

# Diversity and inclusion

Annual Report 2013



The 2013 Australia Post Diversity and Inclusion Annual Report provides an overview of our workforce diversity profile, key initiatives and performance against our four 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*.

(Please note: names and images of deceased Aboriginal and Torres Strait Islander people are contained in this report.)

### Cover image

From left: Melody Townsend (tenprogram participant), Ros McCarthy (NAWO business champion), Michael Tjendara (Ucan2 mentor), Rebecca Burrows – (tenprogram participant), Greg Muir (HR, eLearning) and Daniel Demellis (Graduate program)

# Contents



**Gender**  
p. 6



**Indigenous  
Australians**  
p. 10



**Culturally and  
linguistically  
diverse**  
p. 14



**People with  
disability**  
p. 17

- 2 Our year in review
- 5 A diverse and inclusive Australia Post
- 6 Gender
- 10 Indigenous Australians
- 14 Culturally and linguistically diverse
- 17 People with disability
- 20 Other diversity program outcomes
- 20 Workforce profile



# Diversity and inclusion

“Our diverse and inclusive workforce is critical to our success. It puts us in a strong position to understand our customers and meet their everyday needs.”

Ahmed Fahour  
Managing Director & CEO



# Our year in review

This year Australia Post invested significantly in developing and engaging our people, and supporting various diversity-related community programs.

We again celebrated International Women's Day partnering with UN Women Australia to sell fundraising merchandise to our people and customers. We did this through our facilities and corporate retail outlets and together we raised \$31,000.

As one of the most culturally diverse workforces in Australia, we also took time out to celebrate Harmony Day. Australia Post is a National Partner of the Scanlon Foundation, which supports a more cohesive Australian society. A Taste of Harmony events were held at more than 100 of our facilities, retail outlets and offices around the country.

Improving our gender diversity, particularly in our leadership, continued to be a priority. This year we launched several initiatives aimed at building a strong pipeline of female talent, including:

- the tenprogram, a new mentoring program for our high-potential female leaders at the executive level.
- Xplore, a leadership and career management program for our female managers
- the highly successfully mymentor program – now in its third intake. Around 800 of our award-level female employees have participated in the program since it began in 2011.

These initiatives contributed to the excellent progress made this year in improving the representation of women in our leadership. Our female leaders make up 35.9 per cent of our management positions and 33.3 per cent of our executive positions.



Our first Accessibility Action Plan was launched on 3 December 2012 to coincide with International Day of People with Disability. The plan is our proactive and public commitment to taking a lead role in improving accessibility for all Australians with disability and their carers.

We also renewed our commitment to closing the gap in Indigenous disadvantage, through the launch of our second Reconciliation Action Plan. Over the past 12 months we have made great in-roads in delivering against our commitments. Initiatives included cultural awareness training for our leaders and employees, mentoring, school-based traineeships and ongoing employment opportunities.

### Our diversity profile

- 39.1%** women
- 1.6%** Indigenous Australians
- 23.1%** people from culturally and linguistically diverse backgrounds
- 7.1%** people with disability



### Supporting our female talent

- 81%** employee engagement of our female employees
- 35.9%** of women are in management positions
- 33.3%** of women are in executive positions

### One of the most culturally diverse workforces in Australia

- 32,732** employees
- 136** nationalities
- 65+** languages



**Key outcomes**

While we define diversity in the broadest possible sense, we formally measure and track our progress against four key areas: gender, Indigenous Australians, people from culturally and linguistically diverse backgrounds, and people with disability.

Given the challenging economic climate and our ongoing business transformation, our goal this year was to maintain our diversity profile.

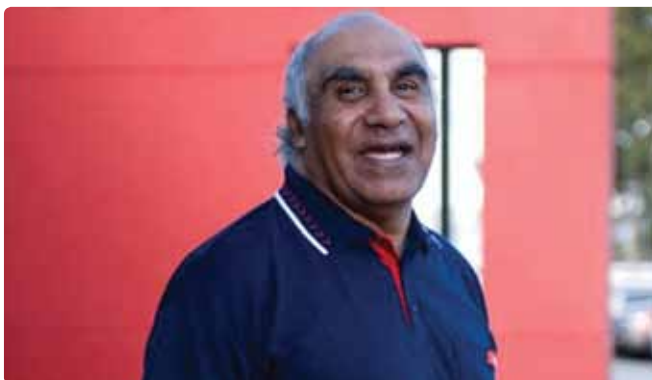
We are pleased with our progress this year and look forward to making further improvements. As we continue to re-engineer our business to become a sustainable, world-class provider of communications products and services, we know that our success hinges on our talented people and how well we understand the needs of our diverse customer base.

Over the next 12 months we will continue to build on our progress to fully capitalise on the well-known, all-encompassing benefits of a diverse and inclusive culture.



**Gender (women) – 39.1 per cent**

Women represent 39.1 per cent of our workforce. This year we continued to improve the representation of our female leaders. Women make up 35.9 per cent (863) of management positions and 33.3 per cent (146) of executive positions.



**Indigenous Australians – 1.6 per cent**

We employ 520 Indigenous Australian staff and trainees representing 1.6 per cent of our workforce. In line with our Reconciliation Action Plan commitments, this year we continued to provide career pathways to 30 Indigenous high school students through our traineeship program.



**Culturally and linguistically diverse – 23.1 per cent**

Our rich cultural diversity is a core part of who we are. This year, our representation of culturally and linguistically diverse employees increased to 23.1 per cent.



**People with disability – 7.1 per cent**

We employ more than 2,300 people with a disclosed disability, representing 7.1 per cent of our workforce. The launch of our Accessibility Action Plan reflects our ongoing commitment to contributing to greater workforce participation for people with disability and making accessible our products and services that play a vital role in our customers' everyday lives.

## A diverse and inclusive Australia Post

### Our diverse and inclusive culture opens minds and brings out the best in our people.

This helps us better connect with our customers and the community and tap into a broad range of ideas, skills and leadership styles.

It is this culture that engages our people and makes Australia Post one of the most desirable places to work.

Our diversity initiatives and strategies are designed to attract, develop and advance the most talented individuals regardless of their race, sexual orientation, religion, age, gender, disability status or any other dimension of diversity.

Our approach is to build diversity and inclusion into everything we do so that it becomes integral to our make-up, and from the top down, considered essential to our future success.

“Like many of our global postal peers, over the past 12 months we have faced some serious challenges. However, we know our future success lies in the extraordinary diverse talents of our people.”

**Catherine Walsh**  
General Manager Human Resources

### At Australia Post diversity and inclusion means:

- attracting and retaining talented people with a broad range of skills, experiences and capabilities
- connecting effectively with our diverse customers and community to understand and respond to their needs
- developing an inclusive culture where our people are engaged, feel they belong and their unique contribution is valued
- fostering innovation by leveraging the experience and ideas of our people and embracing different viewpoints.

### Four strategic priorities

Our Diversity and Inclusion Strategy aims to promote improved diversity outcomes to foster an inclusive workplace culture and equal employment opportunities (EEO) for all. Our initiatives for this year have been aligned to our four key priority areas to drive positive, sustainable change for our diversity groups.



#### Priority 1

##### Inclusive leadership

Engage and strengthen our leadership to champion change and foster a diverse and inclusive culture

#### Priority 2

##### Talent management

Attract, develop, retain and engage a highly diverse, talented workforce in which individual potential is fully realised

#### Priority 3

##### Hardwiring

Embed inclusive practices into our people systems, processes and policies and measure our progress against success indicators

#### Priority 4

##### Communications and engagement

Build awareness and understanding and foster inclusiveness through celebrating diversity in our workplace and the community

# Gender

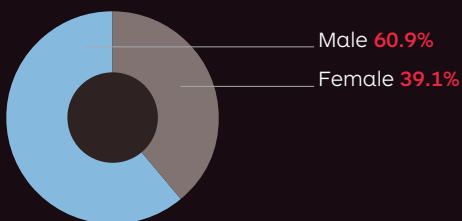
## Highlights

- Improved gender diversity in our leadership positions:
  - 40 per cent of the Managing Director & CEO's direct reports are female
  - 35.9 per cent of women in management positions
  - 33.3 per cent of women in executive positions
- Increased employee engagement levels – 81 per cent of our female employees are engaged (up 5 per cent since 2011)
- Around 800 of our award-level female employees have now completed mymentor

## Outlook

- Making flexible working “work”: Improve our approach to flexible working to make it more accessible and culturally acceptable for all employees
- Level 3 Talent Program: A targeted development program for our high-potential, future female General Managers
- Women@Post networking: Quarterly forums for women to build relationships across the business and hear directly from our senior leaders about their personal stories and career paths

### Representation of men and women in the Australia Post workforce





**The 2012 Australian Census for Women in Leadership revealed that women account for just 9.2 per cent of all executive positions in ASX 500 companies.**

As one of the largest organisations in Australia, Australia Post is going against this trend and is at the forefront of driving positive, sustainable change in our workplace.

Our commitment to improving our gender diversity is much more than simply doing the right thing. Women represent a deep and valuable talent pool and over 60 per cent of our customer base. On that basis alone, the recruitment, retention and promotion of talented women are critical to our long-term growth and understanding the needs of our current and next-generation customers.

This year we continued to make progress in improving the gender diversity of our leadership. Women represent 35.9 per cent (863) of all management positions (up by 93 last year) and 33.3 per cent (146) of executive positions (up by 24 last year).

Women now make up 40 per cent of the Managing Director & CEO's direct reports, representing a transformational shift since 2010 when there was no female representation at this level.

We have also seen more women at the core of our business – our operations – progress to more senior roles. Women now represent 21.2 per cent of our Facility Manager roles. This has increased from just 15.2 per cent in 2010.

Our improved gender diversity this year clearly shows that our investment in building a strong female talent pipeline is paying off. We also continued to attract exceptional talent from a highly competitive market, indicating a strengthening in our reputation as an employer of choice for women.

This overall positive shift also reflects our ongoing culture change to foster a more inclusive culture that truly values diversity of thought. Results from our say2action employee survey found that 81 per cent of our female employees are engaged (up from 76 per cent in 2011). This result positions Australia Post as leading practice compared to other companies undergoing change (benchmark – 75.1 per cent, Towers Watson).

While we do not have specific targets or quotas for female leadership representation, our aim is to progressively increase the proportion of females in executive and management positions to more closely mirror the representation of females in our broader workforce and our customer base.



**Investing in gender initiatives**

This year we continued to invest in best practice initiatives directed at the development, engagement and advancement of our female employees in both operational and non-operational roles. We also brought together our talent management and diversity initiatives to support the building of a female talent pipeline.

**tenprogram – mentoring**

Active mentoring and sponsorship make all the difference when it comes to advancing careers. Unfortunately research shows that men are significantly more likely than women to be mentored and sponsored and are more satisfied with their rates of advancement. The tenprogram, launched in early 2013, is a six-month mentoring program for our talented executive-level female leaders. The program, closely aligned to our enterprise talent strategy, pairs 10 talented female leaders with 10 members of our Management Committee.



“The tenprogram has been a terrific experience where my mentor has provided me with new strategies, approaches and techniques so that I can consider new ways to solve business challenges. Throughout the mentoring sessions, we’ve enjoyed candid discussions and a few laughs too.”

Melody Townsend, tenprogram participant and Head of Parcel & Express Services Marketing



Sarah Flemmings, Xplore

“Xplore was an excellent opportunity for me. It helped me understand my motivators and my challenges and has propelled me to a productive mentor-mentee relationship. It also helped open my eyes to where I want to be in five years time.”

Sarah is Manager Channels in our Financial Identity & Commercial Services area in Retail Services. Sarah completed the Xplore program in 2012.

### Xplore leadership and career management program

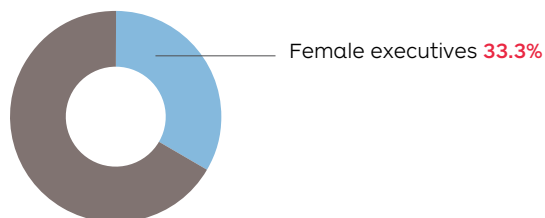
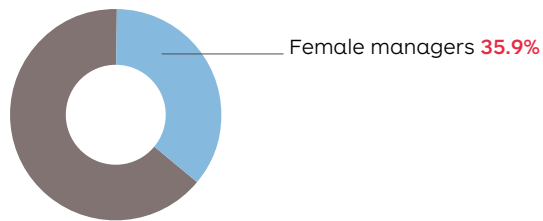
In July 2012 we launched Xplore, a leadership and career management program for our emerging female leaders. The program, designed to build business relationships, organisational presence, resilience and leadership skills, was highly successful:

- 100 per cent of participants would recommend the program to others.
- Almost 90 per cent have been promoted or are now undertaking higher duties/stretch projects.
- More than 70 per cent felt the program supported them in fulfilling their personal developmental and career aspirations.

Three more Xplore programs in Victoria, New South Wales and Queensland will be rolled out from August 2013.



### Women in management positions



### Realising potential through mymentor

This year we launched the third round of mymentor to coincide with International Women’s Day. Around 800 of our award-level female employees have now completed the program. mymentor offers self-paced learning combined with fortnightly mentoring to build the skills and confidence of our female employees to help them fulfil their potential.

The program has been highly successful. Knowing that progress breeds progress, the critical mass of this program alone has been instrumental in driving the positive changes we have seen in operations in recent years. In particular, it has challenged the notion that women can’t have fulfilling careers in operations.

The feedback from round three found:

- 73 per cent of mentors also mentored in round two – an exceptional result indicating we are fostering a true mentoring culture.
- 94 per cent of participants would recommend the program to other women.
- Almost 50 per cent of participants have been promoted or are undertaking higher duties/new challenges since completing the program in June this year.

### The 100% Project Partnership – Leadership Quotas Panel Discussion

Australia Post continued its long association as a corporate partner with The 100% Project. This is 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 we sponsored a panel discussion, “Leadership Quotas – the key to gender equity?” The keynote speaker was Benja Stig Fagerland, a Danish economist and global pioneer of mandatory quotas on gender equity. Benja is also the World’s Foremost Authority and inventor of “Womenomics” – the relationship between women, the market and economics.

### Supporting our expectant and working parents

To help make the transition to and from parental leave a positive experience, Australia Post launched three ParentalReady Toolkits. The toolkits provide practical information, resources and advice to help our women, managers and fathers/partners successfully navigate the parental leave process and return to work options.

Quarterly Connecting Post Parents workshops have also been conducted to support our working mothers returning to work after maternity leave. The workshops are an opportunity to connect with other working parents at Australia Post and discuss shared experiences, challenges and ideas in how to best balance their professional and personal lives.

### Celebrating International Women's Day

To celebrate International Women's Day, we held events across the country recognising the achievements of our talented female employees and women in the community.

This year Australia Post again partnered with UN Women Australia as the National Retailer of International Women's Day merchandise. Together we raised \$31,000 to provide critical services for women in the community who are experiencing violence.

### Partnering with National Association of Women in Operations

This year Australia Post partnered with the National Association of Women in Operations (NAWO), a progressive not-for-profit organisation established to encourage and facilitate more women into operational roles. The partnership offers our female employees in operations the opportunity to network with their industry peers and attend professional development forums throughout the year.

In May this year we were privileged to host the first Victorian event – "Diversity AND Transformation... How diversity is a key enabler of major business change". The event was a great opportunity to showcase our transformational story



and the significant progress we have made in improving our gender diversity. Richard Umbers, Executive General Manager Parcel and Express Services, and Ros McCarthy, General Manager Parcel Operations, presented at the event.



"Programs such as mymentor and our partnership with NAWO are so important in supporting our women to have fulfilling careers in operations. They form part of the bigger picture in continuing to challenge the long-held mindsets relating to women in operations."

Ros McCarthy, General Manager  
Parcel Operations

# Indigenous Australians

## Highlights

- Launch of second Reconciliation Action Plan
- Cultural awareness training for more than 100 managers and Indigenous employees
- Mentoring training for senior Indigenous leaders
- Launch of rapup quarterly newsletter for Indigenous employees
- Continuation of school-based trainee program
- Reconciliation Week activities
- Indigenous Australians honoured by Australia Post stamp series

## Outlook

- Launch of third Reconciliation Action Plan
- Commencement of adult traineeship program

### Indigenous Australians

(%)



### Indigenous supervisors



**Australia Post has a strong Indigenous community made up of 520 employees and school-based trainees, representing 1.6 per cent of our workforce.**

This year we launched our second Reconciliation Action Plan (RAP). This RAP represents our renewed and deepened commitment to creating a better future for Indigenous Australians.

Through our RAP, we have focused on creating stronger connections with our Indigenous employees, building greater awareness and understanding of Indigenous culture and continuing to provide employment and career pathways.

This year we made significant inroads in delivering against our commitments. Our people have embraced the opportunity to contribute to our reconciliation effort as they understand the positive impact and difference organisations like ours are making to closing the gap.

In acknowledgement of our contribution to reconciliation, Australia Post was invited along with 39 other RAP organisations to showcase our achievements in the Great Hall of Parliament House. The showcase followed the Prime Minister's Closing the Gap statement and aimed to inspire the corporate and public sectors to engage in reconciliation and long-term initiatives to improve the lives of Indigenous Australians.

#### **Employment through school-based traineeships**

Our traineeship program follows our long-term commitment to providing pathways to employment for Indigenous Australians. The program provides students with the critical skills, experience and qualifications to successfully transition



from school to employment. Over a two-year period students receive 800–1,000 hours of on-the-job training and mentoring. Australia Post currently has 30 school-based trainees who are completing their year 11 and year 12 studies.

#### **Culture awareness training**

More than 100 of our leaders and Indigenous employees in New South Wales, Queensland and Western Australia participated in cultural awareness training. The interactive and engaging sessions were designed to foster a more inclusive culture in our workplaces by facilitating communication through mutual understanding of each other's culture and heritage and how these shape our attitudes and perceptions.



## Indigenous Australians



### Mentoring training for senior Indigenous leaders

We believe mentoring plays a critical role in achieving improved engagement and retention outcomes for our Indigenous employees. Earlier this year, we offered Executive Mentoring training to 30 of our senior Indigenous leaders. The program was an opportunity to further develop the skills and capability of our leaders as well as lay the foundation for a successful mentoring program.

Our mentors have been trained to provide personal and career pathway advice to our Indigenous employees and school-based trainees. They work with them through mutual respect and guidance to assist in creating a positive working experience at Australia Post.

### Let's talk Indigenous culture and reconciliation

In May this year our employees celebrated National Reconciliation Week to recognise the history, culture and achievements of Indigenous Australians.

The theme was "Let's talk Indigenous culture and reconciliation". Throughout the week, our people held events locally such as "lunch and learn" culture awareness sessions and morning teas to celebrate the occasion.

In our Melbourne office, culture awareness sessions were held. Through experiential learning provided by Indigenous Australians, employees had the opportunity to learn firsthand about Indigenous culture. They were also able to discuss how we, as one of the largest organisations in Australia, are able to contribute to the reconciliation effort via initiatives such as our Reconciliation Action Plan.



### Partnering with Supply Nation

This year Australia Post became a partner of Supply Nation (previously Australian Minority Supplier Council). Supply Nation's goal is to connect Australian corporate and government organisations with Indigenous business suppliers who are already achieving success or have the potential to develop into vibrant, vital businesses.

The partnership reflects our continued commitment to procuring services from Indigenous suppliers.

"The session was really thought provoking and delivered in such a way that sparked a lot of conversation around our history and what we can be doing to continue to support reconciliation."

Stephanie Roache  
Strategic Procurement Specialist,  
Finance & Business Services



## National Reconciliation Week 27 May to 3 June

Reconciliation Week is an opportunity to raise our awareness and understanding of Indigenous culture and talk about how we, as one of the largest organisations in Australia, can contribute to the reconciliation effort.



Our Reconciliation Action Plan (RAP) represents the actions we are taking to help create a more inclusive Australia Post and a better future for Aboriginal and Torres Strait Islander people.



Providing employment and development opportunities



Fostering understanding of Indigenous heritage and culture



Building relationships with the Indigenous communities in which we operate

Let's talk reconciliation



## rapup newsletter

Earlier this year we launched rapup, our quarterly newsletter for our Indigenous employees. The newsletter seeks to create a stronger sense of community among our geographically dispersed Indigenous employees by providing an update on our Reconciliation Action Plan commitments as well as sharing their stories and successes.



### Australia Post showcases RAP initiatives at Parliament

Each year Australia's Prime Minister provides an update on the progress of closing the gap between Indigenous and non-Indigenous Australians in a statement to Parliament.

Following the Prime Minister's Closing the Gap Statement, Reconciliation Australia highlighted the work of organisations with Reconciliation Action Plans (RAP) to Parliament to demonstrate the role they play in Closing the Gap initiatives.

Australia Post and 39 other RAP organisations were invited to showcase their successes to the Prime Minister, politicians, the Close the Gap Steering Committee and CEOs of RAP organisations in the Great Hall of Parliament House. The event aimed to inspire the corporate and political sectors to engage in reconciliation and long-term initiatives to close the gap.

Reconciliation Australia also released its *RAP Impact Measurement Report* presenting the cumulative impact of the RAP program for 2012.

Comparing the general community to people working in RAP organisations, the report revealed people working in RAP organisations:

- are more likely to be **proud** of Aboriginal and Torres Strait Islander cultures than the general community
- are more likely to experience higher levels of **trust** with Aboriginal and Torres Strait Islander people
- have taken more **action** to support reconciliation – in fact, 86 per cent of RAP employees have taken action compared to 50 per cent of people in the general community.



### What's happening

Darryl Monaghan,  
National Indigenous Manager



Welcome to the first edition of rapup, Australia Post's quarterly newsletter for our Indigenous employees.

rapup will update you on how we are travelling with our Reconciliation Action Plan (RAP) commitments. The newsletter also shares stories about our Indigenous employees across the country.

Australia Post's 2012/13 RAP is a key step in creating a better future for Indigenous Australians. Through our RAP, we are connecting our current Indigenous employees to create a strong community within Post, establishing relationships with the Indigenous communities in which we operate and providing employment and training opportunities to Indigenous Australians.

If you know any talented Indigenous people seeking employment, please ask them to contact our Indigenous Employment Consultants (details on the back page) or visit our current "Hot Jobs" list which advertises roles we are currently seeking applicants for.

[auspost.com.au/about-us/featured-jobs.html](http://auspost.com.au/about-us/featured-jobs.html)

Do you have a story idea to share?

[@DiversityandInclusion](https://twitter.com/DiversityandInclusion)  
[auspost.com.au](mailto:auspost.com.au)



## Honouring Indigenous Australians with Australia Post stamp issue

To coincide with NAIDOC week celebrations, Australia Post released a stamp issue featuring five exceptional Indigenous Australians who tirelessly campaigned for the rights of Indigenous people. These are: Shirley Smith AM, Neville Bonner AO, Oodgeroo Noonuccal, Eddie "Koiki" Mabo and Charles Perkins AO.



# Culturally and linguistically diverse

## Highlights

- English language and computer skills courses
- Ucan2 mentoring program
- AFL Multicultural Ambassadors
- A Taste of Harmony celebrations

## Outlook

- Piloting English conversation classes at some mail centres to give employees an opportunity to participate in small group discussions to practise and build their English skills
- Trialling computer learning centres at three facilities to provide access to computers, coaching and online courses for award-level employees who do not usually work on a computer

### Representation 2012 versus 2013 (%)

2012	22.3
2013	23.1



### The cultural diversity of our workforce is one of our greatest strengths and is at the heart of who we are.

Australia Post has a workforce of more than 32,000 people who come from 136 different nationalities and speak more than 65 languages. In fact, almost one-quarter of our workforce grew up speaking a language other than English. So it is fair to say our workplace truly reflects the rich diversity of the Australian communities we serve every day.

Our cultural diversity continues to strengthen year on year. More than 7,500 employees (23.1 per cent) are from culturally and linguistically diverse (CALD) backgrounds, an increase of 0.8 per cent from last year.

We value our cultural diversity and recognise that it helps us to better understand and connect with our diverse customer base and the broader community.

### Celebrating Harmony Day

This year we celebrated our rich cultural diversity by sponsoring the Scanlon Foundation's A Taste of Harmony – a national initiative to coincide with National Harmony Day.

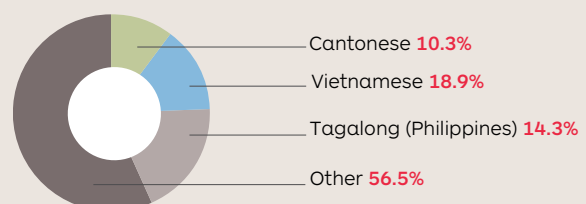
The theme this year was "Australia Post: many cultures, many stories". Almost 8,000 of our employees celebrated

at more than 100 Australia Post facilities, retail outlets and offices around the country by sharing cultural dishes, songs, dances and wearing national dress.

The event is a great way for our people to share and enjoy food from different cultures. The occasion is also an opportunity to foster inclusion by building greater understanding, acceptance and harmony between different cultures.

Our people speak more than 65 languages. The three primary CALD language groups this year are:

#### Three primary language groups





## Investing in our Future Skills programs

This year we continued to invest in building the skills and capability of our CALD workforce to ensure that they have fulfilling careers at Australia Post and actively participate in the community.

English language and literacy programs continue to be a key initiative for Future Skills under our Employability program of work. The programs are essential to building communication skills for our frontline leaders/supervisors and award-level employees.

- Foundation Communication Skills is a program offered to operational team leaders to build their English language and numeracy skills through on-the-job coaching and workshops based around real business issues and activities. There are currently 140 participants with plans for a further 350 team leaders.
- World Wide English is an interactive, self-paced online training course. The course caters for a range of English language levels from beginner to intermediate and can be accessed at work or home. Topics include speaking, listening, reading and writing skills. Since its launch in March this year more than 150 participants have registered.

CALD in management	CALD
Delivery manager 3-4	16
Facility manager	25
Postal manager 3-5	51
Administrative 6-8	330
Executive	55
<b>Total</b>	<b>477</b>

## Building digital literacy

As part of building the digital literacy of our CALD workforce, this year we continued to offer both online and face-to-face computer skills programs.

Computer Basics is a customised course for building foundation-level computer skills including how to use a mouse and navigate a computer. These skills are gained through a guided session with knowledge building and then practice through interactive activities. More than 300 employees have completed this course.

Computer Skills and Books 24x7 are online training modules and books aimed at developing computer literacy skills and health and wellbeing. These modules can be accessed from home or work. Since the launch two years ago, 2,696 award-level employees have participated in the program with more than 7,000 learning hours completed.



## Culturally and linguistically diverse

### Connecting with our community

This year we strengthened our commitment to building healthier, more vibrant and more inclusive communities beyond our business operations through ongoing community-related programs.

#### Supporting the Ucan2 program

Australia Post has a longstanding partnership with Foundation House, Victoria's leading refugee support organisation.

Since 2010 we have supported the Ucan2 mentoring and work experience program. Ucan2 aims to increase education, training and employment options for young people aged between 16 and 24 years from a refugee background within the first 15 months of arriving in Australia.

We are delighted to be involved with the program, one of the many ways we are helping people gain a sense of belonging and empowerment.

Over a 12-month period our employees act as mentors for the young people to help them integrate into Australian life. This year 30 employees are acting as mentors.

The experience is as valuable for our mentors as it is for the young people, offering them the opportunity to develop new skills and give back to the community in a tangible way. To date 69 Australia Post employees have participated in the program.

Ucan2 also provides the young people with work experience and employment opportunities within our facilities and retail outlets. This year some participants had the opportunity to work with Australia Post during the lead-up to Christmas, our busiest time of year.



#### Kicking goals with the AFL

Australia Post continued to partner with the AFL to connect individuals and communities through their love of football. AFL Multicultural Ambassadors visited local schools and community groups, football carnivals in each state, our workplaces and participated in a school letter-writing program.

#### Working – the Australian Way

Australia Post continued to partner with multicultural services provider AMES and a number of other organisations 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 providing feedback to the participants.



#### Giving back – Kudzai Mutemererwa, Ucan2 Mentor

Kudzai Mutemererwa, from the Recruitment team, decided to become a Ucan2 mentor this year. According to Kudzai, mentoring Ziba, a young woman who came to Australia from Afghanistan, has opened her eyes to the challenges faced by people from a refugee background.

“It has been extremely rewarding to be part of Ziba’s journey. She is resilient and remains optimistic about her future here in Australia, her new home. I am learning a lot about the issues young people like Ziba face and I would recommend the program to anyone who enjoys making a difference in our community.”

# People with disability

## Highlights

- Launch of the first Australia Post Accessibility Action Plan on 3 December 2012, International Day of People with Disability
- Raising disability awareness by promoting success stories through internal and external channels
- Awarded the Deaf Australia (NSW) 'Fair Go' organisation award

## Outlook

- Ongoing implementation of the Accessibility Action Plan
- Developing a creative approach to Disability Awareness Training

### People with disability

(%)



**The success of the London Paralympics in 2012 and the announcement of the National Disability Insurance Scheme earlier this year propelled disability into the community conscience and media spotlight. Never before has Australia Post been in a better position to drive positive change.**

With approximately one in five Australians having a disability and 2.6 million unpaid carers, we understand that disability is very much a part of our community and touches all aspects of our business – our people, our customers, our suppliers and the communities in which we operate.

We are proud of our longstanding commitment to providing equal employment opportunities for people with disability and take very seriously the responsibility that comes with being a community-based organisation that people trust will deliver.

Australia Post employs 2,332 people with a disclosed disability, representing 7.1 per cent of our total workforce. This figure has remained relatively stable since the previous year (7.3 per cent) and compares strongly with the Australian Public Service at 3 per cent.

Our longstanding commitment to employing people with disability is also evident in the long tenure of our employees with disability. Around 70 per cent have worked with us for more than 10 years – a true testament of the inclusive culture of Australia Post.

### Australia Post Accessibility Action Plan

Our first Accessibility Action Plan further advances our commitment to taking a lead role in building more inclusive communities and improving accessibility for all Australians with disability and their carers.

To coincide with International Day of People with Disability on 3 December, Graeme Innes, Disability Discrimination Commissioner, officially launched our Accessibility Action Plan with our ambassador, Christine Corbett, Executive General Manager, Retail Services.

The plan aims to improve the overall quality of life for people with disability by contributing to greater workforce participation and making accessible our products and services that play a vital role in people's everyday lives.

The plan focuses on improving accessibility for our three core stakeholder groups:

## People with disability

### Our people

- Improve attraction, recruitment and retention of people with disability by proactively improving access to employment and ongoing development opportunities within an inclusive work environment.

### Our customers

- Better connect with our customers by providing accessible products, services and facilities both physically and digitally.

### Our community

- Support the building of more inclusive and vibrant communities by creating opportunities for greater participation for people with disability and their carers.

Since launching the Accessibility Action Plan in December we have delivered what we set out to achieve.

“We welcome Australia Post’s commitments to people with disability as employees, customers and within the broader community. Their Accessibility Action Plan reviews Australia Post’s existing business practices, but also seeks to build a more cohesive community through greater disability and accessibility awareness and engagement.”

Suzanne Colbert AM,  
CEO Australian Network on Disability

### Our people

#### Building disability awareness

Sharing success stories is an important part of building an inclusive and disability-confident workplace. This year we captured the achievements and success stories of our people and shared these with our workforce.

#### Improving our recruitment and training processes

This year we implemented key improvements to make our recruitment and training processes more accessible. These included:

- upskilling the Recruitment team through Disability Awareness training and nominating a disability subject matter expert within the team to provide information and assistance to candidates and disability service providers
- briefing our Recruitment agencies on our diversity expectations including the sourcing of people with disability
- reviewing our reasonable adjustment policy
- embedding a question around accessibility requirements in our training and event invitations.

#### Championing work experience

According to Australian Bureau of Statistics (ABS) data, unemployment rates for people with disability (7.8 per cent) are significantly higher than the mainstream population (5.1 per cent), due to environmental and behavioural barriers to work opportunities. Fortunately we have many “disability champions” at Australia Post who are providing work experience for people with disability, which is making a positive impact on their employment prospects.



#### Brent Tuohy, a driver/sorter

Brent, a deaf employee, is breaking the stereotype on disability. Brent’s work colleagues voted for him to become a Deputy Health and Safety rep. He was provided with a laptop fully funded through JobAccess to allow him to use Skype to access his Auslan interpreter remotely.

This year more than 45 deaf employees at Australia Post were registered and supported by Auslan interpreters in the workplace. This was done through a new streamlined system, newly developed Manager Guidelines and a national list of Auslan interpreters, housed on the Diversity & Inclusion intranet site.

### Joondalup Delivery Centre, WA

For the last five years Russell May, a supervisor at Joondalup Delivery Centre, has been working with Belridge Education Support Centre and a number of local high schools to provide work experience for students with disability. For a short period each week the students sort the unaddressed mail. Russell says, "Not only does this help the posties, who find this part of the job time consuming, but it also helps people who wouldn't normally have the chance to work outside a sheltered workshop to know that they are an important part of our team here".

### Our customers

This year we focused on improving the way we interact with our customers physically and digitally. This included ensuring that our website is easy for our customers to navigate.

We also turned our attention to improving the parcel delivery process for our customers with disability. The Accessibility Action Plan working party engaged Vision Australia and our external disability stakeholder groups in formal feedback sessions to find ways to improve our services in this area. We plan to implement alternative solutions in the year ahead.

### Our community

#### Fair Go awards

This year Australia Post was awarded The Deaf Australia (NSW) Fair Go award. The award recognises an organisation that has taken a proactive approach to giving their deaf employees, customers and the community a "fair go".

Australia Post was recognised for our employment of 28 deaf staff in NSW and almost 50 nationwide. The judges said that through our Accessibility Action Plan we have made significant changes to the work environment and practices to allow all staff members to enjoy full participation in their work environment. Australia Post is proud of our relationship with the deaf community and we are constantly finding ways to build on it.



A roaring 20's theme at the Fair Go awards.



### Strengthening our strategic partnerships

This year we strengthened our partnerships to support the development and implementation of our Accessibility Action Plan. Australia Post partnered with:

**External stakeholder groups** – including Vision Australia, Blind Citizens Australia, VicDeaf, Physical Disability Council of Victoria and SANE Australia. These organisations contributed to the development of our Accessibility Action Plan and continue to provide advice and feedback on the progress of our plan.

**Australian (Employers) Network on Disability** – provides specialist expertise to inform the development of our Accessibility Action Plan.

**The WorkFocus Group** – administrators of the National Disability Recruitment Co-ordinator. The WorkFocus Group invited Australia Post to join the Expert Reference Group and provided a speaking opportunity at its Getting To Yes employers forum in June 2013.

**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. Australia Post was invited to give a vote of congratulations to mark the milestone of JobAccess's 150,000 enquiries celebration in Sydney in June 2013.

PWD management groups	PWD
Delivery manager 3-4	19
Facility manager	9
Postal manager 3-5	25
Administrative 6-8	91
Executive	18
<b>Total</b>	<b>162</b>

# Other diversity program outcomes

## Saying no to discrimination and harassment

Australia Post has clear policies and expectations for acceptable standards of workplace behaviour. These behavioural standards are outlined in the booklet "Our ethics: the way we do things at Australia Post". We provide staff training at induction and regularly reinforce our policies, which aim to prevent anti-social behaviour.

In addition, Australia Post has an Employee Assistance Program that provides our people with confidential, professional and free counselling assistance.



## Building career flexibility

Australia Post's Workplace Flexibility policy helps to facilitate flexible work arrangements for our employees. 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 or purchased leave, conversions from full-time to part-time employment, parental leave, carer's leave and our transition to retirement program.

### 48/52 or 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 2,326 employees took purchased leave, marking an increase from the previous year (1,905).

### Career break

This year 142 employees were on a career break, marking a slight decrease from the previous year (169).

## 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 71.9 per cent (23,526) full-time permanent and fixed-term employees and 27.3 per cent (8,938) employees in part-time permanent and fixed-term roles.

## Maternity and Paternity 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 587 female employees took maternity leave compared to 538 the previous year. This year 83 male employees took paternity leave compared to 59 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 10,199 employees accessed carer's leave this year compared to 10,308 employees last year.

## Workforce profile

The following section provides an overview of the size and composition of the Australia Post workforce.

### Age groups

Age	PWD	*Indigenous	CALD
< 19	1	15	20
20-24	27	31	128
25-29	60	62	279
30-34	83	51	513
35-39	156	63	720
40-44	273	75	1,027
45-49	369	64	1,281
50-54	536	65	1,523
55-59	485	47	1,247
60-64	275	14	653
65+	67	3	158
<b>Total</b>	<b>2,332</b>	<b>490</b>	<b>7,549</b>

\* Not including Trainees

## Workforce composition

As at 30 June 2013, the Australia Post workforce comprised 32,732 employees. This is a slight decline (33,031) from the previous year and is mainly due to realigning our business as part of the Future Ready strategy.

## Workforce profile (Gender, Indigenous Australians, CALD, PWD) at 30 June 2013

	Workforce Representation		Females		Males		Indigenous Australians		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
<b>Permanent</b>												
Full time	23,097	70.6%	7,367	57.5%	15,730	78.9%	317	61.0%	5,661	75.0%	1,738	74.5%
Part time	7,981	24.4%	4,829	37.7%	3,152	15.8%	157	30.2%	1,629	21.6%	542	23.2%
<b>Total permanent</b>	<b>31,078</b>	<b>94.9%</b>	<b>12,196</b>	<b>95.3%</b>	<b>18,882</b>	<b>94.8%</b>	<b>474</b>	<b>91.2%</b>	<b>7,290</b>	<b>96.6%</b>	<b>2,280</b>	<b>97.8%</b>
<b>Fixed term</b>												
Full time	429	1.3%	118	0.9%	311	1.6%	3	0.6%	68	0.9%	12	0.5%
Part time	957	2.9%	319	2.5%	638	3.2%	12	2.3%	165	2.2%	32	1.4%
<b>Total fixed term</b>	<b>1,386</b>	<b>4.2%</b>	<b>437</b>	<b>3.4%</b>	<b>949</b>	<b>4.8%</b>	<b>15</b>	<b>2.9%</b>	<b>233</b>	<b>3.1%</b>	<b>44</b>	<b>1.9%</b>
<b>Casual</b>												
Full time	129	0.4%	80	0.6%	49	0.2%	0	0.0%	8	0.1%	5	0.2%
Part time	139	0.4%	91	0.7%	48	0.2%	1	0.2%	18	0.2%	3	0.1%
<b>Total casual</b>	<b>268</b>	<b>0.8%</b>	<b>171</b>	<b>1.3%</b>	<b>97</b>	<b>0.5%</b>	<b>1</b>	<b>0.2%</b>	<b>26</b>	<b>0.3%</b>	<b>8</b>	<b>0.3%</b>
<b>Indigenous traineeships</b>							<b>30</b>	<b>5.8%</b>				
<b>Total employment</b>	<b>32,732</b>	<b>100.0%</b>	<b>12,804</b>	<b>100.0%</b>	<b>19,928</b>	<b>100.0%</b>	<b>520</b>	<b>100.0%</b>	<b>7,549</b>	<b>100.0%</b>	<b>2,332</b>	<b>100.0%</b>

## EEO occupational groups

	Workforce Representation		Females		Males		Indigenous Australians		CALD		PWD	
	No	%	No	%	No	%	No	%	No	%	No	%
Administration	3,320	10.1%	1,539	12.0%	1,781	8.9%	26	5.3%	956	12.7%	245	10.5%
Call Centre	620	1.9%	416	3.2%	204	1.0%	4	0.8%	138	1.8%	37	1.6%
Delivery	14,158	43.3%	3,864	30.2%	10,294	51.7%	236	48.2%	2,319	30.7%	1,055	45.2%
Engineer	8	0.0%	0	0.0%	8	0.0%	0	0.0%	0	0.0%	1	0.0%
Executive*	428	1.3%	143	1.1%	285	1.4%	1	0.2%	53	0.7%	17	0.7%
Facility Manager	151	0.5%	32	0.2%	119	0.6%	1	0.2%	25	0.3%	9	0.4%
IT*	115	0.4%	14	0.1%	101	0.5%	0	0.0%	35	0.5%	5	0.2%
Mail Processing	5,144	15.7%	2,320	18.1%	2,824	14.2%	79	16.1%	2,121	28.1%	364	15.6%
Miscellaneous	202	0.6%	117	0.9%	85	0.4%	1	0.2%	22	0.3%	8	0.3%
Parcel Post	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Parcels	649	2.0%	237	1.9%	412	2.1%	13	2.7%	246	3.3%	24	1.0%
Postal Manager	983	3.0%	540	4.2%	443	2.2%	14	2.9%	171	2.3%	91	3.9%
Retail	3,900	11.9%	3,245	25.3%	655	3.3%	76	15.5%	916	12.1%	325	13.9%
Sprintpak / PL	142	0.4%	99	0.8%	43	0.2%	0	0.0%	17	0.2%	0	0.0%
Support Services	23	0.1%	6	0.0%	17	0.1%	3	0.6%	8	0.1%	2	0.1%
Technical	363	1.1%	13	0.1%	350	1.8%	0	0.0%	91	1.2%	19	0.8%
Transport	2,526	7.7%	219	1.7%	2,307	11.6%	36	7.3%	431	5.7%	130	5.6%
<b>Total numbers</b>	<b>32,732</b>	<b>100.0%</b>	<b>12,804</b>	<b>100.0%</b>	<b>19,928</b>	<b>100.0%</b>	<b>490</b>	<b>100.0%</b>	<b>7,549</b>	<b>100.0%</b>	<b>2,332</b>	<b>100.0%</b>

\*Note – Executive Occupational group excludes IT bands. Terminology – (Management) refers to Executive, Administrative officer 6-8, Facility Manager, Postal Manager 3-5 and Delivery Manager 3-4 positions.

