



Diversity and inclusion

Australia Post
Equal Employment
Opportunity Report 2012



The 2012 Australia Post Equal Opportunity Report provides an annual overview of our diversity profile, features our key diversity initiatives and measures how we are performing in relation to our four key 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*.

Gender

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**Indigenous
Australians**

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**Culturally and
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Cover image

***mymentor*: mentoring circle**

Pictured from left: Kerry Ashbrook (mentor),
Harvinder Jain (mentee), Guy Inbar (mentor)





Diversity and inclusion makes sense...

It makes sense for our people, for our customers and for our community.

As one of Australia's largest employers, our focus is on building a diverse and inclusive workforce in which we attract and retain talented people who are representative of the customers we deliver an exceptional service to every day.



One of the most diverse workforces in Australia

33,031 employees

134 nationalities

65+ different languages

Our diversity profile

39.8% women

1.7% Indigenous Australians

7.3% people with disability

22.3% people from culturally and linguistically diverse backgrounds



Supporting our female talent

600
mymentor participants

35.5%
women in management positions

33.2%
women in executive positions

42.5%
of all promotions are for female employees

Year in review

It has now been two years since Australia Post launched its Future Ready strategy with a clear vision to reshape our business to meet the changing needs of our customers and the community in an increasingly competitive, digital environment.

As we work towards building a sustainable business, the diversity of our workforce has never been more important. Building a workforce that reflects the customers we serve with the skills, capability and knowledge to promote innovation and diversity of thought will ensure we are better equipped to understand the Australian community and make decisions that meet their everyday needs.

Over the past 12 months we have continued to focus on our four diversity indicators: gender, Indigenous Australians, people from culturally and linguistically diverse backgrounds and people with disability. Our goal for this year, as a result of ongoing organisational change, has been to maintain, at a minimum, our current diversity profile. This has been achieved.

Increasing the representation of women in leadership positions in particular, has been a strategic priority for our business. Over the past two years our relentless focus has resulted in a transformational shift in the number of women in executive positions; from just 21.4 per cent in 2010 to

33.2 per cent in 2012. The business is immensely proud of this achievement which is very much the outcome of decisive action to implement core programs of work and drive a significant culture change agenda.

More than 600 of our award level female employees have now participated in the mymentor program, a program that seeks to build the confidence of women to help them realise their potential.

The second round of mymentor was launched to coincide with International Women's Day (IWD) in March 2012. IWD is a much celebrated occasion at Australia Post, in which events were held in all states across the country to recognise the critical role women have and continue to play in the corporation's success.

This year, we also focused on improving social inclusiveness through our new partnership with the AFL and by celebrating Harmony Day to coincide with the UN's International Day for the Elimination of Racial Discrimination.

For the first time, Australia Post also combined Reconciliation Week with NAIDOC Week to create an Indigenous Month of Celebration; recognising the contributions of our Aboriginal and Torres Strait Island employees across the enterprise.

Major outcomes – diversity indicators

At the end of the reporting period, our total number of employees was 33,031. This is 1.3 per cent lower than the previous year. Despite this decline, representation across our four diversity indicators – gender, Indigenous Australians, culturally and linguistically diverse and people with disability – has remained relatively stable.

Gender (women) – 39.8 per cent

Whilst women continue to make up 39.8 per cent of Australia Post's workforce, the representation of women in both management and executive positions has increased. The number of women in management positions grew 1.8 per cent to 35.5 per cent (770) and women in executive positions increased to 33.2 per cent (122) marking a 4.1 per cent increase.

Indigenous Australians – 1.7 per cent

Representation of Aboriginal and Torres Strait Island employees remained relatively stable at 1.7 per cent with only a 0.1 per cent decrease on last year. In line with our Reconciliation Action Plan (RAP) commitments, our number of Indigenous Traineeships increased from 48 to 58.

Culturally and linguistically diverse – 22.3 per cent

This year, representation of culturally and linguistically diverse employees is 22.3 per cent. Australia Post continues its commitment to a culturally-diverse workforce that reflects Australia's contemporary multi-ethnic profile with industry-leading initiatives such as UCan2, the Australia Post and AFL partnership (including multicultural ambassadors) and Working – the Australian Way.

People with disability – 7.3 per cent

Australia Post employs 2,398 people who have disclosed a disability, representing 7.3 per cent of the workforce. Australia Post continues its MOU with Work Focus and the National Disability Recruitment Co-ordinator (NDRC) to create employment opportunities and support people with disability in our workplaces.

Diversity & Inclusion strategy

2012–2014

At Australia Post, we see diversity and inclusion as a business imperative and critical to our success. Our business is diverse by nature, so it follows that our workforce should be representative of the customers we serve. However, our point of difference is we seek to leverage the value of this rich diversity for all of our stakeholders to deliver exceptional community and customer service, improved financial performance and increased employee engagement.

The 2012–2014 Diversity & Inclusion strategy focuses on our four diversity indicators: gender, Indigenous Australians, culturally and linguistically diverse (CALD) and people with disability (PWD).

Key objectives

The overarching objective of the Diversity & Inclusion strategy is to create and embed a diverse and inclusive, high-performing culture and ensure Australia Post meets its obligations under the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* in relation to the development of strategies to assist the designated EEO groups and the elimination of discrimination and harassment.

Diversity & Inclusion: four indicators

Gender



Maintain representation of women in management and executive positions

Culturally and linguistically diverse



Maintain representation and provide employment and development opportunities

Indigenous Australians



Maintain representation through the provision of employment, business and training opportunities

Disability



Maintain representation and provide employment opportunities and a suitable work environment

Four strategic imperatives

The 2012–2014 Diversity & Inclusion strategy details our four strategic imperatives to drive progress within each diversity stream. These strategic imperatives are underpinned by

visible leadership commitment to and role modelling of inclusive behaviours and embedding diversity and inclusion in how we do things at Australia Post.

Priority 1: Talent management



Implement “best in class” talent processes to attract, develop, and retain the most talented individuals regardless of their race, sexual orientation, religion, age, gender, disability or any other dimension of diversity.

Priority 2: Diversity as a key business practice



Incorporate diversity and inclusion within our business practices, including our strategies and core systems and policies to reinforce desired behaviours and ensure compliance with relevant laws and legislation.

Priority 3: Communications and engagement



Build awareness and understanding and celebrate diversity and inclusion in our workplace and the community through the implementation of communications and engagement programs.

Priority 4: Strategic partnerships



Demonstrate market leadership and continue to reinforce our commitment to diversity and inclusiveness by partnering with organisations that are aligned to our goals and Culture Pillars.

Gender

Highlights

- Increase in the representation of women promoted to more senior positions: 42.5 per cent (↑3.3 per cent)
- Increase in the representation of women in leadership positions:
 - 35.5 per cent – women in management positions (↑1.8 per cent)
 - 33.2 per cent – women in executive positions (↑4.1 per cent).

Outlook

- **Xplore Leadership Program:** A development program for emerging female talent (bands 4 and 5) to build and expand business relationships, organisational presence, resilience and skills to support leadership and career potential. The pilot program commenced in July 2012.
- **mymentor:** The third round of the mymentor program will commence in early 2013 to coincide with International Women's Day.
- **Parental Leave program:** To help guide expectant parents and managers/supervisors through the parental leave transition and maintain connection to Australia Post. The program will be launched in September 2012.
- **Parental Leave scheme:** Introduction of government-funded parental leave from 1 January 2013.

Considering the many reported benefits of gender equity, the persistent under-representation of women in leadership roles represents a significant set of lost opportunities for organisations.

Today, women represent just 3 per cent of ASX200 CEOs. This figure has been stagnant for nearly a decade despite women entering the workforce in professional roles in greater numbers than men.

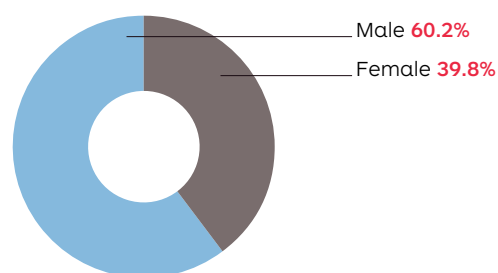
As one of Australia's largest employers, Australia Post recognises the importance of gender diversity, both economically and socially, and has been making progress by developing and retaining our women in leadership roles, particularly in the past five years.

Whilst our representation of women at Australia Post has remained stable at 39.8 per cent (13,152), the number of women in leadership positions over the past year has increased, indicating key initiatives directed at building our female talent pipeline and enhancing their capability have been effective.

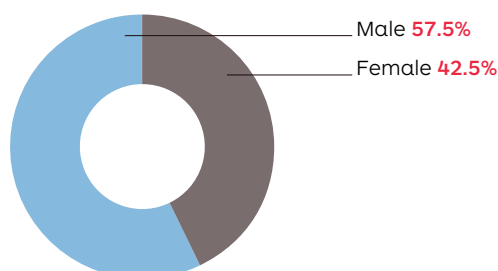
Over the past 12 months, women received just under half (42.5 per cent) of all promotions into more senior positions, a 3.3 per cent increase on the previous year. This movement has had a positive impact, increasing the number of women in management positions overall from 33.7 per cent to 35.5 per cent.

The number of women in executive positions has also increased by 4.1 per cent from 29.1 per cent in 2011 to 33.2 per cent in 2012. This result is the continuation of a positive trend over the past 12 years and exceeds the industry benchmark of approximately eight per cent.

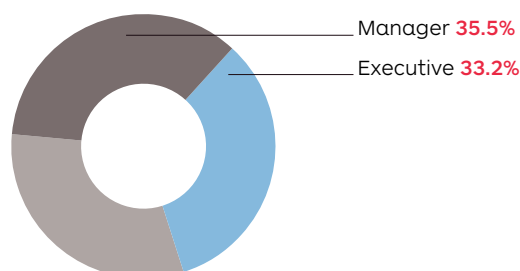
Representation of women in the Australia Post workforce



Promotion of women



Women in management positions



Representation of women (%)



The representation of women across different areas of our business, from operations, sales and delivery to more strategic roles, has also improved.

Our Retail Services business continues to account for the largest representation of women. This year, the retail workforce comprised 4,985 women (74.9 per cent).

Positively, the representation of women in leadership positions within our Mail Services business, traditionally a male dominated area, continues to strengthen. This year, the number of female postal managers was 140, a 7.3 per cent increase, whilst the number of female facility managers increased by 3.4 per cent to a total of 26.

Overall, the past 12 months has seen ongoing progress made in the representation of women in our leadership positions. This means we have greater diversity of thought around the table and more women exercising decision making authority to collectively achieve better business outcomes.

Whilst this a clear step in the right direction towards closing the gender “divide”, Australia Post is committed to continuing to drive culture change, systemically and behaviourally, to produce sustainable improvement in our gender balance.

Overview of gender initiatives

This year, Australia Post has continued to focus its efforts on building our talent pipeline by providing opportunities for growth and development, mentoring and engagement initiatives. The combination of these efforts has generated tangible benefits and ensures Australia Post continues to attract and retain talented women.

“Every woman should have the courage to ‘make the ask’ for what they want, and support the women around them to be courageous too.”

Catriona Larritt, General Manager,
Post Digital

Talent

mymentor

600 women in award-level positions have now successfully completed the mymentor program. The second round of mymentor, a 12 week program funded under our Future Skills initiative, was launched in March this year. The program offers self-paced learning combined with fortnightly mentoring to build the skills and confidence of our female employees to help them fulfil their potential.

Within 12 months of completing program one, 61 per cent of participants have either been promoted or are undertaking higher duties.

Recent results from program two's evaluation show almost 100 per cent of participants would recommend the program and 50 per cent have already been promoted or are undertaking higher duties.

Makarla Cole, mymentor Rising Star

Makarla is a Regular Parcels Product Analyst. She was promoted into this role earlier in the year after successfully completing the mymentor program, through which she was awarded a Rising Star Award.

Makarla received the award for her demonstration of several Culture Pillars through the relaunch of the Parcel Post prepaid satchels which she project managed from October 2011 through to March 2012. This project was delivered under tight timelines and has introduced a new 5 kilogram satchel and a new design and tracking capability to the existing 3 kilogram and 500 gram satchels.

“mymentor is a wonderful program that encourages women to achieve success. The program has helped me to develop my confidence and has definitely empowered me to achieve my best,” says Makarla Cole.



Peak Leadership program – women representation

In addition to conducting programs specifically for women, a key focus is also on ensuring women are represented in our enterprise leadership programs.

Earlier this year, the Peak Leadership program was launched. The program targeted Australia Post senior leaders and was centred on building their skills and capabilities against five core competencies: thinking commercially, operating collaboratively, driving execution, championing change and optimising talent.

Women made up 29.9 per cent (35) of the participant group, therefore establishing a strong network of senior female role models for other women coming up through the organisation.

Communications and engagement

International Women's Day

International Women's Day (IWD) is an opportunity for women to come together and celebrate the economic, political and social achievements of women past, present and future.

Our theme for IWD 2012 was "Connecting Women/Inspiring Futures" with a focus on celebrating the achievements of Australia Post women at a range of events at various facilities and workplaces throughout the country. Activities to mark IWD included:

- Graduation and induction ceremonies in all states for participants in the mymentor program.
- The establishment of a Gold partnership with UN Women Australia which raised almost \$30,000 through fundraising merchandise sales at our corporate retail outlets.

- Continued support of Fitted for Work (an organisation helping disadvantaged women to return to work) by holding a clothing drive in our Melbourne and Sydney offices/sites.

In keeping with this year's theme – Connecting Women/Inspiring Futures – senior Australia Post women shared their favourite quotations and advice on how women in our organisation can build their careers.

Strategic partnerships

In addition to Australia Post's partnership with UN Women Australia and support of Fitted for Work, Australia Post is also a corporate partner with the 100% Project: a not-for-profit organisation that aims to address gender inequality by actively engaging both men and women in understanding their needs and expectations in the workplace and developing solutions.

This year, Australia Post sponsored the "Men at Work" series which explored, *"What Men Want and Why it Matters to Women"*.

Australia Post played host to the panel discussion led by 100% Project Board member Dr Barbara West. Panellists included Catherine Fox, journalist for the *Australian Financial Review*, Sue Conde AM, President of UN Women Australia, Richard Umbers, Executive General Manager Parcel & Express Services at Australia Post, and Professor Bob Wood, Professor of Management and Director of the Centre for Ethical Leadership at Melbourne Business School.



Supporting women to have fulfilling careers at Australia Post

Indigenous Australians

Highlights

- Indigenous Employment Consultants (IECs) appointed in every state
- 20.8 per cent increase in the number of Indigenous people in traineeships
- Northern Indigenous Employment (NIE) Business Recognition Awards – Australia Post was recognised for its efforts in employing Indigenous people and developing strategies aimed at increasing Aboriginal participation and cultural awareness
- Reconciliation Week and NAIDOC Week combined to create Indigenous Month of Celebration. More than 2,000 employees participated at 20 events across the enterprise
- Partnered with CareerTrackers to sponsor two interns with 12 weeks of work a year
- Signed the Australian Employment Covenant (AEC)
- NAIDOC leave arrangements for Indigenous employees endorsed.

Outlook

- IECs trained in new recruitment processes aligned to the recruitment Centre of Excellence in Human Resources' centralised recruitment strategy.
- Refresh Australia Post's Reconciliation Action Plan.



Over the past few years, Indigenous representation across the business has been stable between 1.7 and 1.8 per cent. Despite ongoing workforce changes, this year it remained steady at 1.7 per cent.

Australia Post currently has 562 Aboriginal and Torres Strait Island employees (588 last year). The number of Indigenous employees in executive positions changed from three to two and those in management positions increased slightly to 11 (10 last year).

In contrast, the number of Indigenous people in traineeships across the enterprise grew by 20.8 per cent to 58 (48 last year). The growth in Indigenous traineeships demonstrates Australia Post's priority to expand its Indigenous traineeship program to include more school-based and vocational traineeships under its Reconciliation Action Plan (RAP).

Over the past year we have been building the foundations to increase Indigenous employment opportunities through the appointment of Indigenous Employment Consultants (IECs) in every state. Having IECs "at the ground level" ensures our centralised recruitment team has direct lines to Aboriginal and Torres Strait Island communities via the connections our IECs maintain with Indigenous groups in their respective states.

As we move into 2013, our focus will be on leveraging our connections with Aboriginal and Torres Strait Island communities across the country to build on our Indigenous representation across our business. This will be achieved by identifying and creating new employment opportunities, as well as promoting Australia Post as an "employer of choice" among these networks.

Indigenous Australians (%)



Number of Indigenous traineeships



Australia Post's Reconciliation Action Plan (RAP)

Australia Post launched its RAP in early 2011, building on its Indigenous Employment strategy (established in 1988) – an initiative that sought to provide Indigenous Australians with career opportunities. Australia Post's RAP revitalises its commitment to closing the gap between Indigenous Australians and non-Indigenous Australians through the provision of:

Employment – providing sustainable employment opportunities and training that is backed by experience and respect.

Services – being part of Indigenous communities through the services we provide, particularly in remote Australia.

Recognition – recognising the culture of Indigenous Australians and their role as the First Australians.

Creating opportunities is at the heart of our RAP, and Australia Post is committed to developing business and employment opportunities for Aboriginal and Torres Strait Island people. Over the past year, Australia Post has been actively developing a centralised recruitment strategy that leverages the networks of our state-based IECs to identify and create employment and career opportunities for Indigenous people.

To ensure Australia Post delivers on its commitment, protocols are being developed to track and report on our progress.

Overview of Indigenous initiatives

Talent

Australia Post actively supports the development of Indigenous Australians through three key initiatives:

- **Full-time adult traineeships:** a 12 month, full-time placement to develop on-the-job skills whilst gaining a national accreditation through a registered training organisation such as TAFE.
- **School-based traineeships:** students completing their year 11 and year 12 studies have the opportunity to complete a traineeship over two years, in which they receive 800–1,000 hours of on-the-job training and mentoring by Indigenous and non-Indigenous Australia Post employees. This year, Thomas O'Sullivan from Seven Hills Transport Hub won the Outstanding School-based Trainee of the Year Award for his positive attitude, application and dedication to his education, and his efforts in the workplace.
- **Indigenous internships:** through our partnership with CareerTrackers, we provide internship programs for high-potential Indigenous university students.



Nayuka Gorrie, Legal Intern

"Australia Post employs Indigenous Australians not because it has to [but] because it wants to; and it is great that there are so many champions of Indigenous employment across the organisation."

Nayuka is in her second year of a Bachelor of Arts in History and Politics/International Studies at the University of Melbourne. Through CareerTrackers – a non-profit social enterprise that creates opportunities for talented Indigenous university students – Nayuka started her internship with Australia Post's legal department during the 2011/2012 summer break.

Apart from gaining invaluable professional and personal skills at Australia Post, Nayuka was able to obtain experience in mergers and acquisitions, internal audits, and international regulations.

During our NAIDOC celebrations, Nayuka was given the opportunity to join an esteemed panel of Indigenous Australians including: former Olympian Catherine Freeman, co-chair of Reconciliation Australia, Dr Tom Calma AO, and CEO of Generation One Warren Mundine, to discuss what we can do to ensure a prosperous and equal future for Indigenous Australians.

Nayuka Gorrie and Dr Tom Calma AO, co-chair of Reconciliation Australia

This year five Indigenous women also participated in the mymentor program – a 12 week initiative aimed at giving women the confidence and resilience to apply for higher level positions and progress their careers.

Diversity as a business practice

Cultural awareness training has been developed to ensure leaders and supervisors are better equipped to meet the needs of Indigenous Australians.

To increase understanding among our wider workforce, we have in place protocols on the appropriate use of and wording for acknowledgement of Traditional Owners. At events such as our RAP launch or the opening of new facilities, “Welcome to Country” by Traditional Owners is now part of usual proceedings. It is also standard practice to acknowledge Traditional Owners at key Australia Post community forums.

In addition to verbally acknowledging Traditional Owners at events, Australia Post has distributed to all corporate retail outlets decals with a statement recognising our First Australians.

Communication and engagement

For the first time, Australia Post combined Reconciliation Week with NAIDOC Week to create an Indigenous Month of Celebration, recognising the contributions of our Aboriginal and Torres Strait Island employees across the enterprise.

More than 2,000 employees participated in 20 events across the country including barbecues, morning teas, and Indigenous art displays.

Indigenous employees also attended and volunteered in a variety of community events, such as flag raising ceremonies, family fun days and NAIDOC balls. Australia Post endorsed leave arrangements for Indigenous employees during NAIDOC Week and employees were notified of leave entitlements and events in which they could participate.

Australia Post's Indigenous Month of Celebration was promoted extensively via our internal communication channels, including pre and post-event features in our national workforce magazine *Post Journal*, staff bulletins and our intranet.

Strategic partnerships

This year, Australia Post became a signatory to the Australian Employment Covenant (AEC): a national industry-led initiative aiming to achieve the placement and long-term retention of 50,000 Indigenous people into “Covenant Jobs” within a two-year period.

In addition to signing the AEC, Australia Post has partnered with a number of organisations to enhance employment and career opportunities for Indigenous people including:

- **Department of Employment Education and Workplace Relations (DEEWR)** – to provide outcome-based funding of 15 permanent and 115 permanent part-time employees by November 2012.
- **CareerTrackers** – a national not-for-profit organisation that works with Indigenous university students and private sector companies to create career pathways through a structured internship program. Australia Post has committed to sponsoring two interns with 12 weeks of work a year.
- **Reconciliation Australia** – to develop master class sessions where companies interested in employing Indigenous staff share their experiences to create leading Indigenous employment practices.
- **AFL** – Australia Post continues to engage with the AFL to provide Indigenous role models that inspire young Indigenous people to reach their full potential. Over the past year AFL players have visited Indigenous communities, Australia Post facilities and career and employment expos.
- **Australian Indigenous Minority Supplier Council (AIMSC)** – Australia Post became a signatory to the AIMSC as a commitment to procuring services from Indigenous suppliers. In this year's NAIDOC celebrations, Australia Post acquired the services of Black Olive: an Aboriginal business that provides catering services with herbs, fruits and meats indigenous to Australia such as crocodile, emu, lemon myrtle and wattle seed.

Australia Post has also been providing support and advice to Commonwealth agencies to enable them to participate in reconciliation activities. We recently assisted with the development of a draft RAP for the Australian Institute of Family Studies, Medibank and SkillsPlus Access. We have also provided support to Indigenous practitioners, FACSIA Forum, Wesfarmers and Indigenous Employment & Training conferences.

Indigenous employees in management positions

Management group	Indigenous
Delivery manager 3-4	1
Facility manager	1
Postal manager 3-5	3
Administrative 6-8	4
Executive	2
Total	11

Culturally and linguistically diverse

Highlights

- Continued partnership with UCan2
- AFL Cultural Ambassadors
- Winner of the Private Enterprise Award at the 2011 Queensland Multicultural Awards.

Outlook

- **English language and literacy:** From August 2012, training support plans will be implemented at pilot facilities based on the outcomes of the first stage evaluations and aligned with the individual participant needs, operational requirements and competencies from Transport and Logistics qualifications.

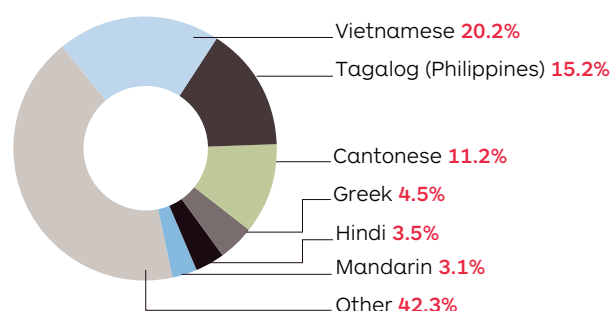
Australia Post is committed to a culturally-diverse workforce that reflects Australia's contemporary multi-ethnic profile. Our focus is on breaking down the language and cultural barriers so new Australians are able to access gainful employment and actively participate in our community.

Our representation of people from culturally and linguistically diverse (CALD) backgrounds has remained relatively stable at 22.3 per cent, a slight decline of 0.4 per cent from the previous year.

Despite this decline, the representation of CALD employees in management positions has increased from 355 to 399.

Management Groups	CALD
Delivery manager 3-4	19
Facility manager	20
Postal manager 3-5	50
Administrative 6-8	274
Executive	36
Total	399

Six primary language groups that exist with the CALD category



Our cultural composition also remains strong. Our people speak more than 65 languages other than English as their primary language and originate from 134 countries. The six primary language groups within the CALD category for this year are represented in the diagram bottom left. For the first time, Mandarin is included in this group, whilst Italian has moved to our seventh primary language group.

Overview of CALD initiatives

Australia Post has worked to maintain its representation of people from CALD backgrounds through the following key initiatives:

Talent

Whilst the representation of CALD employees in management positions has increased, many are award level staff. As such, a key focus of our talent initiatives over the past 12 months has been building the skills and capability of our CALD employees to improve overall, long-term employability.

English language and literacy programs

English language and literacy programs continue to be a key initiative for Future Skills under our Transition and Employability program of work. These programs are an essential part of building communication skills for our award level staff and improving general employability and productivity.

Building on the successful Workplace English Language and Literacy (WELL) and English as a Second Language (ESL) programs run in Victoria, an enterprise program was implemented nationally with the initial focus targeting supervisor-level employees in Mail and Parcels. Nine pilots are now underway at major facilities with the first stage interviews and evaluations being conducted with more than 350 supervisors participating in the program to determine the cohort's current levels of English language, literacy and numeracy.

This investment in English language and literacy skills will continue in the next financial year with the introduction of a program designed for award staff across our workforce to access through flexible learning solutions.

ACCESS Community Services

One of the challenges we face in truly reflecting the cultural diversity of contemporary Australia is in recruiting newer ethnic groups who are unaccustomed to the Australian way of life and may exist on the fringes of our community. Many migrants and refugees struggle to find employment due to language and literacy barriers.

People from culturally & linguistically diverse backgrounds

(%)





Taste of Harmony Day celebrations

This year, Australia Post continued to partner with ACCESS community services: a migrant resource and employment group for people from non-English speaking backgrounds.

Through our relationship, we piloted a program to assist migrants through the Australia Post recruitment process and trained candidates in postal delivery, mail sorting and call centre work. A number of people who participated in the program have since gained employment with Australia Post.

Australia Post was awarded the Private Enterprise Award at the 2011 Queensland Multicultural Awards. The Award recognises Australia Post's promotion of culturally-diverse workforces and leveraging Queensland's ethnic diversity to harness business opportunities and foster innovation.

Communications and engagement

say2action Employee Engagement survey

For the first time, this year we offered our say2action Employee Engagement survey in our four primary

languages: English, Vietnamese, Tagalog (Philippines) and Cantonese. More than 1,000 employees chose to complete the survey in their native language. Many employees felt proud of their heritage and enjoyed completing the survey in their native language.

Harmony Day

To coincide with National Harmony Day on Wednesday 21 March, Australia Post celebrated the rich cultural diversity of its workforce by taking part in "A Taste of Harmony" – a national initiative that afforded our people a simple and engaging way to embrace cultural diversity.

More than 100 sites from across Australia Post including retail outlets, facilities and office locations participated in the event to recognise, celebrate and understand each other's backgrounds and enjoy culinary delights from around the world.

"Australia Post is thankful for the successful participants who now work for us. Our diverse workplace enables us to truly reflect the communities we operate in and work so hard to be part of."

Seth Grantley, Queensland Parcels Operations Manager

2011 Queensland Multicultural Awards



Strategic partnerships

UCan2 program

UCan2 is a mentoring program run by Foundation House: Victoria's leading refugee support organisation. As part of Australia Post's Memorandum of Understanding (MOU) with Foundation House, we have offered work experience, mentoring, social and business network access to 260 refugees aged 16 to 25 over the past two years.

The UCan2 program is one of the many ways Australia Post is helping people gain a sense of belonging and empowerment. Through this program, Australia Post has helped more than 30 young people secure casual work placements at our Melbourne Parcels Facility and Dandenong Letters Centre during the busy Christmas period. One person has since secured a permanent role, while many others have continued in a casual capacity.

This program is currently offered in Victoria but will be expanded to other states in the near future.

Australia Post and AFL partnership

As part of the Australia Post Community Inclusion program, the AFL and Australia Post joined forces earlier this year to connect individuals and communities through their love of football.

The program has involved AFL teams visiting local schools and community groups, football carnivals in each state and the first ever schools letter writing program with a special focus on football.

Australia Post also partnered with the AFL to announce this year's 10 AFL players as multicultural ambassadors.

The partnership combines the nationwide accessibility of Australia Post's networks and our passion for diversity with the AFL's ability to bring people together.

The initiatives are key vehicles for promoting social inclusion by connecting individuals and communities across the country.

Dijana Alispahic, Senior Change Analyst, Stakeholder Management

Dijana took on a mentoring role this year under the UCan2 program. According to Dijana, mentoring a woman who was born in a refugee camp in Thailand has been an awe-inspiring experience. "My mentee is bright, optimistic, resourceful and very talented", she says. "It's great being able to make such a difference. If you are able to take part in this program, I strongly recommend you give it some thought. Your involvement is needed."

Working – the Australian Way

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

Australia Post participated in workshops conducting mock interviews and provided feedback to skilled migrants who had recently arrived in Australia.



People with disability

Highlights

- Vicki Eichholzer: one of four national finalists in the Individual Diversity Laureate in the 2011 Diversity@Work Employment & Inclusion Awards and winner of the CRS State Queensland Employer Awards 2011 "Hall of Fame"
- Kingsgrove Hub: finalist in the ASLIA NSW and Deaf Australia NSW Awards under the "Organisation – Fair Go" category.

Outlook

- Development of Accessibility Action Plan – launch on International Day of People with Disability (3 December).
- Launch of new employee intranet to provide greater accessibility for all employees and compliance with the *Disability Discrimination Act 1992*.

At present, only half of the 2.2 million Australians of working age with a disability are employed, compared with nearly 80 per cent of Australians of working age without a disability, according to a study commissioned by Deloitte, Access Economics and Australian Network on Disability (AND).

The study also found Australia's GDP could be increased by \$43 billion over the next decade, if more Australians with disability were included in the nation's workforce.

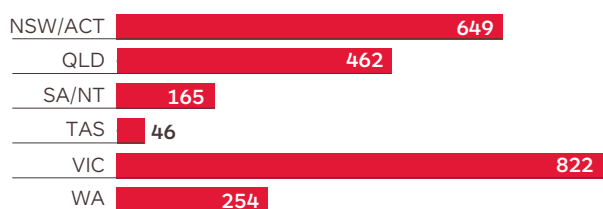
Australia Post recognises this untapped potential of quality candidates in our ever-increasing competitive talent pool, and is committed to leading the way in providing employment opportunities to people with disability (PWD).

This year, Australia Post has enhanced its focus on creating an inclusive workplace by providing a suitable work environment for people with disability so they can perform their work as independently and productively as possible.

People with a disability (%)



People with disability by state



Australia Post currently employs 2,398 people who have disclosed a disability (PWD), representing 7.3 per cent of the total workforce. This figure has remained relatively stable since the previous year (7.8 per cent) and compares strongly against that of the Australian Public Service Agencies at 3 per cent.

Our Mail Services Business Unit continues to have the highest representation of PWD with 1,490 employees (7.2%) spread across all states within Australia.

The occupational groups with the highest representation of PWD at June 2012 were:

Delivery	45.2 per cent (1,083)
Processing	15.5 per cent (371)
Retail	14.3 per cent (343)

Australia Post also has a relatively strong representation of PWD in management positions (148 management positions in total).

Overview of disability initiatives

Australia Post has continued to implement a number of successful initiatives this year.

WorkFocus

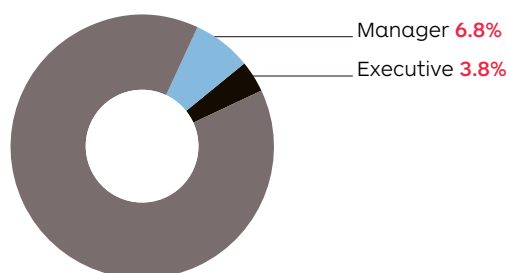
In December 2010, Australia Post signed a Memorandum of Understanding (MOU) with the National Disability Recruitment Co-ordinator (NDRC) and WorkFocus.

WorkFocus helps connect employers with disabled workers. The service aims to increase the number of employment opportunities for people with disability and provide work-related equipment and services so they can perform their work as independently and productively as possible.

To date, a number of placements have been made, reflecting the strong partnership established between the parties. Other key achievements this year include:

- Launch of the Australia Post Recruitment Centre in Melbourne which now provides transparency of all recruitment activity of people with disability across all business units and states.

People with a disability in management



- Commencement of reporting to NDRC on outcomes of placements of people with disability including length of tenure.
- Streamlining the invoicing and reimbursement processes through JobAccess to increase the uptake of support services available to our employees and achieve a cost-neutral outcome for Australia Post.

However there is still room for improvement, such as:

- disability awareness training for all managers
- promotion of successful placements to overcome stereotypes
- centralised, enterprise-wide capture of data and measurement of results.

JobAccess

JobAccess provides financial assistance to employers for support services such as Auslan interpreters and workplace modifications of up to \$6,000 per qualified employee per annum. Interpreting for deaf or hearing-impaired employees is one of the more frequently used support services.

“Australia Post is seen as an employer of choice by many people with disability. Our experience of working with the team at Australia Post has been extremely positive. The organisation encourages disclosure and is totally committed to ensuring it welcomes employees with disability through its proactive and confident approach to reasonable adjustments and inclusion.”

Lucy Macali
Manager National Disability Recruitment
Coordinator, WorkFocus Australia



Work experience programs for adults with a form of disability

The Hervey Bay delivery centre has continued its support of disability employment for the past six years. The program – run in conjunction with disabilities employment service provider CRS (Commonwealth Rehabilitation Service) – provides on-the-job training for participants. Most participants find full-time employment immediately after.

Seven participants have been involved in the program this year, with three successfully placed into full-time employment at Australia Post's Hervey Bay Delivery Centre. Many of the participants have been out of the workforce for some time as a result of their injury or disability, and the program is responsible for providing current work experience.

This work experience program allows the participants to learn new skills, gain confidence and demonstrate motivation and suitability for employment. It also enables them to assess their own capacity and aptitude for a specific type of job. It is envisaged that this program will be extended beyond the one facility in the near future.

This year, Australia Post Hervey Bay's Vicki Eichholzer was recognised nationally for her role in providing employment and training opportunities for people with a disability, injury or health conditions. Vicki, the delivery centre's manager, was one of four national finalists in the Individual Diversity Laureate in the 2011 Diversity@Work Employment & Inclusion Awards.

Vicki was also the winner of the CRS State Queensland Employer Awards 2011 "Hall of Fame" in recognition of her outstanding continued support in providing employment opportunities and advocacy for people with disability.

Virginia Baldwin, HR Recruitment Officer

Virginia commenced working in the Postmaster General's Department as a 17 year old postal clerk in training. This marked the second only intake of female employees in the postal clerk field.

Since then, Virginia has had a fulfilling career at Australia Post working in a number of roles including as a training officer, senior project officer and most recently, an HR recruitment officer.

Virginia was diagnosed with Multiple Sclerosis (MS) in 1992. "Fortunately, I have always lived life to its fullest, burning the candle at both ends for a lot of it. I have done more in my life than so many people and still do. It will take more than MS to stop me," says Virginia.

Virginia says Australia Post has always been a great place to work. Located at the Bourke Street office in Melbourne, the team has worked with Virginia to ensure that all of our facilities are easily accessible. Virginia's mobility is aided by what she humorously refers to as her "hoon mobile". "In hindsight, I wish I'd had one earlier because it gave me my independence back in so many ways," she says.



Other diversity program outcomes

Discrimination and harassment

Australia Post is committed to creating a work environment free of harassment, discrimination and bullying. As such, Australia Post has adopted a zero tolerance approach that is supported by clear and robust organisational policies and our code of ethics.

This year, Australia Post continued to provide comprehensive training for new employees in the prevention and management of harassment, discrimination and bullying.

Harassment Contact Officers (HCOs) are engaged in every state to provide employees with advice, information and support relating to our harassment, discrimination and bullying prevention and management framework.

When harassment, discrimination or bullying complaints are received, Australia Post manages them in an appropriate, confidential and timely manner.

In addition, Australia Post has an Employee Assistance Program that provides confidential, professional and free counselling assistance to staff members.

Career flexibility

Australia Post's workplace flexibility policy is seen as a key strategy in fulfilling the needs of the business for a flexible workforce as well as maintaining employee engagement. Our policy is also a key tool for attracting, motivating and retaining the right people so Australia Post maintains its reputation as an employer of choice.

This year, we continued our commitment to offer work/life initiatives such as 48/52 (purchased leave), conversions from full-time to part-time employment, parental leave, carer's leave and our transition to retirement program.

48/52 (purchased leave)

48/52 provides an additional four weeks unpaid leave in a year to help employees balance their work and private life. An employee accessing 48/52 will receive the normal base fortnightly salary, but with an automatic deduction for a 12 month period to cover the four weeks leave without pay. All permanent full-time and part-time Australia Post employees can apply for the 48/52 leave. This year 1,905 employees have taken purchased leave.

Career break

This year, 169 employees were on a career break, a slight decrease from the previous year (197).

Conversion from full-time to part-time employment

Employees can request conversion from full-time employment to part-time employment to strike a balance between their work and personal needs for either a fixed period or as a permanent arrangement. Parents returning from parental leave may also request a part-time arrangement up until their child reaches five. This year we had 70.2 per cent (23,184) full time employees (permanent and fixed term) and 28.5 per cent (9,398) of our people were in part-time roles.

Maternity leave

Australia Post offers female employees who have had more than 12 months continuous service 14 weeks maternity leave at full pay or 28 weeks at half pay. This year 538 female employees have taken maternity leave compared to 560 the previous year.

Transition to retirement

Transitioning to retirement is an Australia Post workplace flexibility initiative designed to assist employees over 53 who are planning to retire within the next two years and would like to reduce or change their hours before then.

More than 50 per cent of our employees are aged 45 and over. This initiative is aimed at retaining and transferring valued skills and knowledge in staff who may otherwise decide to leave.

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 who requires care due to an unexpected emergency. A total of 10,308 employees have accessed carer's leave this year compared with 9,791 last year.

Workforce profile

The table opposite provides an overview of the size and composition of the Australia Post workforce.

Workforce composition

As at 30 June 2012, the Australia Post workforce comprised of 33,031 employees. This is a slight decline (33,472 in 2011) since the previous year and can be primarily attributed to the realignment of our business under our Future Ready strategy. (See tables right)

Workforce profile (Gender, Indigenous Australians, CALD, PWD) at 30 June 2012

	Workforce Representation		Females		Males		Indigenous Australians		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
Permanent												
Full time	22,876	69.3	7,293	55.5	15,583	78.4	310	55.2	5,519	74.9	1,776	74.1
Part time	8,682	26.3	5,166	39.3	3,516	17.7	171	30.4	1,713	23.3	587	24.5
Total permanent	31,558	95.5	12,459	94.7	19,099	96.1	481	85.6	7,232	98.2	2,363	98.5
Fixed Term												
Full time	308	0.9	120	0.9	188	0.9	5	0.9	29	0.4	7	0.3
Part time	716	2.2	301	2.3	415	2.1	15	2.7	69	0.9	20	0.8
Total fixed term	1,024	3.1	421	3.2	603	3.0	20	3.6	98	1.3	27	1.1
Casual												
Full time	50	0.2	33	0.3	17	0.1	0	0	4	0.1	2	0.1
Part time	399	1.2	239	1.8	160	0.8	3	0.5	31	0.4	6	0.3
Total casual	449	1.4	272	2.1	177	0.9	3	0.5	35	0.5	8	0.3
Indigenous traineeships	–	–	–	–	–	–	58	10.3	–	–	–	–
Total employment	33,031	100.0	13,152	100.0	19,879	100.0	562	100.0	7,365	100.0	2,398	100.0

Note: Indigenous traineeship numbers changed from 48 to 58

EEO occupational groups

	Workforce Representation		Females		Males		Indigenous Australians		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
Administration	3,291	10.0	1,536	11.7	1,755	8.8	29	5.8	893	12.1	252	10.5
Call Centre	518	1.6	370	2.8	148	0.7	4	0.8	94	1.3	36	1.5
Delivery	14,396	43.6	4,051	30.8	10,345	52.0	243	48.2	2,256	30.6	1,083	45.2
Engineer	9	0	0	0	9	0	0	0	1	0	1	0
Executive*	357	1.1	119	0.9	238	1.2	2	0.4	35	0.5	13	0.5
Facility Manager	129	0.4	26	0.2	103	0.5	1	0.2	20	0.3	8	0.3
IT*	120	0.4	18	0.1	102	0.5	0	0	35	0.5	7	0.3
Mail Processing	5,273	16.0	2,390	18.2	2,883	14.5	80	15.9	2,143	29.1	371	15.5
Miscellaneous	39	0.1	13	0.1	26	0.1	1	0.2	8	0.1	3	0.1
Parcel Post	625	1.9	228	1.7	397	2.0	11	2.2	234	3.2	21	0.9
Parcels	51	0.2	18	0.1	33	0.2	0	0	13	0.2	1	0
Postal Manager	998	3.0	547	4.2	451	2.3	12	2.4	169	2.3	101	4.2
Retail	4,186	12.7	3,490	26.5	696	3.5	81	16.1	924	12.5	343	14.3
Sprintpak / PL	147	0.4	105	0.8	42	0.2	0	0	9	0.1	0	0
Support Services	29	0.1	9	0.1	20	0.1	3	0.6	11	0.1	2	0.1
Technical	373	1.1	12	0.1	361	1.8	0	0	96	1.3	20	0.8
Transport	2,490	7.5	220	1.7	2,270	11.4	37	7.3	424	5.8	136	5.7
Total Numbers	33,031	100.0	13,152	100.0	19,879	100.0	504	100.0	7,365	100.0	2,398	100.0

*Note – Executive Occupational group excludes IT bands

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