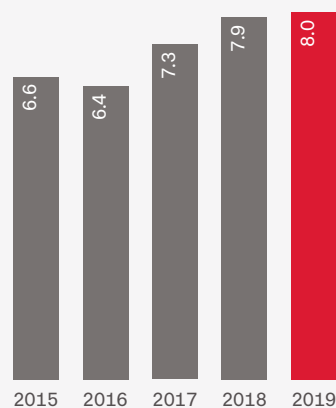


## Our executive team

● Male 55.6%  
● Female 44.4%



## Turnover rate (%)



## Diversity profile

	2015*	2016*	2017^	2018^	2019^
Women	38.7%	38.7%	36.7%	36.4%	36.5%
Aboriginal and Torres Strait Islander people	1.9%	2.1%	1.8%	1.9%	1.9%
People with a disability	6.3%	6.0%	4.8%	4.3%	4.0%
Lesbian, Gay, Bisexual, Transgender and Intersex people	0.9%	0.9%	0.9%	1.2%	1.6%
Culturally and linguistically diverse	25.5%	25.3%	22.4%	22.1%	22.5%
Female Senior Managers (Band 4 and above)	33.3%	35.4%	37.7%	36.6%	38.0%
Women on Australia Post Board of Directors	25.0%	33.3%	44.4%	44.4%	44.4%
Aged under 30	9.6%	9.3%	9.6%	9.8%	10.2%
Aged 30 to 50	49.5%	48.1%	47.0%	46.1%	41.9%
Aged over 50	40.9%	42.6%	43.4%	44.1%	47.9%

^ Australia Post Group

\* Australia Post only

Note: This data is based on self-declaration.

Total employees: Five year summary<sup>1</sup>

	2015	2016	2017	2018	2019
Full-time employees	27,371	26,939	27,132	27,333	27,785
Part-time employees	8,395	7,990	7,838	7,537	7,316
<b>Total employees</b>	<b>35,766</b>	<b>34,929</b>	<b>34,970</b>	<b>34,870</b>	<b>35,101</b>

1 Excludes casuals and external contractors.

	Workforce Representation		Females		Males	
	No.	%	No.	%	No.	%
<b>Permanent</b>						
Full-time	27,005	76.9%	8,239	23.5%	18,766	53.5%
Part-time	6,772	19.3%	4,109	11.7%	2,663	7.6%
<b>Total Permanent</b>	<b>33,777</b>	<b>96.2%</b>	<b>12,348</b>	<b>35.2%</b>	<b>21,429</b>	<b>61.0%</b>
<b>Fixed Term</b>						
Full-time	780	2.2%	203	0.6%	577	1.6%
Part-time	544	1.5%	244	0.7%	300	0.9%
<b>Total Fixed Term</b>	<b>1,324</b>	<b>3.8%</b>	<b>447</b>	<b>1.3%</b>	<b>877</b>	<b>2.5%</b>
<b>Total Employment</b>	<b>35,101</b>	<b>100.0%</b>	<b>12,795</b>	<b>36.5%</b>	<b>22,306</b>	<b>63.5%</b>



## All Ongoing Employees Current Report Period (2018-19)

	Male			Female			Indeterminate			Total
	Full-time	Part Time	Total Male	Full-time	Part Time	Total Female	Full-time	Part Time	Total Indeterminate	
NSW	6,417	686	7,103	2,513	1,003	3,516	0	0	0	10,619
Qld	2,867	393	3,260	1,386	781	2,167	0	0	0	5,427
SA	938	229	1,167	242	306	548	0	0	0	1,715
Tas	320	30	350	91	78	169	0	0	0	519
Vic	6,244	1,027	7,271	3,141	1,335	4,476	0	0	0	11,747
WA	1,495	217	1,712	693	508	1,201	0	0	0	2,913
ACT	423	59	482	122	68	190	0	0	0	672
NT	62	22	84	51	30	81	0	0	0	165
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18,766</b>	<b>2,663</b>	<b>21,429</b>	<b>8,239</b>	<b>4,109</b>	<b>12,348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,777</b>

## All Non-Ongoing Employees Current Report Period (2018-19)

	Male			Female			Indeterminate			Total
	Full-time	Part Time	Total Male	Full-time	Part Time	Total Female	Full-time	Part Time	Total Indeterminate	
NSW	243	104	347	53	82	135	0	0	0	482
Qld	76	33	109	42	43	85	0	0	0	194
SA	28	65	93	2	27	29	0	0	0	122
Tas	8	4	12	4	3	7	0	0	0	19
Vic	159	69	228	82	56	138	0	0	0	366
WA	50	19	69	14	28	42	0	0	0	111
ACT	13	5	18	2	2	4	0	0	0	22
NT	0	1	1	4	3	7	0	0	0	8
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>577</b>	<b>300</b>	<b>877</b>	<b>203</b>	<b>244</b>	<b>447</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,324</b>

## All Ongoing Employees Current Report Period (2017-18)

	Male			Female			Indeterminate			Total
	Full-time	Part Time	Total Male	Full-time	Part Time	Total Female	Full-time	Part Time	Total Indeterminate	
NSW	6,500	702	7,202	2,509	1,053	3,562	0	0	0	10,764
Qld	2,745	445	3,190	1,298	875	2,173	0	0	0	5,363
SA	951	220	1,171	237	316	553	0	0	0	1,724
Tas	320	35	355	96	84	180	0	0	0	535
Vic	6,121	998	7,119	3,036	1,333	4,369	0	0	0	11,488
WA	1,468	192	1,660	677	514	1,191	0	0	0	2,851
ACT	412	61	473	110	69	179	0	0	0	652
NT	55	23	78	54	29	83	0	0	0	161
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18,572</b>	<b>2,676</b>	<b>21,248</b>	<b>8,017</b>	<b>4,273</b>	<b>12,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,538</b>



#### All Non-Ongoing Employees Current Report Period (2017-18)

	Male			Female			Indeterminate			Total
	Full-time	Part Time	Total Male	Full-time	Part Time	Total Female	Full-time	Part Time	Total Indeterminate	
NSW	181	121	302	53	54	107	0	0	0	<b>409</b>
Qld	67	49	116	17	31	48	0	0	0	<b>164</b>
SA	34	63	97	8	16	24	0	0	0	<b>121</b>
Tas	16	3	19	3	4	7	0	0	0	<b>26</b>
Vic	179	109	288	83	80	163	0	0	0	<b>451</b>
WA	65	23	88	12	22	34	0	0	0	<b>122</b>
ACT	20	4	24	4	3	7	0	0	0	<b>31</b>
NT	2	3	5	0	3	3	0	0	0	<b>8</b>
External Territories	0	0	0	0	0	0	0	0	0	<b>0</b>
Overseas	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>564</b>	<b>375</b>	<b>939</b>	<b>180</b>	<b>213</b>	<b>393</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,332</b>

Mary MacNamara, Kenneth Malthouse, Rebekah Williams and Ross Alderson meet at the Alice Springs Mail Centre and Post Office for an Indigenous employee engagement session.



### Celebrating our Indigenous workforce

We celebrated NAIDOC Week in July 2018, honouring Aboriginal and Torres Strait Islander women and the roles they play in our communities, reflecting NAIDOC’s theme “Because of her, we can”. On the road, many of our delivery trucks proudly displayed Indigenous artwork and celebrations were held around Australia.

We also marked Reconciliation Week, from 27 May – 3 June 2019, by hosting events, breakfasts and morning teas and providing an opportunity for our people to come together and reflect on the significant milestones in the reconciliation journey.

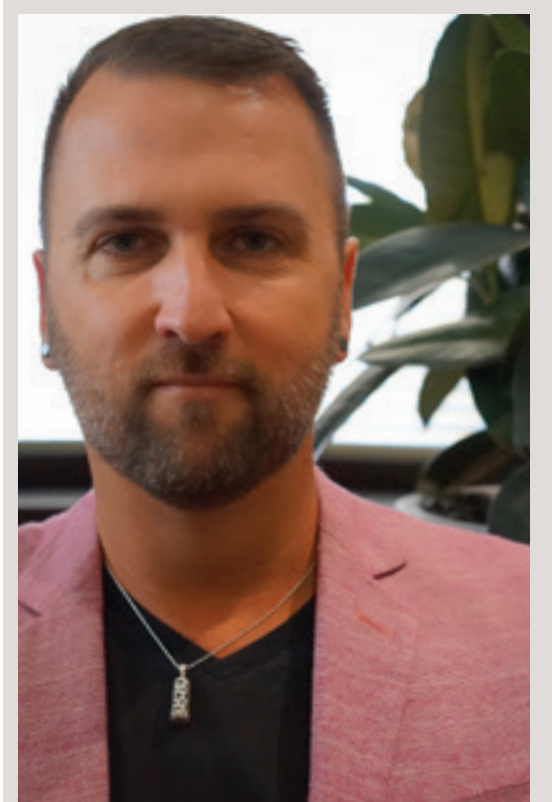
We support the Indigenous Reading Project, which aims to improve the reading ability of Aboriginal and Torres Strait Islander students through their E-Reading project. Tablets and e-books are provided to children to encourage them to read and measure their progress. Our support of this project in 2018 included packing and delivering 150 parcels, delivered to 51 school communities across Australia.

### Embracing our cultural diversity

We embrace our cultural diversity and celebrate the 146 ethnic backgrounds and 64 languages spoken by our people. Almost a quarter of our workforce (22.5 per cent) come from non-English speaking backgrounds.

Our annual Taste of Harmony activities brought people together with food and a chance to learn about each other’s cultures. At sites across Australia, people shared food and customs, wore traditional costumes and hung national flags. Recipes were swapped and people shared stories of why the food they brought in was important to them. From falafel, lambshanks and curries, to baklava, sushi and lamingtons, the range of food was vast and the lunch room tables were abundant with colour.

These celebrations reflect our value of Inclusivity, ensuring people feel respected and included.



### RAINBOW PEER SUPPORT GROUP

At times, it can be tough to talk about issues we face at home or in the workplace. We acknowledge at times our people may not want to discuss concerns with a trained professional, and would rather talk to a “mate”. Not only a mate, but someone on the same wavelength that they trust. Someone who understands and supports all matters LGBTI+.

Customer Contact Centre employee Stu Reynolds is leading an initiative that facilitates these conversations and embodies all of our values. He is leading the Rainbow Peer Support Group, a referral group available to help anyone in the organisation to reach out for confidential support for LGBTI+ matters.

“We are not counsellors. We simply listen and guide people toward the right avenues for tailored support, such as EAP or local services,” Stu said.

“It’s available to all Australia Post Group staff from Brisbane to Broome, and everywhere in between.”

This network has been developed to support our LGBTI+ employees to ensure we continue to provide a safe and inclusive culture for all our people.

Stu Reynolds, Senior Manager from the Customer Transformation Centre in Brisbane.

## Our Pride network

PostPride is our employee network of people who are interested in joining, supporting or learning more about the Australia Post LGBTI+ community. This network is for everyone, LGBTI+ employees and allies.

We have recently established state-based PostPride teams to ensure we support our people across the country, including facilitating connections to reach out to our regional teammates.

We supported a diverse program of activities during the year, including pride marches in Melbourne, Sydney, Geelong and Perth; sponsoring the Midsumma and Australia Post Art Prize; and launching the Rainbow Peer support group.

## Gender balance

We measure pay parity with reference to the Workplace Gender Equality Agency (WGEA) guidance by aggregating and comparing annualised full time equivalent base salaries for male and female permanent and fixed term employees. We define gender pay parity as within a +/-2 per cent band.

In recent years, however, we have noticed an increase in the number of women leaving our workforce, particularly in operational areas, so we have developed a Women@Post strategy to improve how we attract, grow and retain our female employees.

The strategy aims to reduce the turnover of female employees, attract women to operational roles and promote engagement and inclusion through cultural readiness activities.

Part of the strategy is an eight-week program, liaising with business leaders and HR to understand the experience of employees and develop recommendations for change. This program was piloted at a number of our deliveries facilities in Sydney and the results were analysed to identify main themes and insights to set the foundation for activities to attract women to work at Australia Post – and retain them.

We also support the development and retention of female employees through ProjectMe, a seven-week career and personal development program designed to give our women the tools to build resilience, self-awareness and career agility.

Another program, Elevate, creates a cohort of high potential women with the confidence and capability to set up, drive business outcomes and challenge the status quo. Through the success of this program, we have been able to identify and develop a strong pipeline of female talent to move into leadership roles.

For the second year, in partnership with Wodonga Institute of TAFE, Volvo Group, Transport Women Australia and Linfox, we supported seven candidates to retrain as a professional driver. Candidates came from across the business to train for their Heavy Rigid driver's licence.



## Future outlook

Safety remains our focus and as our network expands, we are investing to ensure our people stay safe and the risk of injury is reduced. We will continue to educate our people as equipment and sites change, and we expect to achieve a reduction in injuries as manual handling diminishes and our modes of delivery become safer.

We will increase the cultural readiness of our people by working with the business to address local issues that create better opportunities for achieving gender balance, particularly in operations areas, and an environment that supports inclusion for all diversity groups. In addition, training and education opportunities, support programs and robust employee networks for LGBTI+ pride and people with disability will improve how we attract and retain employees for key diversity areas.

The projected growth in eCommerce and the planned broadening of our products and services will support our aspiration to continue to provide meaningful work for everyone in our business.

Bhuvanewari Chivukula at the Dandenong Letters Centre in Victoria