

May 2026

Key Messages and Data

CONTENTS

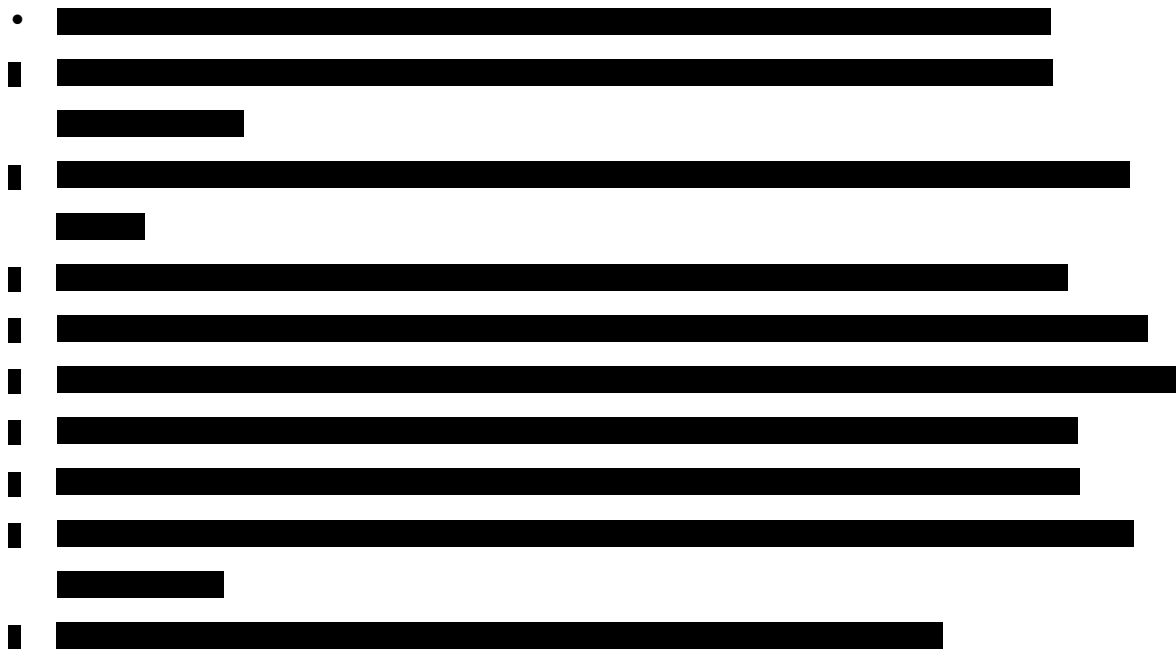
Contents	1
KEY DATA.....	3
LETTERS	8
Cost Allocations (1H FY26)	8
Reported Letter losses & Volume (1H 26).....	11
DELIVERIES NETWORK.....	13
Adelaide Future Facility.....	13
Iran/Middle East.....	15
Parcel Volumes (1H26).....	16
US Tariffs.....	18
Street Posting Box (SPB) Uplift Program	24
POST OFFICE NETWORK.....	25
Accessibility of the Post Office Network.....	25
██████████ Post Office.....	27
██████████ LPO Closure.....	28
██████████ Post Office.....	30
Parcel Lockers - Out Of Home (OOH)	32
Retail Formats (incl. PARCELS POST OFFICES, CPA Parcel Agent & Self SERVICE).....	33
██████████ Business Hub	35
██████████ LPO Closure.....	37
██████████ Post Office.....	39
Mail Redistribution Centre Transformation	41
PRODUCTS & SERVICES.....	42
████████████████████	42
██	43
██	45
████████████████████	47
WORKFORCE.....	48
██████████	48
Diversity & Inclusion (incl. first nations programs)	49
Safety Performance.....	54
CUSTOMER.....	56

Key Messages and Data – May 2026

Australia Post Complaint Volumes (FY25)	56
Postal Industry Ombudsman Complaint Volumes (FY25).....	57
COMMUNITY	58
Regional and Rural investment	58
Fleet Electrification.....	63
Grants and Giving.....	65
Net Zero Pathway	67
Strategic Community Partnerships.....	69
Sustainability Framework.....	71
SUPPORT CENTRES	73
Board.....	73
Financial Results (1H 26)	74
ENTERPRISE SERVICES	76
Cyber Incidents.....	76
Digital	77
Artificial Intelligence (AI Adoption).....	78
Operational Resilience.....	79
Technology Modernisation - Simplification of Technology, Digitisation, Cyber Resilience.....	81
STRATEGY	82
Modernisation.....	82
Post26	84
Post 30	86
MEDIA.....	88
Gaius Rapide 3	88

KEY DATA

1H FY26 financials



Team members

- Total workforce of more than 64,000 team members
 - Overall female representation of 37 per cent
- Gender breakdown by key business units:
 - 75.6 per cent of Retail, Brand and Marketing team female
 - 25.6 per cent of Network Operations team female
- Breakdown of workforce:
 - 33,385 permanent team members
 - 566 fixed-term team members
 - 1.5 per cent casual team members
 - 46.9 per cent extended workforce team members

Leadership & Gender

- Leadership team gender breakdown (current):
 - 6 men (75 per cent)
 - 2 women (25 per cent)
 - Gender breakdown of Extended Leadership Team:
 - 28 women (39 per cent)
 - 43 men (61 per cent)
 - Gender breakdown at senior leadership (Band 1- 4):
 - 95 female 40 per cent
 - 138 male 60 per cent
-

-
- Board composition: 5 women (62.5 per cent) and 3 men (37.5 per cent)
-

Deliveries (FY25)

- Total items delivered (international and domestic): [REDACTED]
-

Digital experience (Calendar Year 2025)

- Total digital traffic: 960 million visits, comprising of:
 - AusPost app: 535 million visits
 - Australia Post website: 425 million visits
 - AusPost app users increased to 8.7 million (up 21 per cent YoY).
-

Network (FY25)

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
-

Community (FY25)

- Programs: We deliver community support through three programs — Community Grants, People of Post Grants (team member nominations) and Workplace Giving (matched donations).
 - Community Grants: Up to \$10,000 per grant; around \$500k awarded each year (+ \$250k disaster pilot in 2025). Latest round (Sep 2025): \$705,555 to 88 organisations; 51% regional/remote.
 - People of Post Grants: Up to \$2,000 per grant; \$488,911 to 251 organisations (May 2026). Since 2018: 2,409 projects; \$2.48m granted.
 - Workplace Giving (FY25): 1,400+ team members supported 343 charities; \$505,627 total (>\$320k donated + >\$175k matched).
 - Major partnerships (key reach/funding):
 - Beyond Blue – free prepaid Connection Postcards (5m in FY25; 21m total since April 2020) plus awareness activations (e.g., Talking Post Boxes, wellbeing stamps);
 - Australian Red Cross – disaster preparedness and recovery support including “Disaster Ready” flyers to 4m+ households, Pillowcase workshops reaching ~6,000 children annually, and FY25 support of 286 free mail redirections and 17 mail holds;
 - Indigenous Literacy Foundation – 600k+ books delivered since 2020 to 400+ remote First Nations communities (140,781 in FY25) and partnership extended Feb 2026 (3 years);
 - WWF Australia – partnership since May 2023 including Pip the Koala (\$19.99 with \$2 donated) and FY25 fundraising of \$124,490 (incl. \$44,150 from tote bags + Pip sales).
-

Complaints (FY25)	
•	
■	
■	
Environment (FY25)	
•	
■	
■	
■	
■	
Bank@Post	
•	
■	
■	
■	
■	
Rural and remote	
•	
■	
■	

Key Messages and Data – May 2026

- [REDACTED]
[REDACTED]
 - In 2026, the People of Post Grants, an employee-led initiative, supported 251 organisations with almost \$500,000 in funding, with projects focused on mental health, disaster support, literacy and environmental outcomes.
 - Approximately 44 per cent of these grants were awarded to organisations in regional and remote areas.
-

POST OFFICE NETWORK KEY DATA

Summary

- Total number of outlets as of 31 March 2026: 4,082
- From 1 July 2025 to 31 March 2026 there has been a **net reduction of 36 Post Offices**

Post Office changes (1 July 2025 – 31 March 2026)			
Closures	Openings	Net Difference	Total Post Office
61	25	36	4082

Post Office changes (1 July 2025 – 31 March 2026)			
	Major cities	Non-major cities	Total
Closures	37	24	61
Openings	2	23	25

Closure type	Total	Planned	Unplanned	Notes
CPO	21	20	1	—
LPO	22	8	14	Of the eight planned, seven were from Voluntary Licence Handback.
CPA	18	—	12	
Total	61	—	—	Of the LPOs and CPAs that completely closed, all were a hand back of agreement.

No. of outlets as at 31 March 2026	Major cities	Non-major cities	Total
CPO	413	234	647
LPO	1,099	1572	2671
CPA	46	718	764
Total	1558	2524	4082
Threshold		2,500	4,000

Almost 61.5 per cent of retail outlets are in non-major cities (regional, rural and remote areas).

■

Regulatory Cost Allocation Model

- Australia Post's existing regulatory cost allocation model is called the Enterprise Profit Model (EPM). The EPM is a fully allocated model employing activity-based costing (ABC). Under ABC, costs that can't be directly attributed to a product or service are largely allocated based on volumes or other relative usage measures.
- The EPM's method supported a reasonable allocation of costs between Australia Post's reserved letter services and its unregulated services for many years, especially when letters were operating at scale.
- However, since 2007-08, Australia Post's letter volumes have declined substantially. In response, [REDACTED]
[REDACTED]. [REDACTED]
[REDACTED]
[REDACTED]
- As letter volumes have declined, the EPM's activity-based costing method has increasingly moved costs out of reserved letter services and into [REDACTED]
[REDACTED]s.
- The way the EPM is allocating costs implies that the cost of providing reserved letter services will continue to fall. However, there is a cost 'floor' to providing reserved letter services which is defined by the need to meet Prescribed Performance Standards relating to:
 - the frequency, speed and accuracy of mail delivery, and
 - availability and accessibility of post-boxes and other mail lodgement points, and post offices from which Australia Post products or services may be purchased.
- Where possible, cost allocation should reflect the causal relationships between supplying the products and services and incurring costs. [REDACTED]
[REDACTED]
[REDACTED].

- [Redacted]
[Redacted]
[Redacted].

Non-Reserved Letters [Redacted]

- [Redacted]
[Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]
[Redacted]
- [Redacted]
- [Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

REPORTED LETTER LOSSES & VOLUME (1H 26)

Lead	Paul Graham
Summary	• [REDACTED] • Improvement was driven by a combination of price increase, network efficiencies enabled through the New Delivery Model (NDM), and changes to cost allocation following a previous ACCC recommendation.
Talking points	The improvement in Letter losses compared to 1H 25 was driven by: • Total Letters revenue increased [REDACTED] % year-on-year (YoY), supported by the 20 cent Basic Postage Rate (BPR) increase in July 2025 and Unaddressed Mail price remediation uplifts, offsetting total letter volume decline of [REDACTED] • Total Letters expenses [REDACTED] • However, [REDACTED]. This does not reflect the fact that the cost of providing reserved letter services is largely fixed (due to existing prescribed performance standards and community service obligations) and subject to upwards pressure through increases in delivery points. • Therefore, it is likely the current activity-based regulatory cost allocation model is under-allocating costs to reserved letter services and therefore understates the true costs of providing reserved letter services. As a result, Australia Post is in the process of reviewing its current regulatory cost allocation model to ensure it meets best practice principles for cost allocation and remains fit-for-purpose. • As Australians continue to send fewer letters, the Letters loss is expected to increase for full year FY26. • Further reform and price increases are needed to ensure the Letter service remains sustainable. In December, Australia Post lodged a draft notification with the Australian Competition and Consumer Commission (ACCC), proposing [REDACTED]

Key Messages and Data – May 2026

Background	• 1H FY26 total letters volume was [REDACTED] [REDACTED] • 1H FY26 Addressed Letters volume was [REDACTED] [REDACTED] • 1H FY26 Reserved Letters profit was \$48.4 million compared to 1H FY25 Reserved Letters loss of \$19.8 million, an improvement of \$68.2 million YoY. • 1H FY26 Unaddressed Letters [REDACTED] [REDACTED]
-------------------	---

DELIVERIES NETWORK

ADELAIDE FUTURE FACILITY

[illegible]

	○ [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]

IRAN/MIDDLE EAST

Lead	Paul Graham
Summary	The conflict in Iran has led to disruptions across the Middle East region which has affected airspace and flight availability.
Talking points	- On 2 March 2026 and 5 March 2026, Australia Post notified its customers of potential disruptions and delays to destinations in the Middle East region and beyond, as the Middle East operates as an airline transit hub for Australia Temporary suspensions are in place for 14 destinations: Azerbaijan, Bahrain, Iraq, Iran, Israel, Jordan, Kuwait, Lebanon, Mongolia, Oman, Qatar, Saudi Arabia, Tajikistan and the United Arab Emirates. Partial suspensions apply to four destinations, where only Express services remain available: Kazakhstan, Kenya, Kyrgyzstan and Uzbekistan. - Australia Post provides transit services for six Pacific Island nations, New Caledonia, Nauru, Solomon Islands, Tonga, Tuvalu and Vanuatu, for mail destined to the Middle East. Australia Post notified them of a temporary suspension of the transit service to the Middle East, and to the other partially suspended destinations. - Transit volumes are minimal. - Pacific operators impacted have acknowledged this and know we will advise them once services become available again. - Other countries such as New Zealand have also suspended transit services to the Middle East for the Pacific. International lane closures and partial suspensions limit our ability to meet some contractual delivery obligations for customers. - We continue to monitor the situation closely and keep our customers informed of any updates to our postal services.
Background	

PARCEL VOLUMES (1H26)

Lead	Paul Graham																													
Summary	eCommerce demand continued to drive parcel growth of 5.1%, supported by extensive network investments and competitive pricing decisions.																													
Talking points	See table below:																													
	<table> <tr> <th></th><th colspan="4">Parcel Volumes</th></tr> <tr> <th>(M units)</th><th>1H FY26</th><th>1H FY25</th><th>unit var.</th><th>% var.</th></tr> <tr><td>Parcel Post</td><td colspan="4" rowspan="12"></td></tr> <tr><td>Metro</td></tr> <tr><td>Express Post</td></tr> <tr><td>Parcel & Express</td></tr> <tr><td>StarTrack Road Express</td></tr> <tr><td>StarTrack Premium (incl. NXF)</td></tr> <tr><td>StarTrack</td></tr> <tr><td>Domestic Parcels</td></tr> <tr><td>International Inbound Parcels (via postal operators)</td></tr> <tr><td>Total Parcels Delivered across Australia</td></tr> <tr><td>International Outbound Parcels</td></tr> <tr><td>Total Domestic & International Parcels</td></tr> </table>					Parcel Volumes				(M units)	1H FY26	1H FY25	unit var.	% var.	Parcel Post					Metro	Express Post	Parcel & Express	StarTrack Road Express	StarTrack Premium (incl. NXF)	StarTrack	Domestic Parcels	International Inbound Parcels (via postal operators)	Total Parcels Delivered across Australia	International Outbound Parcels	Total Domestic & International Parcels
	Parcel Volumes																													
(M units)	1H FY26	1H FY25	unit var.	% var.																										
Parcel Post																														
Metro																														
Express Post																														
Parcel & Express																														
StarTrack Road Express																														
StarTrack Premium (incl. NXF)																														
StarTrack																														
Domestic Parcels																														
International Inbound Parcels (via postal operators)																														
Total Parcels Delivered across Australia																														
International Outbound Parcels																														
Total Domestic & International Parcels																														

Key Messages and Data – May 2026

US TARIFFS

Lead	Paul Graham	
Summary	• Post to the United States (US) was partially and temporarily suspended from 26 August 2025 following changes introduced by the US Government to customs and import tariff rules. • Services have resumed for all customers. Contract and MyPost Business customers (“Business Customers”) were able to send postal items from 22 September 2025 onwards, provided they have a Zonos Verified Account to prepay duties to US Customs and Border Protection (CBP). • Retail postal services resumed on Tuesday, 7 October 2025, enabling customers to send parcels over the counter at Post Offices.	
	Date	Update
	30 July 2025	US Executive Order (EO) 14324 issued: suspended De Minimis threshold, mandated customs declarations, and prepaid duties.
	31 July 2025	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]).
	4 August 2025	[REDACTED] [REDACTED] [REDACTED]
	6 August 2025	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED].
	15 August 2025	CBP issued first general guidance to the public on the payment of tariffs. This guidance did not provide the necessary details to operationalise nor specify who was able to collect & remit duties on behalf of CBP.
	21 August 2025	CBP clarified mandatory customs data capture requirements.
	22 August 2025	CBP distributed the first list of CBP-authorized Qualified Parties to the market, Zonos was 1 of 2 Qualified Parties authorized to collect and remit duties to CBP.
	23 August 2025	[REDACTED] [REDACTED] [REDACTED]
	26 August 2025	Announced temporary partial suspension of postal services to US and Puerto Rico.

Key Messages and Data – May 2026

	26 August 2025	Temporary partial suspension effective; non-compliant items returned to sender.
	28 August 2025	EO extended to all US Overseas Territories.
	29 August 2025	US tariff changes officially took effect.
	19 September 2025	Announced early restart for Business Customers.
	22 September 2025	Resumed shipping for Zonos-registered Business Customers.
	7 October 2025	All remaining Retail services resumed sending. [REDACTED]
Talking points	- On Friday 19 September 2025, Australia Post announced it was pleased to resume postal services for Business Customers to the US and its Overseas Territories on Monday 22 September 2025, three days ahead of schedule. - Australia Post had been working around the clock to restart sending as soon as possible, as it is focused on providing a reliable and competitive international sending experience for customers. The resumption followed a temporary partial suspension caused by changes to customs and import tariff rules made by the US Government. - This suspension was effective Tuesday, 26 August 2025. This meant goods (excluding gifts valued under USD\$100) could not be sent to the US via postal sending. Customers could continue to send letters and documents of no commercial value, in line with our Community Service and Universal Service Obligations. - Business and Retail customers were impacted by the partial suspension of postal services. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] - Note the temporary partial suspension did not affect our International Commercial sending service which has remained operational throughout. This service is bespoke and would not be appropriate for all postal customers as it is not a like-	

	for-like service. Our teams have actively worked with customers who were interested and eligible to migrate from postal sending to International Commercial sending solutions, based on their business needs and requirements. Since the EO was published on 30 July (UST) Australia Post executed at pace to gather information relating to the changes from a range of parties including United States Postal Services, CBP, UPU, Kahala Postal Group, International Post Corporation, Department of Foreign Affairs and Trade, Austrade, Department of Industry, Transport, Regional Development, Communications, Sports and the Arts. It was not until mid-August that more detailed operational information started to become available. See timeline below.	
Background	Date	Update
	30 July 2025	The US Government issued an Executive Order (EO 14324) announcing major changes to import tariff rules for postal items entering the US from Australia. These changes included: Suspension of the De Minimis threshold (removal of the USD \$800 threshold for low-value goods to enter without duties) for the postal channel. Introduction of mandatory customs declaration requirements: Country of Origin (COO), Value of Goods, and Harmonised System (HS) tariff code for each item, and requirement for duties to be collected and paid prior to entering the US.
	15 August 2025	CBP issued guidance to foreign posts, carriers, and brokers on new international mail data and duty protocols. In response, Australia Post activated a multi-agency coordination effort with DFAT, USPS, CBP, the UPU, and other designated operators. Internal communications via Post Office Portal (POP) outlined expected impacts and compliance needs. Working groups were formed to assess legal, technical, and customer implications and develop interim solutions.
	21 August 2025	CBP issued additional guidance on how foreign postal operators could comply with changes by working with qualified third parties to collect and pay duties on international mail. Further POP communications clarified mandatory customs data capture requirements for all articles sent to the US.
	22 August 2025	CBP published first list of CBP-authorized Qualified Parties including Zonos as 1 of 2 Qualified Parties and answers to frequently asked questions on CBP website.
	23 August 2025	[REDACTED] [REDACTED] [REDACTED]

	26 August 2025 Australia Post announced a temporary partial suspension of postal sending to the US and Puerto Rico, effective 26 August 2025, to allow time to develop a compliant solution. This decision aligned with similar actions taken by postal operators in France, Italy, Germany, Denmark, the Netherlands, Belgium, Poland, Norway, Sweden, New Zealand, Thailand, India, Singapore, and others. Altogether, 88 Posts around the world officially suspended postal sending to the US. <table><tr><th>Country</th><th>Postal Operator</th><th>Reopening Date</th></tr><tr><td>New Zealand</td><td>NZ Post</td><td>12 Sept 2025</td></tr><tr><td>The Netherlands</td><td>PostNL</td><td>19 Sept 2025</td></tr><tr><td>United Kingdom</td><td>Royal Mail</td><td>29 Aug 2025</td></tr><tr><td>Canada</td><td>Canada Post</td><td>29 Aug 2025</td></tr></table>	Country	Postal Operator	Reopening Date	New Zealand	NZ Post	12 Sept 2025	The Netherlands	PostNL	19 Sept 2025	United Kingdom	Royal Mail	29 Aug 2025	Canada	Canada Post	29 Aug 2025
Country	Postal Operator	Reopening Date														
New Zealand	NZ Post	12 Sept 2025														
The Netherlands	PostNL	19 Sept 2025														
United Kingdom	Royal Mail	29 Aug 2025														
Canada	Canada Post	29 Aug 2025														
	26 August 2025 The temporary partial suspension came into effect. • Parcels (excluding gifts valued under USD\$100) could no longer be sent via postal services until AP was able to implement a solution to allow the collection of taxes prior to items entering the US. • Letters & documents (of no commercial value), and gifts under USD\$100 (sent by individuals to individuals) were not impacted but still required full customs declarations. • Any items lodged with Australia Post on or after this date that did not comply were returned to the sender.															
	28 August 2025 CBP advice was updated to clarify that additional US territories are included in the EO: • Guam, Northern Mariana Islands, US Virgin Islands, and US Minor Outlying Islands Australia Post included these locations in the temporary partial suspension.															
	29 August 2025 The US tariff changes officially took effect. All postal shipments to the US became subject to duties, regardless of value, and had to meet the new declaration requirements.															
	19 September 2025 Australia Post announced an early restart of postal sending to the US for business customers and contract customers, effective 22 September 2025, three days ahead of schedule. Retail customers were advised that all remaining Retail postal sending services to the US and Overseas Territories															

			would resume on or before 7 October 2025, in addition to gifts valued under \$100 USD and letters or documents with no commercial value. • [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
		22 September 2025	Australia Post resumed postal sending for Business Customers in compliance with new customs & duties requirements and procedures.
		7 October 2025	Australia Post resumed all remaining Retail postal sending services via the Post Office network. • [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] • Retail customers sending gifts valued at less than USD\$100 should ensure that all mandatory customs declaration requirements are completed. These requirements are: ○ Country of Origin (COO) – this refers to the country of manufacture of the goods. ○ Value of Goods – This must be declared accurately for each item within your parcel. Values less than \$1.00 AUD will not be accepted. ○ Harmonised System (HS) Tariff Code
		14 October 2025	[REDACTED] [REDACTED] [REDACTED] [REDACTED].

Key Messages and Data – May 2026

			[REDACTED] [REDACTED] [REDACTED]	
			[REDACTED] [REDACTED] [REDACTED]	
			[REDACTED]	

STREET POSTING BOX (SPB) UPLIFT PROGRAM

Lead	Paul Graham
Summary	• Australia Post does not have a program in place to remove Street Posting Boxes (SPB), however, continues to monitor their utilisation and evaluate the needs of the community.
Talking points	• In the past, Australia Post has removed and relocated SPBs based on low utilisation, while maintaining our legislative obligations. • Presently, Australia Post does not have a program to replace traditional SPBs, however, with letters continuing to decline, Australia Post evaluates its infrastructure in line with community needs on an ongoing basis. • We continue to consider and pilot new and innovative ways to best service communities as their needs evolve.
Background	• The Australian Postal Corporation (Performance Standards) Regulations specify Australia Post must maintain at least 10,000 Street Posting Boxes (SPBs). • As of 30 June 2025, there were 11,801 SPBs nationally. • In the past, an uplift program has been carried out, which was informed by a review that identified many SPBs had minimal usage and subject to ongoing vandalism. • Our Posties and van drivers clear most SPBs every day, even where there is no mail to be collected. • Irrespective of the uplift program, the number of SPBs nationally varies from time to time due to repairs and requested street moves by local Councils.

POST OFFICE NETWORK

ACCESSIBILITY OF THE POST OFFICE NETWORK

Lead	Paul Graham
Summary	• At times members of the community have notified Australia Post of accessibility issues. • Australia Post is required to comply with the <i>Disability Discrimination Act</i> (DDA Act) and Building Code of Australia (BCA). • [REDACTED] • [REDACTED] • This is partly due to constraints on Australia Post implementing upgrades due to restrictive heritage listings, statutory approvals, and/or landlord and council permissions.
Talking points	• Australia Post operates a large, geographically dispersed retail network of over 4,000 Post Offices across Australia. • We are continually working to ensure Post Offices are accessible for all. This includes: ○ Ensuring we meet the required compliance standards as part of any fit-out or relocation, ○ Investment in upgrading fixtures and internal fittings – e.g. writing benches and customer utilised fixtures to current DDA compliance. ○ Promoting the application of Design for Dignity Guidelines across the Post Office Network ○ Partnering with Bindi Maps to trial accessible indoor wayfinding at selected locations, including Melbourne GPO, Williamstown Community Hub and the Sydney GPO Box Centre. • In the case of LPOs and Community Postal Agent (CPAs), it is the responsibility of the licensee or agent to meet compliance for their Post Office, however, where possible, Australia Post provides appropriate support and consultation. • The Australia Post Board approved the Access and Inclusion Plan 2023-25 in February 2023, and it has been registered with the Australian Human Rights Commission. The plan expired December 2025, however the next plan is in final development, to launch enterprise-wide in September 2026. • Main drivers of accessibility issues include: ○ the fit-out age / age of the network, ○ changes to the DDA Act / BCA (changing or adding new requirements), ○ heritage buildings; and

	○ more recently banks closing (and their customers raising accessibility concerns as they transition to Bank@Post services). • Australia Post may lodge a Development Application for works to a site that triggers the need to bring the post office up to the current standard. • Rectification is not always immediate and can be delayed by processes such as council, landlord and heritage approvals.
Background	• There are situations where compliance may not be achieved. These include when landlords do not approve works, significant cost is incurred (resulting in hardship for the small business operator) and/or not receiving heritage or building approvals. • In these situations, and where rectification cannot occur, we work with partners and real estate agents to look at relocation opportunities, however, these are not always feasible.

POST OFFICE

Lead	Paul Graham
Summary	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Talking points	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Background	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

LPO CLOSURE

Lead	Paul Graham
Summary	■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

[illegible]

██████████ **POST OFFICE**

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] e.
Talking points	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED].

	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

PARCEL LOCKERS - OUT OF HOME (OOH)

Lead	Paul Graham
Summary	• [REDACTED]
Talking points	• [REDACTED] ■ [REDACTED] ■ [REDACTED]
Background	• [REDACTED] ■ [REDACTED] ■ [REDACTED]

RETAIL FORMATS (INCL. PARCELS POST OFFICES, CPA PARCEL AGENT & SELF SERVICE)

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED]

	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

BUSINESS HUB

[illegible]

	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED]

LPO CLOSURE

Lead	Paul Graham
Summary	• [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]

	• [REDACTED] [REDACTED] [REDACTED]
Background	• [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

POST OFFICE[illegible]

Background	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
------------	--

MAIL REDISTRIBUTION CENTRE TRANSFORMATION

Lead	Paul Graham
Summary	• The Mail Redistribution Centre (MRC) is a dedicated operation responsible for processing undeliverable articles, including letters and parcels. • Having historically been established to support letter processing, the purpose of the MRC is to determine the correct recipient or appropriate next action (e.g. return, forward, auction or disposal) for mail articles.
Talking points	• At present, each state MRC (NSW, TAS, VIC, WA) operates using varying and decentralised processes. • Due to the decline in letter volumes and significant parcel growth, MRCs have become more complex, and physical operations, processes and policies outdated. • A nationally aligned model is under review, to ensure the workload is optimised, and a sustainable approach is put in place to improve efficiency for team members and customers.
Background	• Melbourne North Delivery Centre and Alexandria Delivery Facility have the largest MRC operations, with Hobart Mail Centre and Perth Parcel Facility having smaller operations due to lower letter and parcel volumes entering these facilities. • The period of the review has not been determined. • Team members have been informed of the review, and will continue to be engaged.

PRODUCTS & SERVICES

[REDACTED]

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

BANK@POST COMPLIANCE WITH BANKING CODE OF PRACTICE (BCOP)

Lead	Paul Graham
Summary	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Talking points	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Background	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

Lead	Paul Graham
Summary	
Talking points	

[REDACTED]	
Lead	Paul Graham
Summary	• [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED]

WORKFORCE

[REDACTED]

Lead	Paul Graham
Summary	• [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Talking points	• [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Background	• [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

DIVERSITY & INCLUSION (INCL. FIRST NATIONS PROGRAMS)

Lead	Paul Graham
Summary	• Australia Post understands the importance of diversity in the workplace and believes an inclusive workplace encourages better connections with communities. • Since 2011, when Australia Post launched its inaugural Reconciliation Action Plan (RAP), the organisation has contributed to Reconciliation and nation building through strategic commitments and establishing opportunities to embed employment, supply chain, community engagement and partnership practices.
Talking points	• Australia Post is proud to be one of Australia’s most diverse employers: ○ 143 nationalities represented across the workforce ○ 37 per cent women overall; 38 per cent in senior leadership (Bands 1–4); 43 per cent on the Extended Leadership Team; 25 per cent on the Executive Leadership Team ○ 3 per cent Aboriginal and Torres Strait Islander representation, with a goal of 2 per cent in leadership (currently 1 per cent) ○ 6.5 per cent of team members have shared that they experience disability ○ 3.9 per cent identify as LGBTQIA+, as reported in the FY25 Annual Report Disability • Ranked #1 in the Australian Disability Network’s Access & Inclusion Index in 2022 and 2024. • Maintained Disability Confident Recruiter accreditation since 2021. • Introduced an Inclusive Excellence Award, Accessibility Matters team member group, and Dignified Access training. • Participated in the Stepping Into internship program for 12 years. LGBTQIA+ • Achieved Gold status in the Australian Workplace Equality Index (AWEI) in 2024 and 2025. • Expanded Rainbow Peer Support Group into a national listening and referral service made up of LGBTQIA+ team members and allies. • Launched Transgender and Gender Diverse Inclusion Resources and embedded inclusive policies across HR framework. • In FY26, sole sponsor of Pride in Diversity’s Regional Reach program, designed to advance LGBTQIA+ inclusion in regional and rural communities.

	Aboriginal and Torres Strait Islander • Current Stretch RAP (2023–2026) focuses on talent, youth engagement, and Indigenous voice. • Invested \$36.3 million with 19 Indigenous businesses in FY25, exceeding the \$100 million target by \$19 million. • Delivered over 1 million culturally relevant books via the Indigenous Literacy Foundation. • Partnered with DeadlyScience to deliver science kits to more than 750 communities. • Mob@Post connects Indigenous team members and allies for cultural engagement and development • In November 2025, Australia Post introduced Mookin Yaba to our network, the second dual naming site at the new Brisbane North Parcel Facility. ‘Mookin Yaba’ tells the story of messenger men and message sticks, and we acknowledge the knowledge holders of the Yuggera and Quandamooka Nations. Refugee / Cultural and Linguistic Diversity • In October 2024, Australia Post launched Refugee Employment & Engagement Action Plan (REEAP). • Placed 101 refugees into seasonal casual roles in December 2025. • Partnered with Settlement Support Providers and created the Welcome Project Community to amplify refugee voices. • Targeting 1.5 per cent refugee representation by 2027.
Background	Disability • Australia Post again ranked 1st in Australian Disability Network’s ‘Access & Inclusion Index’ for 2024, previously ranking 1st in 2022. • We made good progress against our commitments in our Access & Inclusion Plan 2023–25 (AIP), including renewing our Disability Confident Recruiter certification for the fifth year, launching Accessibility & Disability training for our team members, people leaders, recruitment and customer experience teams, and continue to see the benefits of our workplace adjustment passport initiatives. • We participated in the Australian Disability Network Stepping Into program for the twelfth year, offering 9 intern positions for university students living with disability in 2025. • We continue to celebrate and raise awareness of disability with team members events including the sixth anniversary of our Accessibility Matters team member

	resource group, National Week of Deaf People and International Day of People with Disability. • Outside the AIP, we have introduced Dignified Access training for team members to ensure Australia Post locations provide customers with a dignified in store experience and introduced an annual Hackathon Inclusive Excellence Award to encourage team members to keep accessibility front of mind when designing products and solutions. • There is currently no disability employment target set at an enterprise level. The Talent Attraction & Mobility team have internal targets based on the available roles forecast annually and regularly monitor their progress. Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual, And more (LGBTQIA+) • PostPride's (employee-led resource group) mission is to be a visible support network that inspires and drives positive social change for LGBTQIA+ team members, customers, and communities. • Australia Post has celebrated support for the LGBTQIA+ community through events such as Midsumma Festival, and key dates including International Day Against Homophobia, Biophobia and Transphobia (IDAHOBIT) and Wear it Purple Day. • Australia Post is a member of Pride in Diversity and participates in the Australian Workplace Equality Index (AWEI) which benchmarks how inclusive Australian workplaces are in relation to LGBTQIA+. In FY25 we achieved Gold Employer status for the second year in a row. • Pivoted from ten-year sponsorship of metro pride festival Midsumma, to Pride in Diversity's Regional Reach program designed to advance LGBTQIA+ inclusion in regional and rural communities. This aligns with goal of PostPride strategy 2025-27 (internal), to create safe workplaces for LGBTQIA+ people, especially regional, frontline and Trans and/or Gender Diverse. Aboriginal and Torres Strait Islander • We're proud to have made strong progress against our enterprise-wide commitments. So far we've: ○ Invested ██████████ Indigenous businesses in FY25, and exceeded our \$████████ social spend target (FY23-25) by ██████████
--	--

-
- Development of our Indigenous Engagement Framework, which supports team members across the Enterprise to engage Indigenous stakeholders in a culturally safe way, in alignment with the UNDRIP.
 - Retained our financial membership of Supply Nation.
 - This year, the Indigenous Literacy Foundation marked a major milestone: over 1 million culturally relevant books delivered to remote Aboriginal and Torres Strait Islander Communities through its Book Supply program.
 - Partnered with DeadlyScience and delivered 2,667 packages of science books and equipment to First Nations children in over 750 schools and communities nationally.
 - Contributed to the 2025 First Nations Employment Index Report, a comprehensive analysis of employment data and practices across organisations at various stages of their reconciliation journey—from early adopters to long-standing leaders in First Nations employment.
 - Australia Post are amongst the 29 per cent of employers with an ‘Integration’ Rating, meaning we have a wide range of Indigenous employment and development practices embedded, which are becoming integral to how we do business.
 - 96 team members have participated in the Indigenous Emerging Leaders Program to obtain a National Qualification Certificate three in Leadership and Management since 2018.
 - As we embark on the last year of our current RAP, in the year ahead we will be:
 - Continuing to provide Indigenous employment and leadership development opportunities,
 - Continuing retail collaborations with Indigenous artists and supply chain opportunities with Indigenous businesses.
 - Progressing the accessibility of our ‘One Team’ uniform range across our network,
 - Looking for more opportunities to celebrate and highlight Indigenous language and culture across our business operations, workforce, locations and programs, and
 - developing our next RAP (Jan 2027-2030).
 - Representation of Indigenous workforce has remained consistent (3 per cent) over the past two years. The focus, and efforts to date have been to engage Indigenous talent, and will remain so, however our opportunity now turns to retain and develop this cohort.
-

-
- Indigenous Emerging Leaders Program (IELP) aligns with our Reconciliation Action Plan (RAP) aspiration to address leadership parity across the Enterprise. It focuses on Indigenous front line and support team members who aspire to develop their career as leaders. IELP is an Accredited program that enables participants to work toward a National Diploma in Leadership and Management (from Jan 25 – elevated from Cert 4). The program offers a unique blend of classroom learning, practical teaching, Indigenous cultural education, and leadership coaching facilitated in both group and one-on-one setting. The program provides the expertise, tools, environment, and support for team members to thrive and lead with confidence.

Refugee / Cultural and Linguistic Diversity

- Australia Post is proud to be one of the first major Australian-owned corporations to launch a three-year Refugee Employment & Engagement Action Plan (REEAP), formally introduced on 2 October 2024. This milestone reinforces our commitment as a trusted and inclusive employer to supporting the economic integration of refugees in Australia.
 - Through REEAP, we have committed to the following key initiatives:
 - Increasing refugee representation in our workforce to 1.5 per cent by 2027.
 - Refining our recruitment processes to ensure a safe, supportive, and accessible experience for refugee applicants.
 - Collaborating closely with Settlement Support Providers to build effective onboarding and development pathways.
 - Amplifying refugee voices by encouraging participation in the Welcome Project Community, designed to empower refugee team members to share their experiences and perspectives.
-

SAFETY PERFORMANCE

Lead	Paul Graham
Summary	Australia Post continues to prioritise health, safety and wellbeing and is committed to reducing serious risks.
Talking points	- For FY25, the Total Recordable Injuries Frequency Rate (TRIFR) which is all accepted workers compensation claims per million hours worked was 23.2, down from 23.5 in FY24. - We continue to have a strong focus on improving the health, safety and wellbeing of team members through: - Investment in reducing manual handling risks, - Prioritising mental health in the workplace, and - Industry-leading Dog Safety initiatives. Manual Handling [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Mental Health and Wellbeing - Australia Post is progressing its Thrive@Post strategic plan, providing a clear framework to prevent harm, early intervention and support recovery to reduce psychosocial risks and improve our people's experience of work. - Leadership capability in mental health and wellbeing remains a core focus, supported by Mental Health and Wellbeing Working Groups delivering workplace action plans. - More than 6,500 team members completed the Thriving Minds e-learning module in FY25, demonstrating strong organisational engagement and improved mental health literacy. - All team members are encouraged to contribute to a psychologically safe workplace by checking-in with colleagues, promoting respectful behaviours, and

	supporting practices that help prevent psychosocial risk, with these actions supported through initiatives such as the <i>Be A Friend</i> program. Dog safety • [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
Background	The safety of all team members will continue to be Australia Post's greatest priority. Australia Post's FY26-28 Health, Safety & Wellbeing vision is <i>Winning together - Safety in every moment, care in every action</i> and is focused on: • Simplifying, standardising and integrating the management of existing and emerging risks into everything we do; • Ensuring critical controls are in place and working, every day, every task; • Building confident and empowered safety leaders; • Raising the profile of mental health. This strategy will be underpinned by our continued investment in the <i>Be a Friend</i> safety culture improvement program which is being scaled across the network. • In FY25, 1,200 Network Operations people leaders and 24,000 team members received Be a Friend training. [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

CUSTOMER

AUSTRALIA POST COMPLAINT VOLUMES (FY25)

[illegible]

POSTAL INDUSTRY OMBUDSMAN COMPLAINT VOLUMES (FY25)

Lead	Paul Graham
Summary	• Australia Post is under the jurisdiction of the Commonwealth Ombudsman, and their Postal Industry Ombudsman function. • The Ombudsman has powers to investigate and review Australia Post's complaints management, with a view to ensuring complainants receive procedural fairness while making recommendations and influencing systemic improvement. • In addition to investigations, we have worked with the Ombudsman's office to establish an Assisted Referral program, for cases we have not had the opportunity to investigate and resolve.
Talking points	• The PIO closed 3,989 complaints in FY25, down from 4,297 in FY24—a decrease of 308 cases. • While the PIO complaint volumes are small relative to Australia Post's overall delivery volumes, we take each matter seriously. • We continue to work closely with the Commonwealth Ombudsman—including through the Assisted Referral program—to ensure customer complaints are resolved fairly and efficiently.
Background	• In H1 FY26, the Ombudsman's office referred 1,882 complaints to Australia Post. • The increase is primarily due to the Commonwealth Ombudsman team assessing and triaging a high volume of their aged complaints, which has resulted in more matters being referred to Australia Post.

COMMUNITY

REGIONAL AND RURAL INVESTMENT

Lead	Paul Graham
Key messages	
• As Australia's most present service provider, we are committed to ensuring all Australians, especially those in regional and rural areas, have access to our services and products. • We operate more than 4,000 retail outlets nationally, with approximately 62 per cent located outside major cities. • [REDACTED] • [REDACTED] • [REDACTED] • In February 2026, we announced the expansion of our Community Postal Agent network, opening 8 new locations across 5 states to improve access and reduce travel times for regional customers. • A further pipeline of regional upgrades is in progress that will also provide meaningful employment opportunities in regional communities across Australia. • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED]	
Talking points	• As Australia's most present service provider, we are committed to ensuring all Australians, especially those in regional and rural areas, have access to our services and products. • We operate a large, geographically dispersed network with approximately 62 per cent of retail outlets in non-major cities (regional, rural and remote areas). • Since joining Australia Post in late 2021, I've made it a priority to get out into the network, visiting regional and rural Post Offices and facilities across all States and Territories. • Including regional centres such as Lismore, Launceston, Orange and Townsville, and remote communities, including Weipa, Napranam, Alice Springs, Heavitree Gap, Larapinta, Coober Pedy and Bourke. • [REDACTED] • [REDACTED] • [REDACTED] Regional commitments

- In May 2025, we expanded our commitment to regional New South Wales, with [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- In April 2026, we announced the expansion of our Community Postal Agents (CPA) network, [REDACTED]
[REDACTED]
[REDACTED].
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

Positive impact in regional and rural communities via community programs and partnerships:

- In partnership with Indigenous Literacy Foundation (ILF), Australia Post has delivered over 600,000 books to more than 400 remote First Nations Communities across Australia since 2020.
- In partnership with Beyond Blue, 4 million Connection Postcards are being distributed to regional and rural households across Australia in May 2026.
- In 2026, Australia Post will have delivered 25 million Connection Postcards since the campaign was first launched in 2021, promoting Beyond Blue's support services and community connection in regional and remote communities.
- Australia Post's Community Grants program supports locally-led projects that strengthen connection and improve mental health and wellbeing outcomes. Since FY23, more than 230 Community Grants of up to \$10,000 have been awarded nationally, including over \$870,000 to 117 regional and remote not-for-profit community recipients.

[illegible]

	Estimated cost of providing the Community Service Obligations in rural and remote locations		<table><tr><th>FY22</th><th>FY23</th><th>FY24</th><th>FY25</th></tr></table>	FY22	FY23	FY24
FY22	FY23	FY24	FY25			

Key Messages and Data – May 2026

--	--	--	--	--	--

FLEET ELECTRIFICATION

Lead	Jane Anderson
Summary	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Talking points	• [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED]

	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED]
--	---

GRANTS AND GIVING

Lead	Jane Anderson
Summary	Australia Post's Community Strategy supports the Post26 strategy, builds advocacy for Australia Post's brand and delivers positive social impact for communities at a national and local level.
Talking points	- Australia Post has two annual grant programs supporting not-for-profit organisations that create positive change in local communities. - The programs follow a comprehensive governance process, with all applications reviewed against strict objectives, eligibility and assessment criteria. Community Grants - The Community Grants program enables community-based organisations to apply for a grant of up to \$10,000. - Since 2020, the focus has been to support projects that connect individuals for improved mental health and wellbeing outcomes. Approximately \$500,000 is awarded each year. - In 2025, Australia Post piloted an expansion of the program, with an additional \$250,000 in funding, dedicated to local projects supporting mental wellbeing and resilience in disaster impacted communities. - In September 2025, a total of approximately \$705,000 was awarded to 88 not-for-profit organisations. - Grant recipients were awarded nationwide, with 51 per cent of recipients located in regional and remote locations. - Grants were awarded to support several community sectors: 15 per cent supported those from a culturally and linguistically diverse (CALD) background, 13 per cent supported Aboriginal and Torres Strait Islander people, 7 per cent supported people with a disability or care commitments, and 5 per cent support the LGBTQIA+ community. People of Post Grants - The People of Post Grants program allows Australia Post team members to nominate a local community organisation for a grant of up to \$2,000. - Eligibility criteria introduced in 2024, requires nominated projects to deliver impact in at least one of Australia Post's Community Strategy areas of focus: - mental health – supporting community connection for better mental health outcomes,

	○ disaster support – helping communities to prepare for, respond to and recover from natural disasters, ○ literacy – supporting Indigenous children’s literacy and learning. Helping children to learn and connect with Indigenous languages and storytelling, and ○ environment – helping to transition to a more sustainable future. • Eligible nominated organisations are then invited to apply for a grant. • In May 2026, approximately \$489,000 was awarded to 251 not-for-profit organisations. Workplace Giving • Through Workplace Giving, donations made by eligible team members are matched by Australia Post, up to \$200 per person, per year. • In FY25 more than 1,400 team members participated in Workplace Giving with funds going to 343 charities. • Over \$500,000 was donated, including more than \$320K in team member donations and more than \$175k in matched donations by Australia Post.
Background	Community Grants • Since 2013 the Community Grants program has funded 981 projects and granted over \$6.5million. • Applications open in June each year and announcements are made in September. People of Post Grants • Since 2018 the People of Post Grants program has funded 2,409 projects and granted over \$2.4m. • Nominations open in January; eligible organisations are invited to apply from February to March, and announcements are made in April/May. Workplace Giving • Team members (excluding LPOs and contractors) can make contributions to charities of their choice, which are matched by Australia Post up to \$200 per person per annum.

NET ZERO PATHWAY

Lead	Jane Anderson
Summary	• Australia Post exceeded its 2025 emissions reduction target of 15 per cent by reducing across Scope 1, 2 and 3 emissions from FY19 baseline by 20% • We will continue to invest in solar, energy efficiency and low emissions fleet as we target net zero emissions by 2050.
Talking points	• We met and exceeded our FY25 emissions target of a 15 per cent reduction from FY19 baseline, reducing total emissions (across Scope 1, 2 and 3) by 20 per cent. • This was achieved through investment in low emissions vehicles, more fuel-efficient aircraft, rooftop solar and energy efficiency at our facilities, together with decreased waste-to-landfill and the purchase of renewable electricity. • In March 2026 we released our new 2030 emission reduction targets, as part of our 2030 Sustainability Framework launch. • To reflect the different levers available to reduce emissions on the path to net zero by 2050, separate targets have been set for scope 1, 2 and 3 emissions. • The focus of our current emission reduction program is: ○ Fleet decarbonisation: electric trucks, vans, delivery vehicles, renewable diesel; ○ Property upgrades: LED lighting, solar generation, battery storage (where viable), and embedding core infrastructure at new facilities so that they are ‘EV ready’; ○ Network efficiency: trailer configuration and network planning; ○ Supply chain decarbonisation: partnership with Qantas on Sustainable Aviation Fuel; and ○ Purchase of grid-sourced renewable electricity. • Key decarbonisation challenges include: ○ Availability of viable low emission heavy vehicles in the Australian market, considering cost, suitable operational characteristics and supporting charging infrastructure; and ○ Availability, funding support and price of low carbon liquid fuels as a transition fuel for heavy road vehicles and sustainable aviation fuel to help drive decarbonisation outcomes.
Background	• The Government announced \$1.1 billion to support the production of low carbon liquid fuels in Australia on 17 September.

	• Australia Post is a founding member of the Qantas Sustainable Aviation Fuel Coalition. Aviation is a key priority, representing a significant share of total emissions. What do Scope 1, 2 and 3 emissions mean? • These are established conventions for categorising greenhouse gas emissions, based on where in the value chain they are generated: ○ Scope 1 emissions – occur from sources that are controlled or owned by Australia Post, over 90% relates to our delivery fleet. ○ Scope 2 emissions – associated with the purchase of electricity, steam, heat, or cooling. ○ Scope 3 emissions – result from activities from assets not owned or controlled by Australia Post, but that the organisation indirectly includes in its value chain primarily covering our work with our air and road sub-contractor partners.
--	---

STRATEGIC COMMUNITY PARTNERSHIPS

Lead	Jane Anderson
Summary	• Australia Post currently partners with: ○ Beyond Blue, ○ Australian Red Cross, ○ Indigenous Literacy Foundation (ILF), and ○ World Wide Fund for Nature - Australia (WWF-Australia)
Talking points	Beyond Blue • Australia Post has partnered with Beyond Blue since April 2020 to help drive awareness of and access to mental health resources nationally. This includes: ○ Supporting Beyond Blue’s Community Events and Speaker program, ○ Delivering information about Beyond Blue’s NewAccess mental health coaching program, and ○ Delivering free prepaid Connection Postcards to help people connect with mental health information, support services and each other. • In FY25, Australia Post distributed five million free prepaid postcards across Australia, with a focus on regional households. A total of 21 million Connection Postcards have been distributed by Australia Post since the partnership began. • In May 2025, ‘Talking Post Boxes’ were launched in Traralgon (regional Victoria), Canberra, and Sydney, as part of the Connection Postcard campaign, with sensor-triggered wellbeing messages and QR codes linking directly to Beyond Blue services. • In October 2025, Australia Post released the stamp series ‘Journey to Wellbeing’ in partnership with Beyond Blue, aligned with Mental Health Month to help reduce stigma and encourage conversation around mental health. Australian Red Cross • Australia Post has partnered with Australian Red Cross since 2019, helping communities prepare for, respond to, and recover from disasters. This includes: ○ Delivering ‘Disaster Ready’ flyers to more than four million households in high-risk areas and promoting the co-developed Disaster Preparedness Quiz as part of the Emergency Ready Campaign in September 2025. ○ Australia Post proudly supports the Australian Red Cross to deliver Pillowcase workshops to 6,000 primary school aged children in high-risk areas annually, promoting family preparedness and disaster resilience.

	○ In FY25, Australia Post supported Red Cross to expand the Pillowcase program to remote communities in Western Australia, including First Nations communities in the Kimberley and Wheatbelt regions. • In times of disaster, Australia Post activates its community response, including fundraising for Australian Red Cross and providing free mail redirection services. • In FY25, Australia Post provided 286 free mail redirection and 17 mail hold services to support communities impacted by disaster. Indigenous Literacy Foundation (ILF) • Since 2020, Australia Post has delivered over 600,000 books to more than 400 remote First Nations communities in partnership with the ILF, giving children and families access to new, culturally appropriate books. • In FY25, Australia Post delivered 140,781 books to First Nations Communities. • In February 2026, Australia Post announced a partnership extension with ILF for a further three years. World Wide Fund for Nature Australia (WWF-Australia) • Since May 2023, Australia Post has partnered with WWF-Australia to help protect and restore koala habitats across Eastern Australia. • In May 2023, Australia Post launched a ‘Pip the Koala’ plush toy for sale at \$19.99 with \$2 donated to WWF-Australia for each toy sold. • In August 2025, Australia Post launched the ‘Koalas in Danger’ campaign in partnership with WWF-Australia, releasing new research to highlight the gap in knowledge about koalas facing extinction among Australians. How does Australia Post fundraise for its Community Partners? • Australia Post accepts over-the-counter donations from customers in participating Post Offices nationally and through the Online Shop via the checkout process. • Australia Post also offers ‘Round Up’ in Corporate Post offices nationally. • Australia Post raised a total of \$124,490 for its Community Partners in FY25. This includes \$44,150 from the sale of co-branded community tote bags and Pip the Koala plush toys.
--	---

SUSTAINABILITY FRAMEWORK

Lead	Jane Anderson
Summary	- Launched in March 2026, the 2030 Sustainability Framework is the next step in Australia Post's sustainability journey. - The 2030 Sustainability Framework sets out how Australia Post will strengthen its contribution to customers and communities, while playing its part in building a more sustainable and resilient Australia. - The 2030 Sustainability Framework focuses on two areas where Australia Post can make the most meaningful impact: reducing carbon emissions and keeping resources in use, while supporting national ambitions for Net Zero emissions by 2050 and progress toward a more circular economy. - This work sits alongside Australia Post's continued commitment to reconciliation, community partnerships, diversity and inclusion, and social and Indigenous procurement.
Talking points	<u>Reducing carbon emissions:</u> - Australia Post is already on its decarbonisation journey and achieved its 2025 targets, reducing carbon emissions by 20 per cent compared to FY19 baseline (5 per cent more than targeted) and shifting to 100 per cent of electricity at operational sites coming from renewable-matched sources. - By 2030, we aim to achieve an additional 8 per cent reduction in Scope 1 emissions, increase installed solar capacity to 30 megawatts, ensure 100 per cent of electricity at operational sites comes from renewable-matched sources, and maintain Scope 3 emissions at 2025 levels. - This shifts the focus to more structural and system-level change across operations, facilities and fleet. - We'll focus on further electrification of our fleet, efficiency of our facilities, exploring low carbon fuels, rethinking our use of materials, reducing emissions with suppliers, and designing new sites to be 'electric vehicle' ready. <u>Keeping resources in use:</u> - Building on progress in cutting landfill waste and increasing recycling, Australia Post will adopt more circular practices where resources are used less, used longer, and used again. - By 2030, we aim to achieve a further 30 per cent reduction in waste to landfill and 80 per cent waste diversion from landfill.

	• We will do this in two ways: internally, by evolving how we work to keep more resources in use at Australia Post, and externally, by investigating how we can leverage our network to help all Australians keep resources in use. • Beyond our operations, we will explore how to use our connections, know-how and data to bring people and businesses together, to help close the loop on resource use and enable a more circular economy for all Australians.
Background	• With the 2025 Sustainability Roadmap ending, Australia Post reviewed where it could make the most meaningful impact over the five years to June 2030. • Through analysis of the external environment and stakeholder conversations, it was identified that environmental action is the area where Australia Post can deliver the greatest short to medium-term impact. • Climate change and resource scarcity are reshaping the operating environment, while customer expectations, supply chain pressures and scrutiny of sustainability claims continue to evolve. • The change from a roadmap to a framework also reflects that the path forward is less certain. The Framework sets direction, focus and priorities, while allowing us to adapt as external conditions evolve.

SUPPORT CENTRES

BOARD

Lead	Paul Graham
Summary	• Board appointments and vacancies
Talking points	• The Australia Post Board of Directors consists of the Chair, the Deputy Chair, the Managing Director and not more than six other directors. • There is currently one vacancy on the Board.
Background	• The Chair and Robyn Clubb (Audit & Risk Committee Chair) were recently renewed (to December 2028 and September 2028 respectively). • On 2 December 2025, the Government released the new Australian Government Appointments Framework, informed by the Final Report into the Review of Public Sector Board Appointments Processes conducted by Ms Lynelle Briggs AO. • The Framework came into effect from 2 February 2026. It replaced the 2008 Australian Government Merit and Transparency Policy, and introduces foundational principles, practical tools, and guidance to support agencies. • The Framework empowers Ministers and agencies to tailor selection processes to the unique requirements of each role, while maintaining high standards of accountability and public trust. • Australia Post is aware that the Government has selected NGS Global to provide executive search services for appointments to the Boards of Government Business Enterprises and similar commercial entities.

FINANCIAL RESULTS (1H 26)

[illegible]

- Australia Post continued transitioning its fleet and fuel to lower carbon options, and drove resource recovery through its operations. Technology and network upgrades continue to lift service quality, reduce missed delivery carding, enhance the AusPost app, and improve the overall tracking experience for our customers.

Letters

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- In December 2025, Australia Post lodged a draft notification with the Australian Competition and Consumer Commission (ACCC), proposing [REDACTED]
[REDACTED] Further price increases will be required to help mitigate the impact of the continued structural decline in the Letters service. With fewer than 3% of letters sent by individuals, [REDACTED]
[REDACTED] r.

Expense

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

ENTERPRISE SERVICES

CYBER INCIDENTS

[illegible]

DIGITAL

Lead	Paul Graham
Summary	Australia Post is focused on enhancing its digital platforms to deliver connected, meaningful experiences that empower Australian businesses and customers to effortlessly engage with our digital products and services.
Talking points	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Background	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

ARTIFICIAL INTELLIGENCE (AI ADOPTION)

Lead	Paul Graham
Summary	- Artificial Intelligence (AI) technology is providing benefits to our business, our customers, and our team members. - We're using AI systems to keep our people safe, optimise our network, better serve our customers, and drive improvements in decision-making and productivity. - We manage operation and use of AI within an AI Governance Framework which ensures safe and responsible AI adoption aligned to our values and strategy.
Talking points	- Australia Post has used traditional forms of AI for several years to support network demand forecasting, parcel delivery date estimation, and safety in facilities. - Generative AI is used in our contact centre to suggest optimal responses to our human support agents, and to summarise their interactions with our customers. - AI agents on our websites help resolve common customer queries, allowing our human support team to focus on more complex queries. AI has improved the user experience for our Collectables website and our 2026 eCommerce Report. - Australia Post does not use AI to make automated hiring decisions. Recruitment decisions are reviewed and made by Australia Post recruiters and people leaders. AI is used to create a more efficient process and reduce hiring time for some roles. - Approximately 3,000 Australia Post team members have had access to Microsoft Copilot for assistance with emails, documents, and other personal tasks. We are trialling similar technology from other vendors including Google. - We are trialling various forms of Agentic AI to transform our business processes. - We've procured specialised AI systems to augment the work of our sales teams, software engineers, product managers, learning and development managers, and other roles who benefit from AI productivity support. - AI training has been delivered to the Board and Extended Leadership Team. We are developing additional role-based AI learning and development modules for the broader organisation, to ensure safe and effective use in line with our strategy.
Background	- We've developed Trusted AI Principles to govern our use of AI. These principles were developed with reference to the Australian Government's Ethical AI Principles and in alignment with our Group's Values. - Australia Post policies, standards and guidelines prohibit the input of official Australia Post information or data into third-party public AI tools such as ChatGPT. We are restricting access to unapproved tools to protect our sensitive information. - In accordance with the Department of Home Affairs' Protective Security Policy, "DeepSeek" products and web services are already blocked. - Australia Post continues to assess national and international best-practice for AI management and will harmonise and incorporate the relevant elements.

OPERATIONAL RESILIENCE

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Talking points	[REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

	• [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED]
Background	• According to media reporting, on September 18, the Optus Triple Zero emergency call service was unavailable for approximately 13 hours due to a failure in a planned firewall upgrade. • These reports suggested that Optus monitoring did not detect this issue, calls were not diverted to an alternative network, and loss of life may have been connected to this incident. • Some reports have also suggested that offshoring of services may have contributed to the issue and delayed resolution.

TECHNOLOGY MODERNISATION - SIMPLIFICATION OF TECHNOLOGY, DIGITISATION, CYBER RESILIENCE

Lead	Paul Graham
Summary	• Australia Post continues to streamline and modernise our technology in support of our Post26 strategic objectives. • Modern technology plays a pivotal role in ensuring we can support customers and communities with trusted products and services that meet their evolving needs.
Talking points	• [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Background	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]

STRATEGY
MODERNISATION

Lead	Jane Anderson
Summary	- Changes to regulations governing Australia Post took effect in April 2024. - The initial phase of reform was critical in modernising our business and positively impacted our results, however achieving a financially sustainable future will require further reforms in mail delivery and letter pricing given the ongoing decline in letter volumes.
Talking points	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Retail network - The Regulations require us to maintain 4,000 retail outlets, with 2,500 located in non-major cities. These thresholds have not been changed. [REDACTED] [REDACTED] [REDACTED] [REDACTED] Long-term sustainability [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

	- Total foot traffic to Post Offices continues to decline. In FY26 Q2, total foot traffic
Background	- The <i>Australian Postal Corporation (Performance Standards) Regulations 2019</i> prescribe performance standards that Australia Post must meet. - The Regulation amendments were tabled in Parliament and passed through both the Senate and House of Representatives without objection.

POST26

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Talking points	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]

[illegible]

POST 30

[illegible]

	■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED]

MEDIA

GAIUS RAPIDE 3

Lead	Paul Graham
Summary	• [REDACTED] [REDACTED] [REDACTED].
Talking points	• [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]
Background	• [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED] [REDACTED] ■ [REDACTED] [REDACTED]