

Refugee Employment & Engagement Action Plan

2024 - 2027

Diversity, Culture and Inclusion





Acknowledgement of Country

Australia Post acknowledges the Traditional Custodians of the land on which we operate, live and gather as a team. We recognise their continuing connection to land, water, and community. We pay respect to Elders past, present and emerging.

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Message from

Paul Graham, Group CEO and Managing Director

Delivering a Better Tomorrow



When I was 12 years old, my family immigrated to Australia from Northern Ireland at the height of the ‘Troubles’. We moved into a migrant hostel in East Hills in Sydney.

From that experience I saw firsthand how critical having a roof over your head and stable employment is when you arrive in a new country. Through their jobs, my parents were able to set up a new life, support our family, and establish roots in the community we came to call home.

For our refugee communities in Australia this is even more true. Without employment, a perilous situation can become an impossible situation. This is why, at Australia Post, we are committed to supporting refugee integration into our workforce.

At Australia Post, we acknowledge the immense value that individuals from refugee backgrounds bring to our organisation. In our 2023 cultural survey ‘Our AP Way Say’ team members who identified as refugees demonstrated significantly higher engagement rate, motivated by their deep sense of belonging. We believe by embracing and integrating the unique talents, skills, and experiences of refugees, we enhance our workplace environment and pave the way for improved social and economic outcomes for these individuals.

The Refugee Employment and Engagement Action Plan is a testament to our commitment to diversity and inclusion. While this is Australia Post’s first Refugee Employment and Engagement Action Plan—our vision under the Plan has very much been a part of how we operate as an organisation for many years.

We are proud to support the Universal Declaration of Human Rights and the UN Sustainable Development Goals, which underpin this action plan. Our goal is to create an inclusive and supportive environment where refugees can thrive and contribute to the success of Australia Post and the communities we serve.

This Plan outlines our strategic approach to attracting, recruiting, and retaining refugees, and ensuring they have access to meaningful and sustainable employment opportunities. It is built on the foundation of our longstanding commitment to diversity, which is reflected in our workforce of over 143 nationalities and 32% of our team members having come from culturally and linguistically diverse backgrounds.

This Plan is ambitious in its scope. We are also seeking to improve the customer experience for individuals from refugee and asylum seeker backgrounds by ensuring our products and services are accessible, inclusive and culturally responsive. And, we are aiming to deliver better social integration opportunities by building more inclusive, vibrant communities through better community and supplier partnerships.

I want to extend my heartfelt thanks to our team members, partners, and the refugee communities who have contributed to shaping this plan.

Together, we are building a future where diversity is celebrated, and everyone has the opportunity to succeed.

A handwritten signature in black ink, appearing to read 'Paul Graham', with a horizontal line extending to the right.

Paul Graham

Group Chief Executive Officer and Managing Director, Australia Post

Message from

Sue Davies, EGM, People and Culture

Empowering Our Future Together

At Australia Post, our people are at the heart of everything we do. With more than 64,000 diverse team members, we are dedicated to creating an inclusive workplace where everyone can thrive. Our Refugee Employment and Engagement Action Plan exemplifies this commitment.

For over four decades, we have actively and successfully integrated individuals from refugee backgrounds into our diverse workforce. Their experiences enrich our workplace and drive innovation. Our goal is to provide meaningful and sustainable employment opportunities, so all team members can contribute fully to our organisation and society.

In 2022, Australia Post became one of the first large Australian owned corporate organisations to establish a diversity portfolio solely focusing on Refugee Employment & Engagement. We also appointed a Refugee Inclusion Partner to enhance the support Australia Post provides to the refugee community and expanded our pre-employment requirements to include individuals on refugee, humanitarian entrant, and asylum seeker visas.



The Welcome Project—a cornerstone of our Plan—offers tailored support and development opportunities for refugees. Through pre-employment programs, mentoring, and training, we aim to increase refugee representation in our workforce. Since the launch of the Welcome Project, we have placed over 30 refugees into frontline roles in Network Operations, and more than 40 in seasonal casual roles.

Australia Post is also a proud supporter of Refugee Week coordinated by Refugee Council of Australia. By fostering a culture of acceptance, understanding and respect, we can ensure that refugees feel valued and supported in their professional journeys.

Our Refugee Employment and Engagement Action Plan is the next step in our refugee inclusion journey. I extend my heartfelt thanks to our team members, partners, and refugee communities who have contributed to this groundbreaking plan. Together, we are building a future where individuals from refugee and asylum seekers backgrounds can thrive through the contribution of their unique talents, skills and experiences to our workplace and the broader community.

A handwritten signature in black ink that reads "Sue Davies".

Sue Davies

Executive General Manager,
People & Culture, Australia Post



Message from

Huy Truong, CEO, Thrive Refugee Enterprise

Thrive's purpose is to provide pathways to economic opportunities for refugees that will enable greater financial inclusion and more effective settlement. Our vision is for all refugees to be economically empowered, integrated, prospering and contributing back to Australian society. Globally, the UNHCR recognises economic self-reliance as a critical factor in successful integration.



Since 2017, Thrive has supported the creation of over 650 refugee-led small businesses, collectively generating annual revenues more than \$60m. Whilst we look forward to supporting thousands of refugee-led businesses in the years to come, we are also preparing to launch our second pathway – into traditional PAYG employment to help address the needs of employers. Australia Post has been a valued partner since 2020 when we came together to create a pathway for refugees into small business opportunities as courier drivers with Australia Post. We are now excited to extend our partnership with Australia Post with the PAYG employment pathway in the development of roll out of the Refugee Employment and Engagement Action Plan 2024-2027. As one of Australia's largest and most trusted employers, Australia Post has made a demonstrated commitment

to refugee inclusion. Refugees coming to Australia to start a new life face many barriers to gaining meaningful employment and achieving economic self-reliance. Through the Refugee Employment and Engagement Action Plan, Australia Post is breaking down these barriers, providing a supported pathway for refugees into employment in an inclusive workplace and in doing so providing a blueprint for other large employers across Australia. I have been particularly encouraged by the support of the Executive Team and Chair of Australia Post in this initiative.

In Australia, achieving meaningful economic participation for refugees, particularly in the early years of their settlement, presents an enormous opportunity for improvement for corporate Australia. Refugees bring skills in need, resilience, diversity of thinking, a strong

work ethic and demonstrated loyalty to their employers. However, it is challenging for refugees to not only find work, but to remain in work after settling in Australia. Australia Post's Plan is increasing the representation of people from refugee and asylum seeker backgrounds in its workforce and realising the potential in a diverse and inclusive workplace.

The system supporting refugee employment in Australia is developing, and many barriers exist to employers sourcing job ready refugee candidates from traditional employment service providers and recruiters in a timely way. Together, Thrive and Australia Post are leading change. As part of the Action Plan, we are piloting a collective impact approach to accelerate refugee employment, collaborating with key players in the ecosystem including Government and refugee settlement service providers while modelling the value of a central point of coordination, a focal point for employers seeking to increase refugee employment in their Diversity and Inclusion plans for the future. We look forward to partnering in this journey of change with Australia Post.

A handwritten signature in black ink, appearing to read 'Huy Truong', written over a horizontal line.

Huy Truong
CEO, Thrive



Welcome Project: Australia Post Refugee Employment and Engagement Program

The Welcome Project is an Australia Post initiative dedicated to supporting refugee integration into its workforce. Through strategic partnerships and tailored opportunities, the project aims to empower refugees with the skills and resources needed to thrive in various roles. This project embodies a vision of inclusivity and economic empowerment, creating a welcoming environment where refugees can contribute their unique talents and experiences.



The Universal Declaration of Human Rights & Refugee Employment

Australia Post’s Refugee Employment and Engagement Action Plan is underpinned by the Universal Declaration of Human Rights and UN Sustainable Development Goals and is built around Our Ethics, TIES values and Our AP Way Culture.

Under Article 23 of Universal Declaration of Human Rights:

Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.

Everyone, without any discrimination, has the right to equal pay for equal work.

Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.

Our Vision: Delivering a better tomorrow

At Australia Post, we recognise the resilience, determination, and untapped potential of refugees and we are committed to supporting them in unlocking their talents.

We envision a future where refugees can thrive and contribute their unique talent, skills and experience to our workplace and the broader community.

Our aim is to facilitate the successful integration of refugee team members into our workforce, fostering a culture of acceptance, understanding, and respect for diverse backgrounds, experiences and skills.

Our vision is rooted in the belief that our workforce diversity is a strength. By employing refugees, we enrich our work environment, foster creativity and innovation.

We are committed to providing equal employment opportunities for refugees to contribute positively to the successful integration and economic independence of refugees.



Our strategic imperatives

| | |
|------------------|--|
| To create impact | We recognise that stable employment is a key factor in the success of refugee settlement and Australia Post is committed to providing refugees with access to sustainable and meaningful employment opportunities across the Australia Post network. |
| Deliver outcomes | Increase representation of refugees working as part of the Australia Post workforce and improve retention of refugee team members by providing an inclusive culture and workplace that supports to mitigate barriers. |
| Raise awareness | Australia Post is recognised as a “refugee-friendly” employer who understands and welcomes refugees as part of its workforce. |

Our ambition



Economic Empowerment

By offering equal employment opportunities to refugees, we empower individuals, enabling them to contribute to their own livelihoods and take control of their futures.



Collaboration For Collective Impact

We partner with government agencies, settlement support organisations, educational institutions, and corporations to enhance the systemic approach to refugee employment. Our collaborations offer expertise, resources, and networks to amplify impact.



Social Integration

By creating a welcoming and supportive environment, we enable refugees to feel valued, respected, and connected, leading to greater social cohesion and harmony.



Advocacy & Influence

By being a vocal advocate and champion for refugee employment we can inspire other businesses, stakeholders, and policymakers to recognise the potential of refugees and embrace their inclusion within their own workplaces.



Cultural Diversity

By employing refugees we enhance our organisational culture and capacity to serve diverse customers and communities.



Refugee Fast Facts

Definitions

Refugee

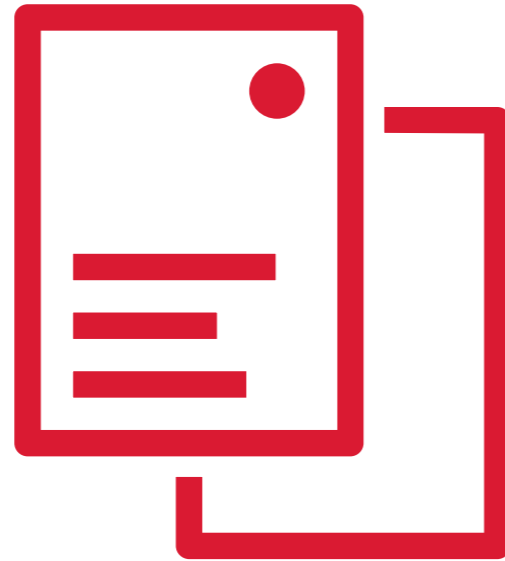
Under international law, a refugee is an individual who is unable to return to his or her home country due to a well-founded fear of persecution based on race, religion, nationality, political opinion, or social group.

Asylum Seeker

The term asylum seeker describes a person who has applied for protection as a refugee and is waiting for a determination.

Migrant

A migrant is someone who voluntarily chooses to move to another country, commonly for work, family or to study.



Refugee Statistics

At the end of 2023, an estimated **117.3 million people** worldwide were forcibly displaced due to persecution, conflict, violence, human rights violations and events seriously disturbing the public order. Based on operational data, UNHCR estimates that forced displacement has continued to increase in the first four months of 2024 and by the end of April 2024 is likely to have exceeded **120 million.**

The global refugee population increased by **7 per cent** to reach **43.4 million** by the end of 2023.

283,600 humanitarian refugees have settled in Australia since 2000.

1.1% of Australia's population are humanitarian refugees who have settled in Australia since 2000.

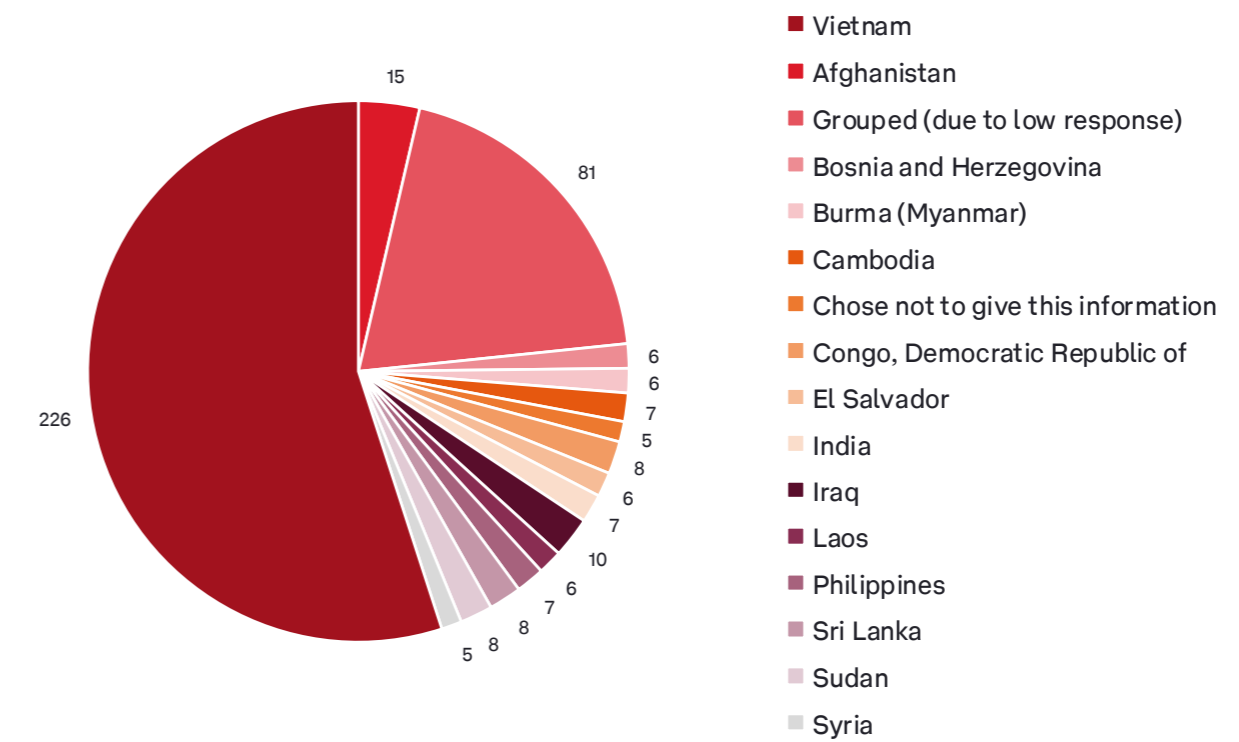
Australia is committed to increasing the annual humanitarian intake of refugees to **27,000 places** with a further **5000 additional places** for community sponsorship.

According to the 2021 Census, **159,880 (57.1%)** of humanitarian refugees over 15 years of age who arrived in Australia since 2000, are not in the workforce.

Sources: UNHCR Global Trends, Forced Displacement Report 2023, <https://www.unhcr.org/global-trends-2021>
ABS Census



Australia Post's Culturally & Linguistically Diverse Team Members Country of Origin



Refugee Employment & Engagement at Australia Post

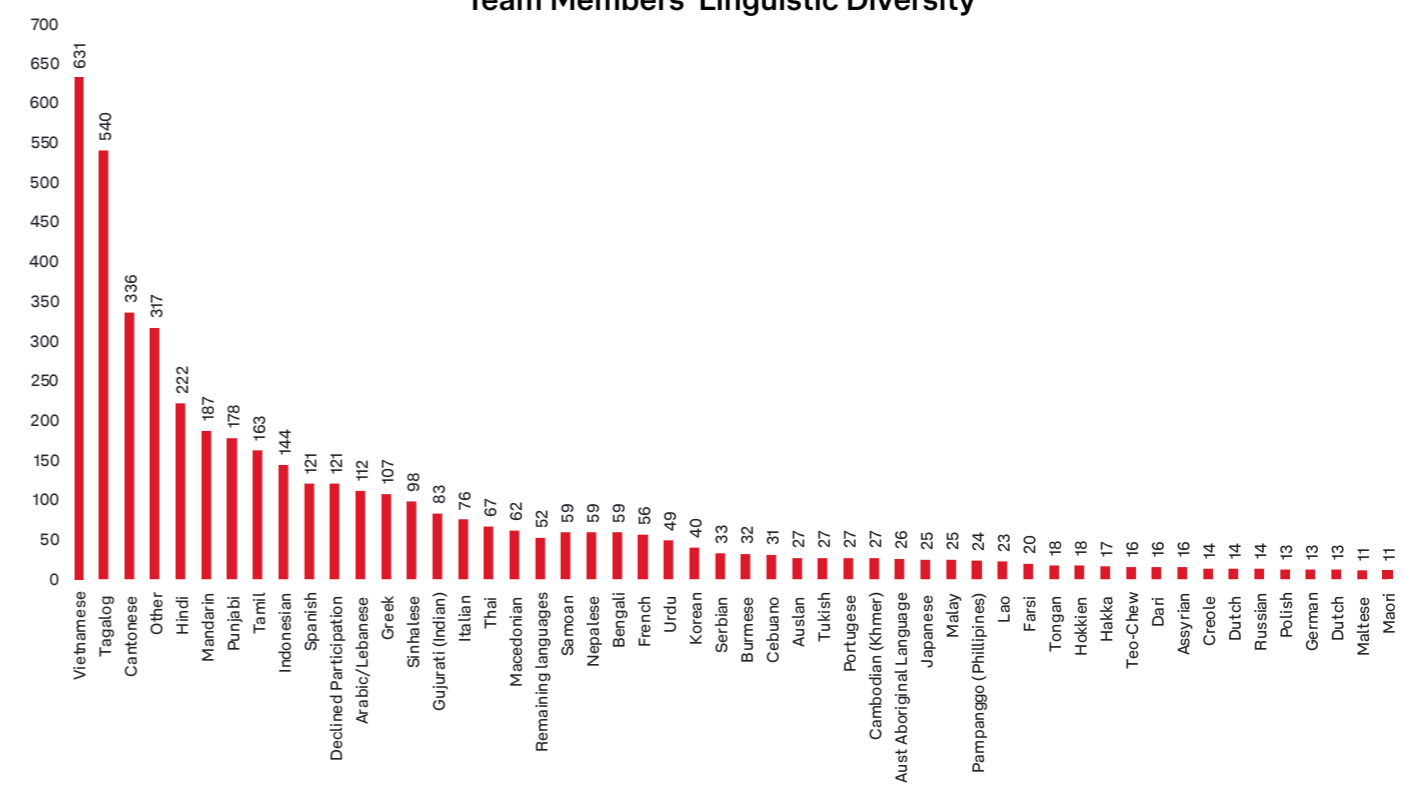
Diversity is our strength

While this is Australia Post's first Refugee Employment and Engagement Action Plan, our vision under the plan has very much been a part of how we operate as an organisation.

We have a diverse workforce with 32% of our workforce identifying as coming from Culturally and Linguistically Diverse background from 143 nationalities.

| Diversity Profile | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|-------|-------|-------|-------|-------|
| Women | 36.7% | 37.1% | 37.1% | 36.9% | 36.5% |
| Aboriginal and Torres Strait Islander people | 3.0% | 3.0% | 3.0% | 3.0% | 1.9% |
| People with disability | 5.7% | 5.6% | 5.6% | 5.7% | 4.0% |
| Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Asexual people | 3.6% | 3.5% | 3.2% | 3.1% | 1.6% |
| Culturally and linguistically diverse | 32.0% | 31.9% | 30.4% | 30.0% | 22.5% |
| Female Senior Managers (Band 4 and above) | 36.3% | 35.9% | 38.2% | 38.4% | 38.0% |
| Women on Australia Post Board of Directors | 50.0% | 42.9% | 37.5% | 44.4% | 44.4% |
| Aged under 30 | 9.3% | 9.8% | 9.2% | 9.7% | 10.2% |
| Aged 30 to 50 | 41.9% | 42.9% | 43.6% | 41.2% | 41.9% |
| Aged over 50 | 48.8% | 47.3% | 47.2% | 49.1% | 47.9% |

Team Members' Linguistic Diversity



Remaining languages: Albanian, Croatian, Romanian, Bulgarian, Swedish, Hungarian, Danish, Uzbek (China), Czech, Slovak, Ukranian, Cebuano and Finnish



Refugee Employment & Engagement at Australia Post (cont.)

Diversity is our strength

In 2023, we expanded the demographic section of our comprehensive cultural survey, known as 'Our AP Way Say,' to include a specific question regarding our refugee team members.

We received responses from 491 team members identifying as refugees, asylum seekers, or humanitarian entrants. This has provided us with significantly enhanced visibility of the experience of our refugee team members.

The recent analysis of our cultural survey data confirms Australia Post's longstanding commitment to providing employment opportunities to members of the refugee community. For over four decades, we have actively and successfully integrated refugees into our diverse workforce.

Building on a strong foundation

Australia Post has proudly demonstrated its commitment to refugee inclusion by becoming one of the first organisations to establish a dedicated diversity portfolio solely focusing on Refugee Employment & Engagement.

In line with this dedication, in September 2022, Australia Post appointed a Refugee Inclusion Partner to effectively centralise and streamline the support Australia Post provides to the refugee community.

In October 2022, we extended our pre-employment criteria to welcome individuals with refugee, humanitarian entrant, and asylum seeker visas.

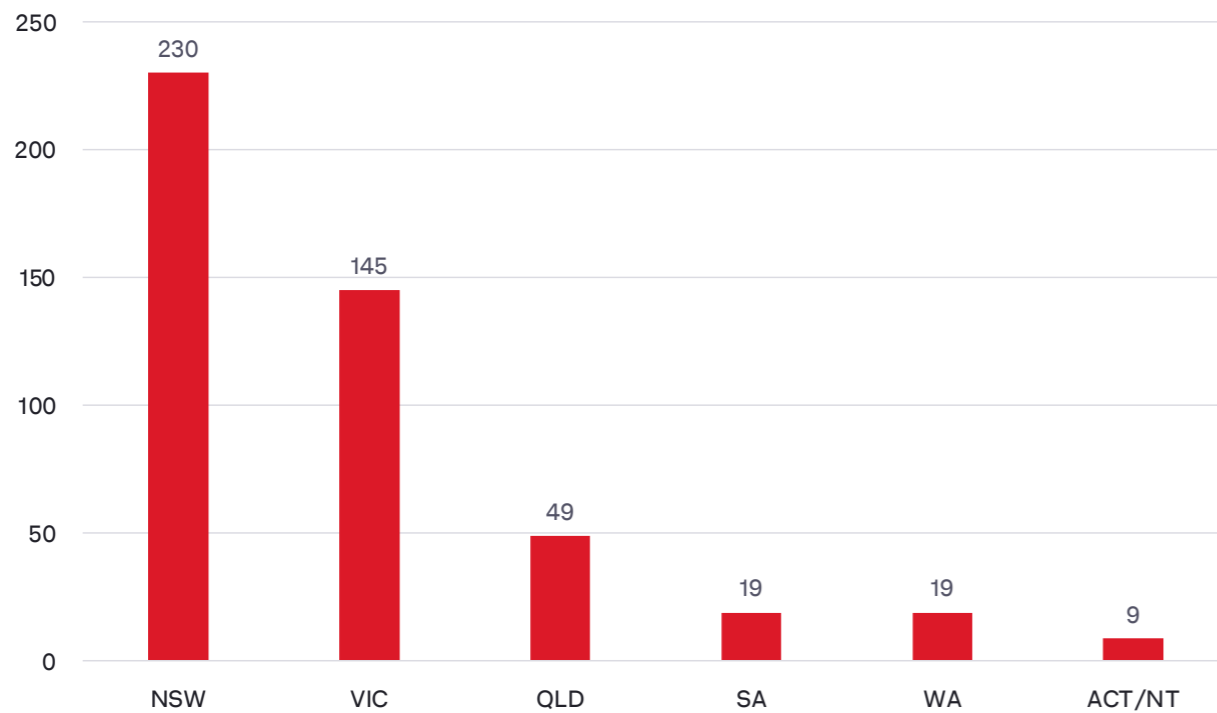
Refugee Employment at Australia Post

Since the launch of the Welcome Project, we have placed 32 refugees into frontline roles in Network Operations, one refugee in Retail Operations and 42 in seasonal casual roles.

Refugee Week Celebrations

Australia Post has been a proud supporter of Refugee Week coordinated by Refugee Council of Australia. We have commemorated Refugee Week by hosting celebrations to honour and recognise the resilience and contributions of refugees to our organisations and our community across the organisation.

Australia Post Refugee Team Members By State



Refugee Employment & Engagement at Australia Post (cont.)

Accelerated Refugee Employment Pilot Program

In October 2022, Australia Post commenced a pilot project in Network Operations in NSW and VIC, placing 26 refugee candidates in frontline roles such as Mail Sorters, Van Drivers, and Walking Posties. The pilot highlighted challenges in candidate sourcing and job readiness, pre and post-employment support and limited availability of resources for corporate employers within the refugee economic participation ecosystem.



By February 2024, Australia Post, in collaboration with Thrive Refugee Enterprise, partnered with the Department of Education and Employment Relations for the Launch into Work program, introducing the Accelerated Refugee Employment Pilot (AREP) Project. This project aims to accelerate the transition of refugee candidates into employment at Australia Post through customised training and support.

The AREP Project, tailored through stakeholder consultation and co-designed with various departments within Australia Post (such as Network Operations, Talent Acquisition, Network Capability), external settlement support partners, Department of Employment and Workplace Relations, Department of Home Affairs, and MTC, and has commenced in Network Operations North in NSW and QLD. Thirteen candidates received training by MTC, which included visits to Sydney West Parcel Facility and Alexandria Delivery Facility. Furthermore, in collaboration with Civik People, five candidates secured employment at the Brisbane Parcel Facility.



The candidates started on their employment journey at Australia Post in August 2024. The project evaluation is expected to guide the improvement of refugee employment strategies.

This initiative strives to foster innovative partnerships among government bodies, settlement support organisations, educational institutions, and the corporate sector to provide holistic employment solutions for newly arrived refugees in Australia.



Refugee Employment & Engagement at Australia Post (cont.)

Case Study: Jerry

Australia Post delivers true welcome and belonging for refugee Jerry to restart his life in Australia

Originally from Bangladesh, Jerry arrived in Australia in 2019 seeking asylum due to political unrest in his homeland. Jerry, his wife, and daughter sought protection from the Australian government, who granted his family a protection visa in September 2019.



Before arriving in Australia, Jerry spent two years with Qatar Airways as a Junior Airport Services Agent, ensuring passenger safety and addressing customer concerns. Prior to this, he dedicated nearly a decade to working as a lecturer in Business and Human Communication and English for Academic Purposes at BRAC University in Bangladesh.

Leaving his homeland for Australia was a difficult decision. He left behind his family and ageing parents, and had to learn to build a new life for himself and his family in a foreign country away from all his support networks. Resettling in Australia came with many challenges. As a former lecturer, he had no doubts about his English however,

the Australian accent and slang posed significant challenges during his first year. Beyond linguistic hurdles, Jerry frequently found himself lost trying to navigate the Australian employment system. Unlike his home country, where everyone can directly apply for a job, Australia requires extra steps including providing referees. Despite multiple attempts to secure administrative positions, his lack of Australian qualifications led to repeated rejections.

Speaking of his experience, Jerry stated,

“Even with a Masters degree in Language Teaching and Business Administration from two reputable universities in my country, it meant nothing in the Australian job market. No matter how qualified I am, employers turned me down simply because I lacked Australian qualifications. That’s how they disqualified me.”

Recognising the importance of Australian qualifications, Jerry completed Certificate IV in Community Services in 2021 and Certificate IV in Logistics in 2022. At the same time, he was able to gain casual work as a kitchen hand at a Blacktown food provider, which presented numerous challenges. Irregular hours, public transport struggles, and sudden shift cancellations were part of his daily life. This casual job could not guarantee income security for him and his family, nor enable him to start laying the foundations for his new life in Australia. To pay the bills, Jerry secured a second job as a cleaner in an aged care centre where his wife was working. After diligently saving money for a year, Jerry finally purchased a car and obtained his probationary license. Transport being another major challenge in securing permanent work as a requirement of most employers to demonstrate reliability.

“Community Corporate provided significant support, placing me in a company like Australia Post. It positively changed my life and my family’s life.”

– Jerry NSW

Jerry’s journey took a positive turn when he was referred to Community Corporate to participate in the Welcome Project: Australia Post Refugee Employment pilot program. Through the program, Jerry was provided with pre-employment training and coaching and support that enabled him to successfully secure a part-time position as a Parcel Sorter at the Chullora site in NSW. This marked Jerry’s first stable job which provided him benefits such as annual leave, sick leave, on-the-job training, and regular rostered shifts which brought him a sense of security.

In October 2023, Jerry applied internally for a full-time job with Australia Post in Kemps Creek. He was successful, and this meant that Jerry could work closer to his home. Grateful for the opportunity, he said

“Community Corporate provided significant support, placing me in a company like Australia Post. It positively changed my life and my family’s life. Besides the 37.5 working hours each week, I am also entitled to annual leave and sick leave. This job gives me and my family a sense of security. I no longer must worry about how to pay the bills for the week.” “Community Corporate paved the way for me to connect with employers willing to give me a chance to demonstrate and utilise my skills. Thanks to their training, I learned about Australian workplace culture, and work health and safety. I visited the office a couple of times when needing help with applying for a fit-to-work certificate or paperwork issues. I felt empowered. The feeling that someone would be willing to help me if I reached out boosted my confidence.”

Jerry was one of the first refugees supported through the Welcome Project: Australia Post’s Refugee Employment and Engagement Program in partnership with Community Corporate. Now, 6 months into stable employment and with aspirations to continue working and pursue a teaching career, Jerry hopes to progress in his career. Jerry expressed,

“I maintain a passion for working in the teaching sector. At the same time, I am grateful for Australia Post which gives me an environment to thrive and to learn. It will be a dream come true for me to work as a trainer at the company that helped me have such a stable life.”

After going through the ups and downs in the journey of resettling in Australia, Jerry offered words of encouragement to others looking to enter the job market,

“For all friends who are trying their best to seek safety for themselves and their families, please keep the strong belief in yourself. Moving to a new country, everything is frustrating but that is fine. If you keep working hard and being brave to ask for help, you will get where you want.”

Jerry also had a few words for other employers who may be hesitant to hire refugees and asylum seekers,

“Dear employers, please do not judge us based just on our certificates. We are more than qualifications. We came to Australia with diverse values, experiences, and knowledge. These should be considered as strengths rather than shortcomings. If given a chance, we can bring diversely valuable input to your companies.”

Refugee Employment & Engagement at Australia Post (cont.)

Ukrainian Stamp Release

As part of the Welcome Project, we have welcomed a number of Ukrainian candidates who have arrived to Australia under Humanitarian Entrants visas into roles in Network Operations and Retail Operations.

In August 2024, we released a special stamp designed to complement those from postal administrations worldwide. The stamp features a dove carrying an olive branch in the foreground, symbolizing peace. While in the background, a field of sunflowers represents the national flower of Ukraine and embraces Ukraine's national colours, yellow and blue.



Refugee Employment & Engagement Action 2024-2027

Delivering a better tomorrow



Our Commitment

Delivering a better tomorrow where individuals from refugee and asylum seekers backgrounds can thrive through the contribution of their unique talents, skills and experiences to our workplace and the broader community.



Our People

Strengthening our capability to enhance attraction, recruitment and retention of individuals from refugee and asylum seekers backgrounds.



Our Customers

Deliver a better customer experience to individuals from refugee and asylum seekers backgrounds by ensuring our products and services are accessible, inclusive and culturally responsive.



Our Community

Deliver better social integration opportunities for individuals from refugee and asylum seekers backgrounds by supporting the building of more inclusive, vibrant communities through better community and supplier partnerships.



1

Our Commitment

Our Commitment



Delivering a better tomorrow where individuals from refugee and asylum seekers backgrounds can thrive through the contribution of their unique talents, skills and experiences to our workplace and the broader community.

| Action | Accountability | Timeframe |
|---|--|-----------|
| <p>1.1 Amplify the voices of refugees and asylum seekers.</p> <p>1.1.1 Embed the voice of lived experience in decision making by establishing an employee group comprising people from a refugee background.</p> <p>1.1.2 Appoint a representative from a refugee settlement support organisation to serve on the Australia Post Stakeholder Council.</p> <p>1.1.3 The CEO and Senior Leaders convene an Annual Refugee Listening Session during Refugee Week.</p> | <p>EGM People & Culture</p> <p>EGM Community, Sustainability & Stakeholder Engagement</p> <p>Refugee Inclusion Partner</p> | Ongoing |
| <p>1.2 Establish a governance framework to ensure accountability and action to deliver the commitments published in this plan.</p> <p>1.2.1 Executive Sponsor.</p> <p>1.2.2 Establish a Refugee Employment and Engagement Plan Steering Group to drive the implementation of the Action Plan.</p> <p>1.2.3 Report progress (quarterly to Refugee Employee Group and Executive Sponsor) and annually to People Committee of the Board.</p> <p>1.2.4 Communicate commitments and progress of the action plan to employees regularly across the organisation.</p> | <p>EGM People & Culture</p> <p>Refugee Inclusion Partner</p> | Ongoing |
| <p>1.3 Provide leadership to advance economic participation of refugees and asylum seekers in Australia.</p> <p>1.3.1 Participate on the Refugee Economic Participation Sub Committee with responsibility for providing advice to the Settlement Advisory Council and government committees to advocate for better employment outcomes for refugees and asylum seekers.</p> <p>1.3.2 Participate in refugee employment Employer Networks to champion the employment of refugees and share Australia Post's strategy and learnings to amplify influence.</p> | <p>EGM People & Culture</p> <p>Diversity, Inclusion & Talent</p> | Ongoing |

2

Our People

Our People

Strengthening our capability to enhance attraction, recruitment and retention of individuals from refugee and asylum seekers backgrounds.



| Action | Accountability | Timeframe |
|--|--|-------------------|
| <p>2.1 Provide a refugee friendly recruitment and onboarding experience, ensuring it is safe, supportive and free of barriers.</p> <p>2.1.1 Review recruitment processes with a refugee lens to implement refugee friendly practices.</p> <p>2.1.2 Develop Refugee Inclusion Recruitment Guide.</p> <p>2.1.3 Build the capability and enhance the skills and cultural awareness of Talent Acquisition Consultants, Hiring Managers, and Learning and Development consultants through ongoing Refugee Inclusion training.</p> <p>2.1.4 Add refugee diversity field into Avature to identify refugee candidates at the beginning of the recruitment process to offer support if needed.</p> | <p>Deputy EGM/GM People Advice & Services</p> <p>Refugee Inclusion Partner</p> <p>GM People Transformation Tech & Workforce</p> <p>Head of P&C Experience & Enablement</p> | <p>Ongoing</p> |
| <p>2.2 Increase the representation of refugees and asylum seekers in our team and extended workforce through meaningful and sustainable employment and self employment opportunities.</p> <p>2.2.1 Increase direct recruitment of people from refugee and asylum seeker backgrounds to 1.5% of the workforce, inclusive of current team members and extended workforce.</p> <p>2.2.2 Extend apprenticeship and traineeship opportunities to individuals from refugee and asylum seekers backgrounds.</p> <p>2.2.3 Implement pilot programs for refugee employment in Network and Retail Operations and support roles.</p> <p>2.2.4 Collaborate with settlement support partners and refugee communities to support refugee and asylum seekers to increase self employment in Australia Post's extended workforce.</p> <p>2.2.5 Regularly provide hire reports to monitor progress towards the target.</p> | <p>Head Of Talent Attraction & Mobility</p> <p>Head of Capability, Strategy & Insights</p> <p>EGM People & Culture</p> <p>Senior Manager Workforce & Insights</p> | <p>2024- 2027</p> |

Our People (cont.)

| Action | Accountability | Timeframe |
|---|--|----------------------|
| <p>2.3 Partner with refugee communities and service providers to grow the pipeline of work-ready talent.</p> <p>2.3.1 Partner with refugee communities and service providers in the development of programs to enhance work readiness and grow the pipeline of refugee and asylum seeker candidates.</p> | Refugee Inclusion Partner | Ongoing |
| <p>2.4 Report and measure workforce representation and engagement across the enterprise.</p> <p>2.4.1 Add refugee and asylum seeker representation to diversity and inclusion metrics.</p> <p>2.4.2 Review Our AP Way Say engagement results and set a continuous improvement framework in place to increase engagement outcomes for refugee and asylum seekers cohort.</p> | Senior Manager Workforce & Insights Head Of Diversity, Inclusion & Talent | Ongoing |
| <p>2.5 Celebrate cultural diversity and grow awareness of the refugee and asylum seeker journey.</p> <p>2.5.1 Play an active role on Refugee Week (June) and acknowledge World Refugee Day.</p> <p>2.5.2 Establish a commemorative stamp issue recognising the contribution of refugees to Australian society.</p> <p>2.5.3 Develop an annual communication plan to ensure stories of people from refugee and asylum seekers are shared broadly across the organisation and community.</p> | GM Corporate Communications GM Retail Product & Supply Chain Refugee Inclusion Partner | Ongoing 2025-2026 |
| <p>2.6 Ensure employee communications are accessible to people who have English as a second language.</p> <p>2.6.1 Provide access to interpreters during important events and meetings.</p> <p>2.6.2 Provide simplified translations for important policies such as drug/alcohol, harassment, discrimination, bullying and safety messages.</p> | GM Corporate Communications Refugee Inclusion Partner GM Network Operations | Ongoing |

Our People (cont.)

| Action | Accountability | Timeframe |
|--|---|-----------|
| <p>2.7 Review & identify opportunities to improve cross-cultural awareness across the organisation.</p> <p>2.7.1 Develop Interactive Refugee Experience Immersion training to build capability and understanding to support improvements in working effectively with refugee and asylum seekers.</p> <p>2.7.2 Define, review and develop targeted interventions to support improvements in addressing key challenges and improve current ways of working. These interventions aim to foster capability building and drive behaviour change by addressing key challenges faced by specific audience groups.</p> | Head Of Strategy & Capability | 2024-2026 |
| <p>2.8 Provide support to employees with lower English language proficiency by offering accessible resources and training to improve communication skills.</p> <p>2.8.1 Provide access, resources and opportunities for training to employees with low level English language proficiency to improve their communication skills.</p> <p>2.8.2 Partner with government departments, specialist language providers and refugee agencies to provide access to resources to minimise language barriers impacting the recruitment, onboarding, workplace inclusion, health, safety and well being of refugee and asylum seekers.</p> | EGM Network Operations Refugee Inclusion Partner | Ongoing |

3

Our Customers

Our Customers



Deliver a better customer experiences for individuals from refugee and asylum seeker backgrounds by ensuring our products and services are accessible, inclusive and culturally responsive.

| Action | Accountability | Timeframe |
|--|-------------------------------|-----------|
| 3.1 Ensure Australia Post's products and services are accessible and inclusive. | EGM Retail, Brand & Marketing | Ongoing |
| 3.1.1 Develop resources about Australia Post's products and services in partnership with the Settlement Support organisations to make information about Australia Post services available and accessible to newly arrived refugees and asylum seekers. | Refugee Inclusion Partner | |
| 3.1.2 Ensure the Australia Post website, apps and external marketing are accessible to people with low English proficiency. | | |
| 3.2 Provide targeted support to retail and customer services team members when working with culturally and linguistically diverse communities, including refugee and asylum seekers candidates. | EGM Retail, Brand & Marketing | Ongoing |
| 3.2.1 Integrate a culturally and linguistically diverse lens into existing training and development models for retail customer service team members. | Refugee Inclusion Partner | |

4

Our Community

Our Community





Deliver better social integration opportunities for individuals from refugee and asylum seeker backgrounds by supporting the building of more inclusive, vibrant communities through better community and supplier partnerships.

| Action | Accountability | Timeframe |
|--|--|-----------|
| <p>4.1 Promote and invest in community partnerships to benefit people from refugee and asylum seeker backgrounds.</p> <p>4.1.1 Continue to deliver programs to increase community awareness about mental health and wellbeing resources and services and improve the mental health and wellbeing of individuals across Australia.</p> <p>4.1.2 Support our community partners to develop culturally sensitive information and resources suitable for people for whom English is a second language. Ensure this information is available to team members at Australia Post.</p> <p>4.1.3 Continue to deliver community workforce engagement programs that enable our team members to support NFP organisations of their choice aligned to the enterprise community strategy.</p> | GM Stakeholder & Community Engagement | Ongoing |
| <p>4.2 Partner with suppliers who share our commitment to refugee and asylum seeker employment.</p> <p>4.2.1 Encourage vendor supply recruitment services and labor hire contractors to identify and support the recruitment of people from refugee and asylum seeker backgrounds.</p> <p>4.2.2 Identify opportunities to support refugee-run businesses and social enterprises in procurement.</p> | <p>Head of Group Procurement Finance, Governance & Commercial</p> <p>Refugee Inclusion Partner</p> | Ongoing |



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