

# Stretch Reconciliation Action Plan

December 2020 – December 2022









# Acknowledgment to Country

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



## Supply Nation

The Australia Post Group is a proud member of Supply Nation and is committed to increasing positive social impact, including Aboriginal and Torres Strait Islander engagement, through our procurement activities. Supply Nation provides Australia's largest national directory of Aboriginal and Torres Strait Islander businesses. By working closely with these businesses, together with procurement teams from government, corporate and not for profit organisations, Supply Nation encourages and helps shape today's emerging and rapidly evolving Aboriginal and Torres Strait Islander business sector.

As part of Australia Post's Reconciliation Action Plan 2020-2022, we remain committed to diversifying our Procurement Strategy.



## Featured Artist & Artwork

This unique artwork depicts Australia Post's ongoing connection to all communities, acknowledging the Traditional Custodians and our commitment to reconciliation. The artwork is now used to represent all our Aboriginal and Torres Strait Islander workforce, programs and projects. The artwork can be proudly seen on window decals across our 4,343 Post Offices and also featured across many of our fleet.

This design was created by Marcus Lee, born and raised in Darwin NT, and proud descendant of the Karajarri people.

Marcus Lee Design is a certified supplier with Supply Nation.



## Printers

As part of our commitment to building sustainable partnerships with Aboriginal and Torres Strait Islander businesses, Australia Post is a signatory to Supply Nation to actively procure services from suppliers that are Aboriginal and Torres Strait Islander owned, managed and controlled.

We continue to proudly use family owned Indigenous business Print Junction for the printing of our Reconciliation Action Plan.

Print Junction is a Supply Nation Certified Supplier.



Australia Post supports the achievement of the United Nations Sustainable Development Goals, including those relating to Reduced Inequalities.

**WARNING:** Aboriginal and Torres Strait Islander peoples are warned that this document may contain images of deceased people.



**Video:**  
Welcome to Country

# Executive General Manager People & Culture message



It is with great pride that I present and welcome you to Australia Post Groups' Reconciliation Action Plan (RAP) 2020 – 2022. This is our fourth RAP, and third Stretch Reconciliation Action Plan and builds on our achievements to date, reaffirming our commitment to reconciliation.

Since our first RAP was commenced in 2011, we have achieved so much. We must continue our momentum and ensure organisation is demonstrating leadership in the support of reconciliation across our country. As of 30 June 2020, we now employ over 1,127 Aboriginal and Torres Strait Islander people which is 3% of our workforce. This is the largest proportion ever recorded for our organisation and is testimony to our unwavering commitment to be an employer of choice for our Aboriginal and Torres Strait Islander peoples and communities.

There have been some remarkable outcomes achieved within our previous Stretch RAP. A focus for us was to ensure more of our Aboriginal and Torres Strait Islander workforce aspire to become people leaders. It is important to us that we not only are an employer for our communities, but our Aboriginal and Torres Strait Islander people are in roles of leadership and influence. The Australia Post Indigenous Emerging Leaders Program 2018 - 2019 is one such example. This program has been an overwhelming success, with 100% retention and 100% completion across both years the program has been offered. We have been able to engage, connect and inspire our people through this program; in this program our alumni attain a Certificate IV in Leadership & Management.

The program enables us to invest in a pipeline of talent for future opportunities. We will continue investing in the careers for our People, and we have committed in this Stretch RAP 2020 – 2022 to the continuation of this program, whilst also investing in additional leadership programs for our Aboriginal and Torres Strait Islander talent.

During the last three years our investment and spend with Aboriginal and Torres Strait Islander businesses, has been extremely pleasing. In support of the Commonwealth's Indigenous Procurement Policy, the Australia Post Group would like to ensure we have a diversified supply chain, where we can enter into sustainable procurement arrangements with Aboriginal and Torres Strait Islander businesses. We were recognised as an industry leader, with four awards at the 2019 Supplier Diversity Awards; including Corporate Member of the Year, and Most Outstanding Impact. We directly procured in excess of twenty-one million dollars with Aboriginal and Torres Strait Islander businesses.

In this Stretch RAP we are making commitments to continue to be an employer for Aboriginal and Torres Strait Islander peoples, where over the next two years we will reach 3.15% of workforce from our First Nations. Social procurement will continue to be a focus, and we will increase our partnership with Aboriginal and Torres Strait Islander businesses in our supply chain. We will continue supporting improvements in childhood literacy through our book delivery partnership with the Indigenous Literacy Foundation. With the support of our 4,343 Post Offices across Australia, we are uniquely placed to support reconciliation.

I wish to thank our RAP Implementation Group, leaders from across the business and Reconciliation Australia for their guidance on the development of this plan which has been approved by the Australia Post Board of Directors and prepared for lodgement with our Shareholder.

**Sue Davies,**  
Executive General Manager, People & Culture



# Reconciliation Australia CEO message



On behalf of Reconciliation Australia, I congratulate Australia Post on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunity, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, Australia Post continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

Australia Post's reach and ability to drive the reconciliation movement is undeniable, with a long history of operating and engaging in the space that predates its first RAP. As one of Australia's largest retail networks, with over 4,300 post-offices and almost 80,000 people in its employ, Australia Post connects the country—promoting opportunity, access, and innovation.

This Stretch RAP builds upon the considerable experiences, challenges, and successes of Australia Post's previous RAPs. Australia Post is one of Australia's most diverse workplaces, and accordingly it has applied this strength to maximise its ability to drive reconciliation.

Using thoughtful and deliberate approaches to its commitments, initiatives like its Indigenous Employee Care Program have ensured excellent outcomes, such as its ability to raise its number of Aboriginal and Torres Strait Islander employees to 3% of its workforce. Australia Post's approach has seen the organisation win four awards at Supply Nation's Supplier Diversity Awards, as well as lead to it publishing a social procurement white paper, to share its ongoing learnings and experiences in this area.

Australia Post is honest and reflective about the challenges it has faced over its reconciliation journey. One of these challenges has been fostering a greater appreciation and understanding of Aboriginal and Torres Strait Islander cultures and histories within its workforce. As such, this ambitious Stretch RAP sees Australia Post acknowledge this gap in its commitments, with a renewed focus on cultural learning for all of its staff members. Australia Post are likewise looking to use its sphere of influence to push for deeper change, supporting education opportunities for staff to better understand the Uluru Statement from the Heart and principles of Aboriginal and Torres Strait Islander self-determination, included in its Better Decisions and Better Future training. By continuing to embed its strengths, while also acknowledging and addressing areas in which to expand, Australia Post is building strong and sustainable foundations upon which to ensure successful reconciliation outcomes into the future.

On behalf of Reconciliation Australia, I commend Australia Post on this ambitious, thoughtful, and engaging Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine,**  
Chief Executive Officer, Reconciliation Australia





## Our vision for Reconciliation

**We have a rich history dating back more than 200 years. In 1809 former convict Isaac Nichols was appointed to the role of Postmaster for New South Wales. After initially using his own home to sort mail that was collected from a wharf in Sydney, the country's first Post Office was opened by Nichols in George Street, Sydney.**

This year marks 32 years of formal commitment to employment of Aboriginal and Torres Strait Islander people, when in 1988 we launched our first formal Aboriginal and Torres Strait Islander employment strategy. In actual fact our organisation has been providing careers for Aboriginal and Torres Islander people for well over a century. The appointment of Aboriginal woman, Mary Helen Cuper, in 1874 as postmistress at the mission station of New Norcia, Western Australia, is testimony to our enduring commitment and connection with Aboriginal and Torres Strait Islander peoples and communities.

At Australia Post, we are proud of our commitment to Aboriginal and Torres Strait Islander employment. We have made significant progress in providing employment and career opportunities for Aboriginal and Torres Strait Islander people. In 2020, we achieved our largest ever proportion of Aboriginal and Torres Strait Islander people in our workforce.

Reconciliation is so important to us; we continue our commitment to support improvements in social and economic wellbeing of Aboriginal and Torres Strait Islander peoples and communities. Everyday our organisation is directly engaging our communities, and we are proud of playing a leading role in influencing greater awareness of reconciliation. Some 32 years ago when we commenced our first Aboriginal and Torres Strait Islander Employment Strategy, it was in an era long before workplace "Reconciliation Action Plans" (RAPs) had even been considered. Australia Post's first Aboriginal and Torres Strait Islander Employment Strategy pre-dates the formation of the Council for Aboriginal Reconciliation, the predecessor to Reconciliation Australia.

There is no greater challenge, and opportunity, facing our nation than the need to come to terms with the history and treatment of Australia's First Peoples. Australia Post will provide opportunities for employment and career development, build sustainable business growth in partnership, and will support economic participation of Aboriginal and Torres Strait Islander people within our business. Our actions toward reconciliation are guided by Aboriginal and Torres Strait Islander voices and views, and the cultures and wisdom they hold.

**Our vision for reconciliation is where all Australians can create connections and opportunities that matter for all, where everyone is included, and people are valued. We believe reconciliation can be achieved when our communities value trust, inclusivity, empowerment, and safety.**

Reconciliation at Australia Post is...



Working in partnership across our business to achieve parity in our workforce for Aboriginal and Torres Strait Islander peoples.



Addressing inequality to create positive social change, by working with the strength and resilience of communities.



Supporting Aboriginal and Torres Strait Islander businesses to innovate, grow and succeed.



Connecting Australia's most remote communities and country towns to anywhere on the globe.



Showing respect and earning respect of others.



Being proud to recognise the diversity of Aboriginal and Torres Strait Islander cultures across Australia.



Improving Aboriginal and Torres Strait Islander childhood literacy standards.



Setting high standards, delivering to them and being accountable.



# Our Business

**Over our long history, our social purpose and commitment to the community has remained the same; to create connections and opportunities that matter to every Australian. At the heart of every Australian community, our people are a regular presence to rely on. We've always looked for ways to link communities together and listen to what matters to them. We'll always be there for Australians in need.**

Australia Post is committed to creating a diverse workforce and an inclusive culture that drives performance, innovation and productivity, where our people feel supported and valued. We support employees to develop and contribute to their full potential in an environment of inclusion and respect. This is our organisational commitment.

Our total workforce (inclusive of direct and extended) is almost 80,000 people who come from all walks of life – and have all kind of interests. But one we all share is a passion for making things better, for every Australian. Our self funded government business enterprise is owned by all Australians. In the past decade, we've paid over \$1.5 billion in dividends to the Australian Government.

We're proud to be one of Australia's most diverse workforces. Our people represent 146 nationalities and speak 64 languages, 3% are Aboriginal and Torres Strait Islander (not including extended/contractors) and 5.7% have a disability. We also have a thriving LGBTI+ community, and maintained gender pay equity last year.

As our country was impacted by extreme bushfires, we collected \$1,077,853.83 over the counter for the Australian Red Cross Disaster Relief and Recovery Fund. To add to this, more than \$20,000 has been donated to the Fund by our employees via our own workplace giving program.

Bank@Post continues to demonstrate our ability to provide critical banking services to customers beyond simple transactions. It is another proof point of how we serve our communities. Our Post Offices now providing access to banking services across Australia and have partnered with more than 75 banks and financial institutions to make this happen, we processed 16 million Bank@Post transactions.

We have supported our customers and Bank@Post partners and remained in communities to continue to provide essential banking services.

We're also one of Australia's biggest supporters of small business, with two thirds of our local Post Office network and parcel contractors being small businesses themselves.



We have one of Australia's largest retail networks with  
**4,343 Post Offices,**  
including 2,500+ in rural and remote areas.



Last year, we processed  
**2.7 billion items,**  
delivering them to 12.3 million delivery points across Australia and to 114 countries across the world.

## Our Purpose and Values

Our Reconciliation Action Plan sets out our commitments to supporting our people, customers and community with reconciliation. It includes our practical actions to inform our contributions to reconciliation we make and in the communities we operate. The actions in this plan are underpinned by our purpose and values.

Our purpose is to connect people with each other and the world. We unlock opportunities for everyone.

Our values underpin everything we do - the services we deliver, the products we provide, and importantly how we behave and communicate with each other and our customers.

We are guided by our values of Trust, Inclusivity, Empowerment and Safety. Our values are the ties that bind us together, make us unique and will help ensure our people, our customers and the Australian community are at the centre of everything we do.

Trust	Inclusivity	Empowerment	Safety
Do the right thing	Respect everyone	Find a way	Be safe and well
<b>T</b>	<b>I</b>	<b>E</b>	<b>S</b>





# 2017 – 2020 Reconciliation Action Plan Achievements & Highlights:

## Building our workforce – Inclusive recruitment

Key to the success of achieving a more diverse workforce, inclusive of our Aboriginal and Torres Strait Islander peoples was the partnership across our Enterprise. We're delighted to have achieved our commitment in our last Reconciliation Action Plan, to increase the number of Aboriginal and Torres Strait Islander peoples to 3% of our employee population. Central to our success were our collaborative partnerships across the business.

Sue Davies, Executive General Manager, People & Culture says "We are proud of the important role we all play and recognise that every member of our team has an impact on the experience of Aboriginal and Torres Strait Islander candidates."

“ Our continuing commitment to increase cultural awareness across the business and ongoing strategy development to reduce recruitment barriers is a reflection of the important contributions and value of Aboriginal and Torres Strait Islander peoples to help shape the future of Australia Post. ”

Sue Davies



~3.5%\*

of hires identified as Aboriginal and Torres Strait Islander.



3.0% or 1,127

of employees identify as Aboriginal and or Torres Strait Islander



2.6%

of our Aboriginal and or Torres Strait Islander employees are in leadership roles



71%

Employee engagement score up from 56% in 2016



~10 years

average tenure for Aboriginal and Torres Strait Islander employees

## Supplier Engagement - Creating partnerships with Aboriginal and Torres Strait Islander businesses



**DCL Locksmiths & Security** is an independent Aboriginal family owned and operated business supporting local and

regional communities based in Dubbo. DCL were engaged and successfully contracted through a market competitive Request for Proposal for the supply of Post Office Box key cutting services. The key cutting services was previously performed internally by Australia Post employees. It is predicted that through the outsourcing of this service, DCL will build its capacity to increase and leverage its capabilities to provide similar services on a national scale to other small and large businesses on a local and national level. Australia Post envisages that further opportunities may arise through this new partnership with DCL.



**ARA Indigenous Services** has been contracted by our Facilities Management team where we have been able to build capacity

and develop a partnership for the supply of cleaning services across all Australia Post facilities in South Australia, Northern Territory and Western Australia. The ARA Indigenous Services contract includes a robust and detailed Indigenous engagement program and clear guidelines, controls, and performance measures to ensure the ongoing success of the partnership for the life of the contract. Engagement targets have been built in the contract



## Supporting our Aboriginal and Torres Strait Islander employees

A feature of our previous Reconciliation Action Plan (2017 – 2020) was the improved engagement and reduced attrition of our Aboriginal and Torres Strait Islander workforce. The implementation of the Indigenous Employee Care program (ECP) for our Aboriginal and Torres Strait Islander employees was a significant reason for these outcomes.

Managed by our National Indigenous Manager, and delivered by our Indigenous Inclusion Consultants, the success of the Indigenous ECP has been integral to strengthening established Aboriginal and Torres Strait Islander employee, and Manager relationships across the business. The program enables us to build strong relationships across our growing workforce.

Rebekah Williams, Indigenous Inclusion Consultant said “The ECP program is imperative for our people, it’s about building on relationships, cultural kinship and connection with one another. The valuable service we provide caters to varied needs of the individuals we visit like; Health and Wellbeing, Cultural, Self Development, Career Guidance, General Support, Social Media connection, business and program updates.”

“ Our primary focus as the Indigenous Inclusion Consultants, through ECP, is to empower and guide our Indigenous Australian workforce in embracing career opportunities and growth within Australia Post. ”

**Rebekah Williams**

In addition to the Employee Care Program we continue to produce two publications the ‘Rapup and Proppa Choices’ newsletters. Simone Sexton, Indigenous Inclusion Consultant said “The Rapup features our RAP progress and achievements across the year, featuring our Aboriginal and Torres Strait Islander employees. The Proppa Choices publication was created in partnership with the Australia Post Health & Wellbeing team, to increase greater health awareness and access for Aboriginal and Torres Strait Islander employees and their families”



**Video:**  
Rebekah’s Story





## Emerging Leaders Program

In 2019 we celebrated a further 16 of our talented Indigenous leaders from NSW & QLD Deliveries, Post Office Network and StarTrack teams, graduating from our Australia Post Indigenous Emerging Leaders Program with a Certificate IV in Leadership & Management.

The aim of the program is to inspire, connect and engage our Aboriginal and Torres Strait Islander employees who aspire to become people leaders.

Speaking at the celebratory event at our Cleveland Street office in Sydney, Julie Muir a Postal Delivery Officer (PDO) from our Ingleburn Delivery Facility, said “This course has impacted me in so many ways. I’m incredibly proud of all my colleagues in the program – we care for each other – they are all now my family.”

“ The program continues to deliver wonderful results. In the two years we have offered the program, we have seen 100% retention and 100% completion, with many of the 2018 graduates of the program securing promotions in their career. We are confident many of this year’s leaders will achieve the same success ”

**Chris Heelan,**  
National Indigenous Manager for Australia Post

Warren Mason, Area Manager NSW/ACT Rural North Post Office Network said “The IELP program was what Mandy needed to give her career aspirations direction and more importantly the tools to make the next step. I saw considerable growth in confidence in Mandy herself as well as in the interactions she had with her team in her role as a people leader.”

“Mandy went into the program knowing what she wanted but not what she needed or how to get there. This program gave her not only the theoretical knowledge but more importantly the tools to implement this knowledge in the workplace to achieve outcomes” Mr Mason said.

“ The conclusion of the formal learning component of the Indigenous Emerging Leaders Program (IELP) was a ready, set, go trigger. I was inspired, energised and focused on moving forward in my career. Graduating from the IELP has meant an elusive long-term goal of becoming Postal Manager Narrabri is now a reality ”

**Mandy Foxe,**  
2018 Alumnus

Luke Brennan, A/G Postal Transport Coordinator at Tuggerah Van Services, NSW and 2019 Alumnus said “I expressed this amazing experience and opportunity through a tattoo with the words “Deadly 16” which represents my incredible journey and completion of the program. I wear this as a badge of pride much like my Emerging Leaders polo shirt.”

“ I’m passionate about inspiring others to be brave and seek out their goals, and hopefully inspire some more future leaders ”

**Luke Brennan,**  
A/G Postal Transport Coordinator

Program sponsor EGM People & Culture, Susan Davies, said “It is a collaborative effort between our Engagement & Diversity and Enterprise Leadership teams and delivered in partnership with TAFE NSW and Cbeyond Coaching. We have had 36 colleagues commence and complete the program.”





## Traineeship program

We have maintained a successful national School Based Traineeship program for our Aboriginal and Torres Strait Islander students in years 11 and 12. We first commenced our investment with our traineeship program in 2007, when we hosted trainees in our Mail Network throughout Queensland. The program now offers a number of opportunities across our Post Office Network and in our Deliveries Network, both School Based and Adult traineeship pathways.

“ I wanted to draw as much from this learning experience as possible, and relate those skills attained in my traineeship to my future career choices ”

**Zoe Brown,**  
School-based trainee hosted at our Alexandria  
Delivery Facility

Another inspiring participant in our traineeship program Steven Finn, school-based trainee at Werribee Plaza Post Office said “I feel very lucky and fortunate to have been given this opportunity with Australia Post to take on this school base traineeship.

When I first started this traineeship my attendance at school was poor along with my attitude towards my schoolwork.

Through this traineeship I have become more proactive to my schoolwork and I feel more confident in myself.”

“ My aspirations moving forward is to stay with Australia Post and help other young Indigenous people like myself into these programs Australia Post provide ”

**Steven Finn**

There has been so many of our wonderful people leaders participating and supporting members of our communities across our school based and adult traineeship programs.

Helen Uren, Postal Manager at Werribee Plaza Post Office supports Steven Finn and talks to the measurable benefits to her extended team. “This program has been invaluable for Steven and a pleasure for us as his business host. The experience he has gained from his time with us has been enormous.”

“The traineeship, has set him up for the future with a transferable skillset and qualifications, our team is very supportive of Steven and I feel proud that our organisation is really making a difference.” Ms Uren said.



## Garma Festival – experiencing cultural exchange

Chris Heelan, National Indigenous Manager led the Australia Post team in 2017 and again in 2018 who stayed in tented communities in the red dust sharing in conversation with Yolngu community, hearing from Elders and champions and immersing themselves in culture. Colleagues joined Mr Heelan as they had the privilege of representing Australia Post at Australia's leading cultural exchange event.

Talking about her Garma experience, Stephanie Roache from the Corporate Responsibility team said, “I felt very privileged to attend Garma. It was a life changing experience. The Yolngu people welcomed us with open arms, and this is part of their deeply caring nature. Their culture and community is thriving and we could learn so much from their way of life.”

Being part of Garma raises our awareness, understanding and knowledge across issues impacting Indigenous communities in Australia and globally. And the learnings that they bring back will be channelled into supporting our Aboriginal and Torres Strait Islander programs.





# Minchinbury, StarTrack – Investing in our talent

## Focus on Apprenticeship Program

The team at our StarTrack Minchinbury facility in Western Sydney, NSW has made remarkable progress and leadership of our Reconciliation Action Plan. Through the leadership of Troy King, State Operations Manager NSW/ACT we have witnessed growth of our Aboriginal and Torres Strait Islander workforce, increased promotions of our Aboriginal and Torres Strait Islander colleagues securing roles leading others, and the team supported our Indigenous Emerging Leaders Program in 2018 and 2019, with three Alumni from this site.

It is for the continued demonstration of our values, the StarTrack Minchinbury facility was identified to expand our employment pathways and commence our Indigenous Mechanical Apprenticeship program. In early 2020, supported by our National Fleet, State and Senior Managers from the across the business we commenced a program to work with members of our community who have a passion, mechanical aptitude and commitment to safety. Under the supervision of our senior mechanics, the Australia Post Indigenous Mechanical Apprenticeship program commenced.

Perhaps, the most poignant demonstration of the value to support such programs to us all is best represented from Josh Scales, first year Mechanical Apprentice. “Everyone at StarTrack have been really supportive of me and have helped set me up to start by..the team have been so welcoming and are amazing to work with. I’m so happy to be part of this opportunity. The mechanical apprenticeship is setting me up for a great future.” Mr Scales said.



“ I’m personally impressed with how quickly and well Josh has adapted to the team, challenges and fast paced environment that we operate in. I have appreciated the opportunity to pioneer the Indigenous Apprenticeship program for StarTrack ”

**Mark Armour,**  
Workshop Manager at Minchinbury StarTrack





## Inclusive and empowered communities

The StarTrack Minchinbury facility continues making remarkable progress towards an inclusive and empowered culture. One of the proof points has been strong local engagement of our Aboriginal and Torres Strait Islander employees, with a commitment to address underrepresentation of First Nations employees at supervisor and manager level. The Australia Post Indigenous Emerging Leaders program was seen as opportunity to make a difference.

“ All too often there is a corporate program released with great intent and it disappears never to be seen again. Not in this organisation though. One of my particular favourites is the Indigenous Emerging Leaders program as I have seen this evolve very quickly since its inception, we are seeing the results in motion ”

**Troy King,**  
State Operations Manager NSW/ACT



The Minchinbury facility has seen three of our colleagues graduate from Indigenous Emerging Leaders program. A member of the 2019 program was Charles Gale is a proud Darug man who has been with Australia Post for six years and was recently promoted to PM Senior Supervisor at Minchinbury. In this role, Charles is one of 4 Senior Supervisors on the PM shift at Minchinbury, leading over 350 employees on a daily basis, working on a site which processes, at times, in excess of 100,000 items per evening with an average weight of 16 kg and despatches over 80 B Double sets each and every day of the working week. We are proud, that Charles is also an alumnus of our Indigenous Emerging Leaders program.

“ I believe the mentoring part of the program was a key influencer in preparing me for the current role I’m in. Mentally having my life and career mapped out was challenged by the questions Angivin from beyond Coaching asked, which really helped me to put things into perspective. Without the confidence instilled by the program, I may not have had the confidence to take on one of the biggest challenges of my professional career ”

**Charles Gale**





Total Spend with Aboriginal and Torres Strait Islander businesses across June 2017 - June 2020

**\$21,477,549**

## Excellence in procurement and supply chain diversity

In 2018, Australia Post launched a social procurement white paper, “Unlocking the Value of Social Procurement and Supplier Diversity: Leading Practice Insights. The paper launched is an industry leading look into the Social and Indigenous Procurement and the challenges it faces. The white paper included key insights from industry leaders and described the challenges and the path forward to create a vibrant economy of diverse suppliers.

“ Social procurement leverages an organisation’s buying power to deliver social value, above and beyond the value of the goods or services being procured. It builds diversity into the supply chain, and creates job opportunities for under-represented groups, reinvigorating marginalised communities ”

We continue with our membership of Supply Nation, so we may access Australia’s largest database of verified Aboriginal and Torres Strait Islander businesses. We know this assists us with our implementation of our supplier diversity targets in our supply chain.

Australia Post has been recognised as a leader in the supplier diversity space, winning four awards at the 2019 Supply Nation’s Supplier Diversity Awards, including Corporate Member of the year. The awards recognise companies, government agencies and individuals who are helping create a prosperous, vibrant and sustainable Indigenous business sector.

Australia Post also received the Outstanding Impact Award, awarded to an organisation or individual that has made an outstanding impact on supplier diversity or the growth of the Indigenous business sector. Stephanie Roache, Corporate Responsibility Manager at Australia Post said supplier diversity is a core aspect of Australia Post’s strategy to advance the UN Sustainable Development Goals, particularly Goals 8 and 10 – Decent Work and Economic Growth, and Reduced Inequalities. “We recognise our local presence is important to the connection and viability of many communities across Australia, and that we have an important role to play in building an inclusive society, with safe, fair and fulfilling work for our extended workforce,” said Ms Roache.

“ We believe supplier diversity is one of the greatest opportunities to create economic, social and environmental value, and we have an ambitious target to spend \$40 million with Indigenous businesses in our supply chain by 2020. This is a key action within our Stretch Reconciliation Action Plan ”

Respected as a benchmark for excellence, a CIPS Australasia Supply Management Award is the most prestigious recognition an organisation or individual in the procurement or supply chain profession can receive. In 2020, Australia Post was shortlisted in three categories, including the award for Supplier Diversity - Social and Indigenous procurement. Although the eventual winner of this category was not Australia Post, to be shortlisted and recognised by the professional body dedicated to procurement professionals is a fantastic achievement. We continue to be proud of the partnership we have entered with many Aboriginal and Torres Strait Islander businesses.

Australia Post was awarded in the four categories it was nominated for:



Corporate member of the year



Supplier diversity advocate of the year



Procurement professional of the year



Most outstanding impact



## Executive General Manager – Deliveries

I am proud to be the advocate for Australia Post's engagement with Aboriginal and Torres Strait Islander communities. It is a privilege to be the Executive Sponsor of our Reconciliation Action Plan.

Our RAP is the result of the whole team working together, committed to reconciliation. Our 2020 to 2022 Reconciliation Action Plan has been developed in consultation with our employees and external stakeholders, including Reconciliation Australia. Through this RAP, we will continue to provide a welcoming and inclusive environment for our Aboriginal and Torres Strait Islander peoples and communities. Through our actions we will focus on removing barriers to inclusion for our employees, customers and the broader community.



Our Executive General Manager - People & Culture, Susan Davies shares my strong belief in the importance of reconciliation, which remains a key focus area at Australia Post. It is with great pride that I acknowledge all those

Aboriginal and Torres Strait Islander colleagues within my broader team in Deliveries. On behalf of our Executive Team, I reaffirm we are committed to continuing our support for reconciliation.

**Rod Barnes**

Executive General Manager – Deliveries



## Meereeng 50 Indigenous Business Accelerator partnership

In 2019, Australia Post joined five of Australia's largest corporations to assist Aboriginal and Torres Strait Islander businesses gain a better understanding of corporate procurement requirements and processes and develop commercial relationships with some of Australia's biggest companies. Alongside Lendlease, NAB, Telstra, PwC, and The University of Melbourne, we contributed towards the program design and delivery, and are committed to providing real procurement opportunities for the Aboriginal and Torres Strait Islander businesses who are participating in the Meereeng 50 pilot program.

Meereeng 50 accelerator program will support, Aboriginal and Torres Strait Islander businesses providing them with mentoring, coaching and networking opportunities to help them benefit from the very best market opportunities.

A unique opportunity especially for Victorian-based Aboriginal and Torres Strait Islander businesses who aspire to grow and supply their goods and services to Australia's largest companies.

Meereeng 50 VIC is a collaboration between Kinaway Chamber of Commerce Victoria, PwC's Indigenous Consulting, University of Melbourne and Melbourne Business School focused on building capacity within, and supporting the growth of, Aboriginal and Torres Strait Islander businesses in Victoria. Working alongside some of Australia's largest companies and government, we have designed and are piloting a first of its kind mature business accelerator that blends formal education with cultural and corporate wisdom and experience.

The Australia Post procurement and engagement and inclusion teams continue to be active in supporting this program. Our investment and support of social procurement is central to the success of this Stretch RAP. We remain committed to ensuring our supply chain is diverse and inclusive of Aboriginal and Torres Strait Islander peoples, communities and businesses.

**Meereeng**  **50**  
VIC

First Australians Procurement Accelerator



## Partnering with the Indigenous Literacy Foundation



At Australia Post, we believe literacy sits at the heart of how we help people connect, so it's important to us that all children have the opportunity to learn to read and write. That's why in 2020, we formed

a 3-year partnership with the Indigenous Literacy Foundation (ILF) with a goal of helping children in remote Aboriginal and Torres Strait Islander communities get better access to quality, culturally relevant, new books through the ILF's Book Supply Program.

Over the next three years we anticipate delivering around 300,000 children's books into the hands of thousands of Indigenous children in more than 400 remote communities.

Australia Post's Head of Community, Nicky Tracey, said Australia Post is committed to helping improve access to books and literacy especially in remote Australia.

“Sharing the love of books, reading and writing can help people feel connected, especially children. We know that for children in isolated communities, getting access to books can be tough, and learning to read largely depends on the availability of appropriate books.”

**Nicky Tracey,**  
Head of Community for Australia Post

“Through our partnership with Indigenous Literacy Foundation, we are able to take advantage of our vast delivery network and support the delivery of books to children in these remote regions, giving them more opportunities to build their literacy skills,” Ms Tracey continued.

Karen Williams, Executive Director of the Indigenous Literacy Foundation said Australia Post's support of the Book Supply Program has been critical during 2020 in helping them to reach children in some of the country's most remote communities during strict COVID lockdowns. “We only work with remote communities because they have little access to books and literacy resources and the barriers to literacy are enormous,” Ms Williams said.

“Over the last 10 years, through respectful engagement and our approach, the number of remote communities we engage has grown”.

“At the start of the year, when lockdowns were first mooted, there was a surge in book orders. We are extremely grateful to our partner organisation, Australia Post for delivering these orders and the feedback we continue to receive from teachers, parents and children, is testimony to the positive impact of the book supply program.”

**Karen Williams**  
Executive Director of the Indigenous Literacy Foundation

By the end of 2020, Australia Post will have delivered more than 98,000 free books, to schools, healthcare centres and service organisations on behalf of the ILF.



## Symbols - recognition of our First Peoples

The 12th of July 2019 marked a significant moment in Australia Post history and for our Aboriginal and Torres Strait Islander employees and communities, with the installation of all three flags Aboriginal, Torres Strait Islander and Australian outside our Cleveland Street Offices in Sydney. The flags stand in addition to the reconciliation mural which is also permanent fixture at this site. It marks the first major Australia Post site to have all three flags installed in front of the building, which now stand permanently and proudly nearby

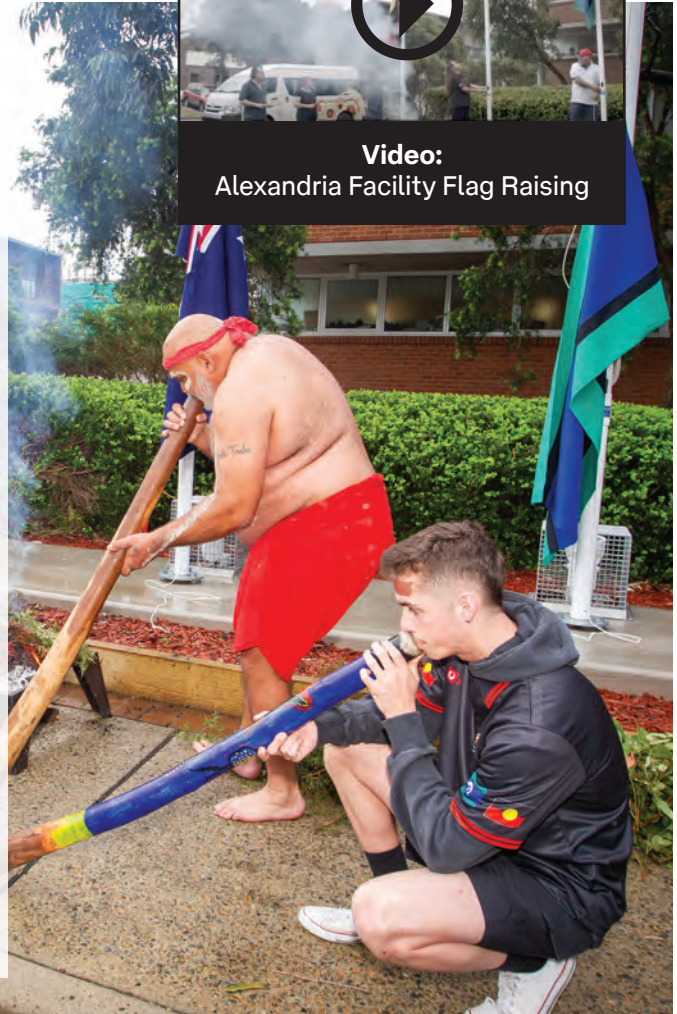
We recently continued this important work, on the 4th of September 2020 we once more proudly installed the Aboriginal, Torres Strait Islander and the Australian flags at our Alexandria Delivery Facility in Sydney. This facility has the largest Aboriginal and Torres Strait Islander workforce across the Australia Post Group.

Christian Jackson, General Manager, North - Deliveries said, “The installation of the flags is a genuine step forward in acknowledgment and to respectfully, and inclusively connect Indigenous peoples and communities to Australia Post”

With the installation of the flags permanently at both sites, we are incredibly proud of how our organisation supports the Indigenous Australian communities. “I’m sure our Indigenous employees and our customers feel equally proud” said Mr Jackson.



**Video:**  
Alexandria Facility Flag Raising



## Walaaybaa Experience - cultural awareness and competence

While we have progressed during our previous Stretch RAP, we acknowledge there have also been challenges. One of the biggest challenges has been to ensure our total workforce has a greater appreciation and understanding of Aboriginal and Torres Strait Islander peoples and cultures. We intend in this RAP to address and improve in this area.

In 2018 and 2019 to acknowledge and celebrate Aboriginal and Torres Strait Islander cultures, and to understand the importance of building and maintaining respectful relationships with First Nations People, we partnered with Aboriginal business Walaaybaa to engage a number of our teams in face to face learning sessions.

“ The workshop’s key objective is to raise cultural intelligence. That is, to increase the participants awareness of, and engagement across, cultures ”

**Billy Williams**  
Founder & Facilitator of Walaaybaa

Chris Heelan, National Indigenous Manager said “Billy Williams is an amazing connector of people, his powerful style of engagement will allow you to be challenged and informed. Billy’s session delivers realism for us all and will guide you on how to take the next steps”







## NAIDOC & National Reconciliation Week

### National Reconciliation Week

National Reconciliation Week runs annually from the 27 May to the 3 June, two dates that commemorate significant milestones in the reconciliation journey – the successful 1967 referendum, and the High Court Mabo decision respectively.

As one of Australia's largest and most inclusive organisations, we continue to support and provide opportunities for our First Peoples. National Reconciliation Week (NRW) is a time for employees to reflect on how we can contribute to advancing reconciliation in Australia. We continue to mature in our approach and programs.

We're committed to building an inclusive economy by investing with Aboriginal and Torres Strait Islander businesses, providing employment and career opportunities and working towards sharing the richness of Aboriginal and Torres Strait Islander communities. We will continue to walk together with courage.

In 2019, we held a number of local NRW activities across our outlets, facilities and offices, including NRW morning teas, a Lunch n' Learn session, and NRW breakfast events.

A practical way we demonstrate reconciliation is by providing an Acknowledgement of Country at many of our formal meetings, team meetings, workshops and Town Halls. This can sometimes be challenging without understanding the importance of the Acknowledgement to Country.

To build awareness, we created a video where our people shared their story and talk to the importance of Acknowledgement, respect and working together. We encouraged our people to share the video with their colleagues to help people understand how we all can be part of respecting and building understanding of our Traditional Custodians.





## Celebrating NAIDOC Week

We continue to see many of our people continuing to get behind NAIDOC week.

Our people celebrated in true Australia Post style with morning teas and BBQs right across the country. Many of our facilities and outlets decorated with cultural symbols.

“It was amazing to see so many of our teams, facilities and outlets celebrate and embrace NAIDOC Week 2019,” said Chris Heelan, National Indigenous Manager. “Our teams held morning teas, luncheons, and invited community members into their facilities to engage and build awareness of our Aboriginal and Torres Strait Islander communities.”

“We showed our support by attending and celebrating members of our community for their excellence at this year’s National NAIDOC Awards in Canberra along with many of our colleagues also volunteering or attending NAIDOC community events. “I’m extremely proud of everyone who participated this year,” he said.

Each year Australia celebrates the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples for NAIDOC Week. In 2019, we focused our celebrations on our facility and outlets across the country. In total we had 87 local NRW events hosted across our operations.

To further strengthen our support for NAIDOC week, the Payroll and Engagement & Diversity teams collaborated to update the Payroll system (SAP) and Time & Attendance Systems to include NAIDOC Leave and Ceremonial Leave for Australia Post Group (APG) Aboriginal and Torres Strait Islander employees.

Brendon Glover, Postal Delivery Co-ordinator from Hervey Bay Delivery Centre attended Penrith’s NAIDOC Day a few years ago, “I was able to use two half days which worked well because I was able to go to Penrith after work and take my family in to Sydney the next day.”

Corina Nwobu, Postal Services Officer from Upper Mt Gravatt QLD Postal Office, said “Having supported NAIDOC leave is important to me, as it allows us to celebrate and share the beauty of our culture and heritage, especially for our next generation”.

The NAIDOC and Ceremonial leave options are available across Australia Post, StarTrack, Decipha, SecurePay and POLiPay. If our employees identify as Aboriginal and/or Torres Strait Islander, they can use this leave to engage with celebrations held during NAIDOC Week.



## Our Focus

Over the next two years of this plan, we believe Australia Post has a strong responsibility to demonstrate leadership in advancing reconciliation goals with our Aboriginal and Torres Strait workforce, peoples and communities. Australia Post continues to be committed to reconciliation and will mobilise our organisation to support the community make progress towards a reconciled Australia.

To achieve this commitment, Australia Post through this plan has identified a number of strategic focuses. To achieve the greatest chance of success we are:

 <p>Committed to employment and careers for Aboriginal and Torres Strait Islander peoples</p> <p><b>1</b></p>	 <p>Supporting the growth of social procurement for strong enterprise and economic development</p> <p><b>2</b></p>	 <p>Leadership to ensure we drive reconciliation within our sphere of influence</p> <p><b>3</b></p>	 <p>Community partnerships to improve mental health and wellbeing;</p> <p><b>4</b></p>	 <p>Improve children’s literacy for Aboriginal and Torres Strait Islander people</p> <p><b>5</b></p>
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## Community Focus: Supporting communities through Grants

Our grant programs reinforce our commitment to supporting local organisations and connecting communities to thrive. They provide opportunities for smaller community organisations to receive funding for projects that connect people and positively shape our nation.

Between 2017 to 2020 we awarded \$721,567 in grant funding to community organisations. Of this, \$72,000 has been granted to 15 projects supporting Aboriginal and Torres Strait Islander Australians, representing 10% of our total investment.

### 2019 Community Grants Program

In 2019, we re-launched our Community Grants program, with a focus on supporting projects that helped people connect with each other through group activities, reduced barriers to participation in community life and developed skills and leadership capability to strengthen community networks.

In 2019, we awarded grants of up to  
**\$10,000 to 75**  
community organisations  
across Australia, for a total investment  
of more than \$500,000.

**12 (16%)**  
of these grants supported Aboriginal and  
Torres Strait Islander Australians  
and care commitments, with total funding  
of more than \$80,000

### 2019 Workforce Community Grants

Following a successful pilot program in 2018, the 2019 Workforce Community Grants program enabled our workforce to nominate an organisation in their local community for a \$500 grant. There was a broad scope for the types of projects nominated, as we wanted to enable our workforce to support organisations and projects they were passionate about.

In 2019, we awarded grants of up to  
**\$500 to 419**  
community organisations  
across Australia, for a total investment  
of more than \$200,000.

**25 (6%)**  
of these grants supported Aboriginal and  
Torres Strait Islander Australians  
and care commitments, with total funding  
of more than \$12,000

**Organisation:** Artback NT

**Project:** Malandarri Festival

**Total Funded:** \$10,000

**Project Location:** Borroloola, NT

Artback NT was awarded an Australia Post Community Grant of \$10,000 to support the community-led Malandarri Festival in remote NT.

The festival showcases traditional and contemporary dance practices of Borroloola's (Gulf of Carpentaria) Indigenous Peoples, connecting the local community, supporting ongoing cultural exchange and providing local employment opportunities.

"Sharing culture respectfully helps lift barriers and creates proud positive spaces for all." Louise Partos, Executive Officer, Artback NT

**Organisation:** Esperance Football and Sporting Club

**Project Name:** Indigenous Round of Football

**Total Funded:** \$500

**Project Location:** Esperance, WA



Esperance Football & Sporting Club was nominated for a Workforce Community Grant by an Australia Post workforce member to purchase new jumpers for the club's special Indigenous football round.

"Our Indigenous players have immense pride in their culture and our Indigenous round lets them highlight that pride even further," said nominator Paul Finnerty, Busselton Delivery Centre.





## Our RAP

**Australia Post has a proud history with Aboriginal and Torres Strait Islander peoples. We have long held a strong connection with Aboriginal and Torres Strait Islander peoples – we remain committed to work alongside supporting our Aboriginal and Torres Strait Islander peoples. The development of this RAP ensures a framework exists for an ongoing and formalised commitment to reconciliation. It is significant this RAP signifies thirty two years since we commenced our first formal employment strategy in 1988 for our Aboriginal and Torres Strait Islander peoples.**

Through this RAP, we aim to create a welcoming, inclusive and nurturing environment that is socially, culturally and spiritually safe and accessible for Aboriginal and Torres Strait Islander peoples now and into the future. Through our actions we shall focus on the strength of our Aboriginal and Torres Strait Islander communities, so in partnership we truly can continue on the path towards a reconciled country.

Our third Stretch RAP is strengthened by our collective sense of determination, with a genuine desire for inclusivity and reconciliation. The activities outlined in this RAP are based on the three core areas of respect, relationships and opportunities, and are the responsibility of all of our people.

Our RAP will challenge our organisation, it is ambitious, and it will stretch us. It is through this RAP that we demonstrate the path ahead towards reconciliation. Extensive engagement process has informed this Stretch RAP. We have come some distance in the last three years – though, by no means, have we come far enough. We are now ready to continue to ‘stretch’ our commitment. The importance of reconciliation is undeniable and remains a key focus area at Australia Post.

We will continue our focus on increasing the employment of Aboriginal and Torres Strait Islander people in our workforce. We want to create further access and build partnerships with Aboriginal and Torres Strait Islander businesses through our social procurement investment. We want to improve customer satisfaction with Aboriginal and Torres Strait Islander communities, and we want our extended workforce to have greater awareness and knowledge of our communities.

We are committed to supporting improvements in childhood literacy, through our partnership with the Indigenous Literacy Foundation (ILF). We intend to play our role in ensuring children have access to books across many of our remote Aboriginal and Torres Strait Islander communities. We are confident our RAP will make a profound difference.

In addition to our moral and ethical motivations for creating a RAP to contribute towards addressing the injustices of the past, we believe reconciliation makes good business and economic sense.

We offer this Reconciliation Action Plan as a logical extension of our previous three RAPs – ‘Innovate’ (2012-13) ‘Stretch’ (2014-17) and ‘Stretch’ (2017-20). All of those RAPs built on Australia Post’s history of engagement with communities right across Australia, continuing to work to achieve social and economic parity for Aboriginal and Torres Strait Islander peoples.

The RAP is championed by our Managing Director & Group CEO and is supported by the RAP Implementation Group. Importantly, to ensure we have Aboriginal and Torres Strait representation on the RIG, we require at least 25 per cent of the members to identify as Aboriginal and or Torres Strait Islander. The RAP Implementation Group (RIG) consists of the following people, and monitors the development, implementation and reporting of the RAP:

- National Indigenous Manager (Chair) #
- General Manager, Talent Remuneration Culture & Capability
- Head of Engagement & Diversity
- Indigenous Inclusion Consultant WA, SA, VIC & TAS #
- Indigenous Inclusion Consultant NSW, ACT, QLD & NT #
- Strategic Procurement Manager, Fleet Logistics & Automation
- General Manager, Community & Consumer
- Procurement Lead, Corporate Centre
- Head of Talent & Acquisition
- Enterprise Leadership Consultant
- Senior Community Relations & Partnerships Manager
- Payroll Manager #
- Director & CEO, Indigenous Workforce Consulting (external) #
- Lifelong Fellowship Lead, Atlantic Fellows (external) #



# Relationships







# Relationships

Building and maintaining strong, open and respectful relationships with Aboriginal and Torres Strait Islander people and communities is fundamental to our commitment to reconciliation. Our values of Trust, Inclusivity, Empowerment and Safety enable us to continue to build reciprocal relationships. Through shared partnerships and our collective influence, we commit through influence and outcomes to improve social and economic prosperity for the communities in which we work.

**Focus area:** Engagement, partnerships, influencing, raising awareness, Aboriginal and Torres Strait Islander voice

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Establish an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, review annually.	June 2021	National Indigenous Manager
	Meet with existing local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2021, June 2022	National Indigenous Manager
	Establish 5 new formal two-way partnerships and maintain existing 26 partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2021, 2022	National Indigenous Manager
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Organise at least one organisation-wide NRW event each year.	May 2021, 2022	National Indigenous Manager
	Hold at least 15 internal NRW events across Australia Post offices, facilities and outlets each year.	May 2021, 2022	GM Talent, Remuneration Culture & Capability
	Ensure all RAP Implementation Group members participate in at least three (3) external NRW event each year.	27 May- 3 June 2021, 2022	National Indigenous Manager
	Launch the Reconciliation Series Stamp collection, acknowledging local community champions.	27 May – 3 June 2022	Group Manager Philatelic
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff via a range of communication channels.	May 2021, 2022	Head of Engagement & Diversity
	We will raise awareness and engagement with NRW across our 4,343 Post office network by showcasing NRW across all digital screens.	May, June 2021, 2021	GM Post Office Network
	We will register all our NRW events on Reconciliation Australia's NRW website.	May 2021, 2022	National Indigenous Manager



# Relationships

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Encourage and support staff and senior leaders to participate in at least 10 external events to recognise and celebrate NRW, encouraging our people to register their attendance through our intranet.	27 May – 3 June 2021, 2022	National Indigenous Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	Include an overview of the RAP and its link to Australia Post Group organisational purpose in the induction program for new employees.	February 2021	GM Talent, Remuneration, Culture & Capability
	Implement a virtual employee group to connect like-minded people and share and promote reconciliation initiatives.	May 2021, 2022	GM Talent, Remuneration, Culture & Capability
	Approach our strategic community partners, as well as select commercial clients, and offer to assist in the development and implementation of their own RAPs.	June 2021, 2022	Head of Engagement & Diversity
	Collaborate with other Government Business Enterprises to implement ways to advance reconciliation.	August 2021, 2022	Head of Engagement & Diversity
	We will host three (3) RAP learning forums across this RAP in collaboration with Reconciliation Australia; to play a leadership role in working with other organisations that are developing a RAP and share our RAP challenges, difficulties and successes.	September 2021, April & September 2022	National Indigenous Manager
	Provide at least 5 education opportunities to our staff to better understand the Uluru Statement from the Heart and principles of self-determination, included in our Better Decisions and Better Future training.	May, June 2021	Head of Engagement & Diversity
	Provide regular communication directly to all Aboriginal and Torres Strait Islander employees through publication of six-monthly newsletter and dedicated social media channels (Rapup Newsletter, Mob@Post).	March, Sep 2021 & June 2022	National Indigenous Manager
	Provide six-monthly RAP progress updates via various internal channels to all employees.	July, December 2021, 2022	Head of Engagement & Diversity
	Demonstrate our commitment to Reconciliation publicly by having a statement on the Australia Post website.	December 2020	Head of Engagement & Diversity
	Continue to host weekly livestream Aboriginal and non – Aboriginal Leader Yarns and Aboriginal and Torres Strait Islander employee Yarning sessions to build further engagement and promote reconciliation with our workforce.	June 2021, 2022	National Indigenous Manager
	Communicate the commitments outlined in the Plan and our progress to employees across the business, supported by an employee communications plan.	July 2021, 2022	General Manager Talent, Remuneration, Culture & Capability





# Relationships

Action	Deliverable	Timeline	Responsibility
<b>4. Continue to inform Aboriginal and Torres Strait Islander employees of progress against the RAP deliverables</b>	Annually hold (2) RAP learning webinars for employees to share RAP progress with employees.	April/Sept 2021 & June 2022	Head of Engagement & Diversity
	Provide six monthly updates on RAP Progress to Aboriginal and Torres Strait Islander employees via Mob@Post channel.	June & December 2021 & 2022	National Indigenous Manager
<b>5. Promote positive race relations through anti-discrimination strategies.</b>	Engage with Aboriginal and Torres Strait Islander staff and/or National Indigenous Manager and Indigenous Inclusion Consultants to continuously improve our anti-discrimination policy.	November 2021	GM Employee Relations
	Ensure the Group Harassment, Discrimination & Bullying Policy is reviewed every three years and whenever there is a change to the law to ensure it is up to date.	June 2022	GM Employee Relations
	Continuously improve HR policies and procedures concerned with anti-discrimination through established review periods.	June 2022	GM Employee Relations
	Continue to make the Group Harassment, Discrimination & Bullying Policy top of mind by: <ul style="list-style-type: none"> <li>We make the policy available on the intranet and use various communication platforms to promote the policy</li> <li>We provide training about our employee rights and responsibilities under the policy</li> <li>We regularly remind employees about their responsibilities under the policy.</li> </ul>	June 2021, 2022	GM Employee Relations
	Provide ongoing education opportunities for people leaders, senior leaders and managers to the effects of racism and on the benefits of inclusion.	Sept 2021, 2022	GM Talent Remuneration, Culture & Capability
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	October 2021, 2022	EGM People & Culture



# Respect







# Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories and traditions is important for the development of meaningful and respectful relationships. Ensuring we are a culturally intelligent, competent and respectful organisation means embedding reconciliation into our business. Celebrating the histories and cultures of Aboriginal and Torres Strait Islander people allows us to better understand their needs as consumers and employees. As a business operating across Australia, with a large metropolitan and regional footprint, we are uniquely positioned positively to impact and support communities for generations.

Focus area: cultural intelligence, knowledge and skills, learning			
Action	Deliverable	Timeline	Responsibility
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	June 2021	Head of OD & Learning
	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	August 2021	Head of Engagement & Diversity
	At least 250 staff to undertake face-to-face cultural inclusion learning in addition to other learnings.	November 2022	Head of Engagement & Diversity
	RAP Implementation Group (internal) members, Heads of HR managers, and Executive Team complete cultural e-learning program.	August 2021, 2022	GM Talent, Remuneration, Culture & Capability
	Implement and communicate a cultural learning strategy for our staff.	June 2021	Head of Engagement & Diversity
	Develop and implement an Aboriginal and Torres Strait Islander cultural learning material, to provide continuous learning opportunities for Australia Post Group employees. We will achieve this by: <ul style="list-style-type: none"> <li>Implementing inclusivity awareness, including content on Aboriginal and Torres Strait Islander peoples within our enterprise induction program</li> <li>Implementing additional e learning material for supervisors and managers of Aboriginal and Torres Strait Islander employees, to build their cultural intelligence.</li> </ul>	December 2021, 2022	Head of Engagement & Diversity
	Ensure 80,000 Australia Post Group employees (including extended and contractors) improve their knowledge of Aboriginal and Torres Strait Islander histories, cultures & values by, we will achieve this by: <ul style="list-style-type: none"> <li>Designing and implementing inclusivity module as part of Better Decisions for Better Future compliance.</li> </ul>	December 2022	EGM People & Culture
	RIG members to participate in at least 2 community or cultural learning/immersion activities during this RAP.	June 2021 June 2022	National Indigenous Manager



# Respect

Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through access to 'Guiding Principles' on our intranet.	June 2021	EGM People & Culture
	Implement and communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country in those communities we operate.	April 2021	EGM People & Culture
	A Traditional Custodian or local Elder will continue to be invited to conduct a Welcome to Country at a minimum of five events across the business each year, including significant events.	June 2021, 2022	EGM People & Culture
	Continue to invite members of our Aboriginal and Torres Strait Islander workforce to provide a Welcome to Country or an Acknowledgement of Country at meetings of the Board of Australia Post and The Australia Post Stakeholder Council.	June 2021, 2022	General Counsel & Corporate Secretary
	Ensure an Acknowledgement of Country and recognition of Traditional Custodians is incorporated in corporate templates available through the Australia Post Brand Hub to staff and suppliers, and Welcome to Country video is made available broadly across the enterprise.	December 2020	Chief Marketing Officer
	Give consideration to staff including an Acknowledgement of Country commitment at the base of email communications.	March 2021	Head of Engagement & Diversity
	Provide customers guidance in how to include First Nations naming in address details for mail and parcel products through updated 'Addressing Guidelines' for customers.	March 2021	National Indigenous Manager
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2021, 2022	Head of Engagement & Diversity
	We will continue to demonstrate ongoing support for all customers and communities we serve, a typeface exclusively for Australia Post called AP Type Pro has been created for our communications. This ensures we are: <ul style="list-style-type: none"> <li>• Accessible for all</li> <li>• When creating communications for Aboriginal and Torres Strait Islander Australians, font characters are able to incorporate majority of languages.</li> </ul>	December 2020, 2021 & June 2022	Chief Marketing Officer
	Staff and senior leaders continue to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2021, 2022	EGM People & Culture
	Continue to display Acknowledgment of Country and Traditional Custodians signage in our 4,343 Post Offices offices.	June 2021, 2022	GM Post Office Network



# Respect



Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Continue to build awareness and respect for Aboriginal and Torres Strait Islander peoples, we commit to the Indigenous branding across the Australia Post fleet, with the message "Supporting our Indigenous Community" on: <ul style="list-style-type: none"> <li>45 assets in 2022.</li> </ul>	December 2022	General Manager Networks – Deliveries
	Place new Acknowledgement of Country and recognition of Traditional Custodians plaques, when refurbishment of existing buildings and offices occur. Review annually.	December 2021, 2022	General Manager Property
	Continue to provide leave to Aboriginal and/or Torres Strait Islander employees for ceremonial purposes.	February 2021, 2022	GM Employee Relations
	Investigate if additional financial support can be provided to support Aboriginal and Torres Strait Islander employees during Sorry Business, by: <ul style="list-style-type: none"> <li>Reviewing the current Employee Emergency Assistance Fund.</li> </ul>	June 2022	EGM People & Culture
<b>8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Ensure RAP Implementation Group to participate in an external NAIDOC Week event.	First week in July 2021, 2022	National Indigenous Manager
	Identify opportunities for our people to engage in NAIDOC Week activities by promoting localised events through our internal communications channels, highlighting the importance of the stated theme.	May 2021 May 2022	Head of Internal Communications
	Commission "This is Us" documentary of short films featuring 6 Aboriginal and Torres Strait Islander employees sharing their community, family and culture.	June 2021	Head of Engagement & Diversity
	Continue to provide paid leave of up to 1 day per calendar year may be granted to an Aboriginal and/or Torres Strait Islander employee for the purposes of attending and participating in NAIDOC week activities.	May 2021, 2022	GM Employee Relations
	Provide all people leaders with communications of approved NAIDOC leave entitlements. All Aboriginal and Torres Strait Islander employees directly informed by employee communication of appropriate leave entitlements.	May 2021, 2022	Head of Engagement & Diversity
	Without adversely impacting our operations, support staff to participate in at least 25 NAIDOC Week events occurring in their facility and outlets.	June 2021, 2022	EGM People & Culture
	In consultation with Aboriginal and Torres Strait Islander stakeholders, host at least 2 external NAIDOC Week events each year, where likeminded organisations and community will be invited.	June 2021, 2022	National Indigenous Manager
<b>9. Review Australia Post services to ensure they are accessible, appropriate and welcoming to Aboriginal and Torres Strait Islander customers</b>	Investigate interactive voice response (IVR) to offer Aboriginal and Torres Strait Islander customers self-service immersive language services.	December 2022	EGM Community & Consumer
	We will consult with Aboriginal and Torres Strait Islander owned marketing agencies.	December 2022	Chief Marketing Officer
	We commit to including Aboriginal and Torres Strait Islander peoples in marketing collateral.	August 2021	Chief Marketing Officer



# Opportunities







# Opportunities

Supporting Aboriginal and Torres Strait Islander communities with the access to business and employment opportunities enables Australia Post to contribute to building a diverse workforce, to create careers and support Aboriginal and Torres Strait Islander businesses.

Focus area: Employment, learning, supply chain, inclusivity and education			
Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to engage with existing Aboriginal and Torres Strait Islander employees by consulting them on employment strategies and professional development through employee group ATSIERG and Mob@Post.	March 2021, 2022	National Indigenous Manager
	To ensure parity, we commit to increasing Aboriginal and Torres Strait Islander representation in the Australia Post Group workforce to: <ul style="list-style-type: none"> <li>3.08 per cent or 1,142 employees by June 2021</li> <li>3.15 per cent or 1,168 employees by June 2022.</li> </ul>	June 2021, 2022	EGM People & Culture
	Continue and update the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2021	GM Talent, Remuneration Culture & Capability
	Ensure appropriate levels of cultural competence by continuing to provide Hiring Managers guidelines and information when recruiting First Nation peoples and during on boarding.	May 2021, 2022	GM People Transformation & Technology
	Continue to ensure recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2021	GM People Transformation & Technology
	Build capability of the Australia Post Group recruitment panel, to ensure we can attract Aboriginal and Torres Strait Islander professional talent, by: <ul style="list-style-type: none"> <li>Entering into 1 new partnership with a First Peoples recruitment agency.</li> </ul>	July 2021	Head of Procurement, Corporate Centre
	Build leadership and capability of existing Aboriginal and Torres Strait Islander senior managers, to increase members in senior leader roles at Australia Post. We will achieve this by: <ul style="list-style-type: none"> <li>Creating the Indigenous Senior Leadership Program, offering up to 15 places for existing workforce by June 2022.</li> </ul>	July 2022	GM Talent, Remuneration, Culture & Capability
	Achieve 2% of Australia Post staff in senior leader positions (equivalent to Band 5 and above) who identify as Aboriginal and or Torres Strait Islander peoples.	June 2022	EGM People & Culture
	Identify high performing Aboriginal and Torres Strait Islander employees for development opportunities through our Talent People sessions.	February 2021	GM Talent, Remuneration, Culture & Capability
	Achieve a minimum retention rate of 70% across this RAP for new Aboriginal and Torres Strait Islander employee commencements.	December 2022	GM Talent, Remuneration Culture & Capability
	Monitor engagement of Aboriginal and Torres Strait Islander employees, by: <ul style="list-style-type: none"> <li>Analyse Say2Action employee survey</li> <li>Inform our future Employee Care Program.</li> </ul>	June 2021, 2022	Head of Engagement & Diversity



# Opportunities

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	The Performance Career Development process continue to have mechanisms to enable Aboriginal and Torres Strait Islander employees at Band 05 (or equivalent classification) or above to participate in talent assessment opportunities.	June 2021 & 2022	GM Talent, Remuneration, Culture & Capability
	Continue to build leadership and capability of Aboriginal and Torres Strait Islander front line employees, who wish to become people leaders. We will achieve this by: <ul style="list-style-type: none"> <li>Offering up to 20 places per year in the Australia Post Indigenous Emerging Leaders Program.</li> </ul>	May 2021, 2022	EGM People & Culture
	Commence the Australia Post Group Indigenous Internship Program for university and vocational (TAFE) students, to work across the business. Commence minimum 5 interns per year.	July 2022	GM Talent, Remuneration, Culture & Capability
	Grow the Australia Post Indigenous Apprenticeship Program, building trade-based opportunities for Aboriginal and Torres Strait Islander peoples, in: <ul style="list-style-type: none"> <li>Mechanical &amp; Electrical pathways</li> <li>Commence at least 2 per year.</li> </ul>	Feb 2021, 2022	GM Talent, Remuneration, Culture & Capability
	Promote Australia Post employment opportunities in media channels accessed by Aboriginal and Torres Strait Islander peoples.	June 2021, 2022	GM People Transformation & Technology
	Continue to refer all vacancies to the Aboriginal and Torres Strait Islander employment pool for priority consideration of suitable candidates prior to advertising and promote this to Aboriginal and Torres Strait Islander job seekers.	December 2020, June 2021 & 2021	GM People Transformation & Technology
	Continue to include a diversity statement in our job advertisements to encourage Aboriginal and Torres Strait Islander applicants to apply.	December 2020, 2021 & 2022	GM People Transformation & Technology
	Continue to work with our contingency labour panel agencies, to improve attraction, retention and hire conversion of Aboriginal and Torres Strait Islander People into fixed and permanent roles with Australia Post.	June 2021, 2022	EGM Delivery
	Continue to provide traineeship pathways to support Aboriginal and Torres Strait Islander participation in Australia Post, by: <ul style="list-style-type: none"> <li>Commence 15 trainees in the School Based Trainee (SBT) program per year</li> <li>Commence at least 10 trainees in the Adult part-time/full-time program per year.</li> </ul>	Feb 2021, 2022	GM Talent, Remuneration, Culture & Capability
	Ensure at least one position on Australia Post's Graduate Program per year for Aboriginal and Torres Strait Islander people.	June 2021 & 2022	GM Talent, Remuneration, Culture & Capability
	Continue to offer dedicated Aboriginal and Torres Strait Islander Employee Assistance Program.	December 2020, 2021 & 2022	GM Safety & Wellbeing





# Opportunities

Action	Deliverable	Timeline	Responsibility
11. Identify innovative ways to promote Aboriginal and Torres Strait Islander cultures and products through our retail outlets	Introduce 5 core commercially viable products produced by Aboriginal and Torres Strait Islander owned businesses, prioritising our Meereng 50 partners as saleable items in our retail outlets.	June 2022	GM Post Office Network
	Continue to share Aboriginal and Torres Strait Islander cultures, stories, languages and literacy with customers, Australia Post will support Indigenous Literacy Day each year across our Corporate Post Office Network by: <ul style="list-style-type: none"> <li>Showcasing our ongoing community partnership with Indigenous Literacy Foundation by featuring update across digital screens during Literacy Week</li> <li>Introducing up to 5 new books per year from Aboriginal and Torres Strait Islander authors as saleable items in our retail outlets.</li> </ul>	September 2021 & May 2022	GM Post Office Network
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Provide support to Aboriginal and Torres Strait Islander businesses by completing targeted market analysis and invitation to Request for Tender for identified opportunities.	June 2021	GM Procurement
	Implement, review and update our Aboriginal and Torres Strait Islander procurement strategy.	July 2021	GM Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2021	GM Procurement
	Raise awareness of provisions for Aboriginal and Torres Strait Islander procurement in the Australia Post Group in support of the Commonwealth Indigenous Participation Policy.	March 2021	GM Procurement
	Continue to be a financial member and supporter of Supply Nation.	June 2021, 2022	GM Procurement
	Continue membership and attendance of Business Council Australia (BCA) Business Indigenous Network.	March, May & Sep 2021, 2022	National Indigenous Manager
	Participate in the Supply Nation Connect event each year.	May 2021, 2022	GM Procurement
	Continue to support and attend the annual Supply Nation Diversity Awards.	May 2021, 2022	GM Procurement
	Provide support to Meereng 50 First Australians Procurement Accelerator.	June 2021, 2022	GM Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2021	GM Procurement
	Continue to increase the number of Aboriginal and Torres Strait Islander owned businesses we procure goods and services from, to a minimum of 25 Supply Nation certified/registered businesses.	January 2022	GM Procurement



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	\$60 million procurement (cumulative) spend with Aboriginal and Torres Strait Islander business and Social Enterprises, to support the Australia Post Group Corporate Responsibility Plan.	June 2021, 2022	GM Procurement
	Continually increase spend with Aboriginal and Torres Strait Islander businesses to reach >3% of total expenditure by 2030, in line with our Sustainable Development Goal aspirations.	June 2021 & 2022	GM Procurement
	Provide training for all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. Reviewed annually.	March 2021	GM Procurement
<b>13. Support the development of programs which encourage the inclusion of Aboriginal and Torres Strait Islander peoples</b>	Support Aboriginal and Torres Strait Islander peoples through the Australia Post community grants programs, maintaining our focus on this category.	June 2021, 2022	Chief Marketing Officer
	Maintain our focus to provide opportunities to support charities that positively affect Aboriginal and Torres Strait Islander peoples and communities through the Workplace Giving program.	June 2021 & 2022	Chief Marketing Officer
	Share culturally safe and inclusive mental health resources with Aboriginal and Torres Strait Islander communities aligned to our community partnerships.	June 2021 & 2022	Chief Marketing Officer
	Develop a strategy to extend the reach of and participation in culturally safe and inclusive mental health programs and services with Aboriginal and Torres Strait Islander audiences through community partnerships.	June 2021 & 2022	Chief Marketing Officer
	We will support equal and equitable education opportunities for Aboriginal and Torres Strait Islander peoples by supporting the Indigenous Literacy Foundation.	June 2021, 2022	Chief Marketing Officer
	Continue to share the impact of community partnerships supporting Aboriginal and Torres Strait Islander communities to our workforce by: <ul style="list-style-type: none"> <li>Sharing information through CMO led events.</li> </ul>	March 2021, 2022	Chief Marketing Officer





## OFFSET PROJECT

### CATEGORY OVERVIEW

Arnhem Land in the Northern Territory is prone to extreme, devastating wildfires that affect the landscape, people, plants and animals. These projects are owned exclusively by Aboriginal people with custodial responsibility for those parts of Arnhem Land under active bushfire management. Local rangers conduct controlled burns early in the dry season to reduce fuel on the ground and establish a mosaic of natural firebreaks, preventing bigger, hotter and uncontrolled wildfires later in the season.

The projects provide employment and training opportunities for local rangers while supporting Aboriginal people in returning to, remaining on and managing their Country. Communities are supported in the preservation and transfer of knowledge, the maintenance of Aboriginal languages and the wellbeing of Traditional Custodians.



# Governance







# Governance

Being open, transparent and accountable to our reconciliation outcomes with good governance and reporting to guide us.

Focus area: Open and transparent decision making, accountability, embedding reconciliation, reporting and communication			
Action	Deliverable	Timeline	Responsibility
<b>14. RAP Implementation Group (RIG) actively monitors RAP development and implementation</b>	Continue to have minimum of two external Aboriginal and/or Torres Strait Islander persons to be on the RIG.	June 2021, 2022	National Indigenous Manager
	Chair of the RAP Implementation Group will have membership on the Australia Post Diversity Steering Group.	June 2021 & 2022	GM Talent, Remuneration, Culture & Capability
	Continue to ensure RIG membership is inclusive of Aboriginal and/or Torres Strait Islander persons with at least 25 per cent of membership being Aboriginal and Torres Strait Islander.	December 2020, 2021 & 2022	National Indigenous Manager
	The RIG will oversee the development, endorsement and launch of the RAP.	December 2020	National Indigenous Manager
	The RIG will continue to meet a minimum four times a year, reporting on the delivery of RAP actions and targets.	March, June, September & December 2021, 2022	National Indigenous Manager
	Review the Terms of Reference for the RIG.	November 2022	National Indigenous Manager
<b>15. Establish an Aboriginal and Torres Strait Islander Employee Reference Group (ATSIERG)</b>	Advance employee advocacy of the RAP by creating the ATSIERG to inform, share and leverage the shared experiences of our employees.	December 2020	Head of Engagement & Diversity
	Improve communication with our Aboriginal and Torres Strait Islander employees by providing ATSIERG members quarterly updates on RAP progress.	March, June, September & December 2021 & 2022	National Indigenous Manager
	At least one ATSIERG member to be on the RAP Implementation Group (RIG).	December 2020	Head of Engagement & Diversity
<b>16. Australia Post leaders are accountable for reconciliation commitments</b>	The annual plans of Business units include measurable reconciliation commitments, based on this plan.	June 2021, 2022	Group CEO & MD
	Embed key RAP actions in performance expectations of senior management.	June 2021	EGM People & Culture
	Engage our senior leaders in the delivery of RAP outcomes through 6 monthly updates.	June, December 2021 & 2022	General Manager Talent, Remuneration, Culture & Capability



# Governance

Action	Deliverable	Timeline	Responsibility
17. Measure our social impact	Report the annual social impact we are creating for Aboriginal and Torres Strait Islander people through our RAP projects.	June 2021, 2022	Chief Sustainability Officer
18. Provide appropriate support for effective implementation of RAP commitments	Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2021, 2022	EGM People & Culture
	EGM Deliveries of the Australia Post Group to be RAP Executive Sponsor.	June 2022	EGM Deliveries
	Include our RAP as a standing agenda item quarterly at Executive Team meetings.	March, June, September & December 2021, 2022	EGM People & Culture
	Embed resource needs for RAP implementation.	June 2021, 2022	EGM People & Culture
19. Build accountability through reporting RAP achievements, challenges, learnings and actively listening to people of Aboriginal and Torres Strait Islander descent	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022	National Indigenous Manager
	Report RAP Progress to the People and Sustainability Committee of the Australia Post Board of Directors.	March, June, September & December 2021, 2022	EGM People & Culture
	Publicly report against our RAP commitments annually in: <ul style="list-style-type: none"> <li>Australia Post Group Annual Report</li> <li>Group Corporate Responsibility Plan.</li> </ul>	June 2021, 2022	MD & CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Head of Engagement & Diversity
20. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Jan 2022	National Indigenous Manager



## Alternative Formats

Our 2020 to 2022 Reconciliation Action Plan is available in alternative formats on our website [auspost.com.au](https://auspost.com.au)

## Contact us

-  Call us from within Australia **13 POST (13 7678)**
-  email **DiversityandInclusion@auspost.com.au**
-  Get in touch on Facebook: **facebook.com/australiapost**
-  Tweet us at **@auspost**
-  Get in touch on LinkedIn: **linkedin.com/company/australia-post/**

## If you need help to speak or listen

Contact Australia Post through the **National Relay Service or NRS**.

-  Call the NRS Help desk **1800 555 660**
-  Go to the NRS website **communications.gov.au/accesshub/nrs**

auspost.com.au

For public enquiries about your  
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