



Everyone Matters

Our plan for inclusive and sustainable prosperity

2020-2022 Group Corporate Responsibility Plan



Our business and social purpose

For over 200 years, we have provided access to essential services that connect people, businesses and communities across Australia and to the world. As our country and communities have grown, we have been there.

We are Australia's trusted postal network, delivering to more than 11.9 million delivery points across Australia and to more than 190 countries around the world.

Our business has changed rapidly in the last decade – we're no longer just a letters service. The shift to digital communication and online transactions has created many new opportunities. More people buying and selling online means there are more parcels than ever to be delivered.

We're competing in the global parcels and trusted eCommerce services markets. With so many transactions moving online, there's an increasing demand to make sure these interactions are secure, quick and convenient. We are one of the country's most trusted brands and remain committed to serving every single Australian equally.

We are a big business made up of smaller businesses and understand how important sustainability is to small business success. Small businesses are the engine room of our economy and one of Australia Post's largest customer groups.

As Australia's largest retail network, we provide local services through a network of over 4,000 Post Offices, with over 2,500 of them in rural and regional Australia. We employ more than 35,000 people across our integrated delivery, logistics, retail and eCommerce network. Adding Licensed Post Office operators, Community Postal Agents and thousands of delivery contractors means more than 70,000 people are involved in our operations.

We have a strong and proud history of opportunity for women, Aboriginal and Torres Strait Islander peoples, new migrants and people with disability.

As a Government Business Enterprise we contribute to Australia's economic growth through dividend payments and reinvest in the community to advance our purpose: We connect people with each other and the world. We help unlock opportunities for everyone.

Our purpose is underpinned by our core values of trust, inclusivity, empowerment and safety.



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

Our power to make a difference

As one of Australia's largest and most trusted businesses, our power to make a positive difference - economically, socially and environmentally - is more important than ever.

With changing demographics and digital-based services, communities will need new ways to access essential services. A smaller, more digitally-connected world is changing how, to who and where we trade.

New ways of working are providing new opportunities, but also risks. At a time of unprecedented prosperity, social exclusion and isolation are increasing. Now more than ever, our place in communities is vital in enabling access to essential services, reducing social isolation and creating opportunities for decent work both now and into the future – right around the country.

Our 2020-2022 Group Corporate Responsibility Plan formalises our commitment to the Australian community over the next three financial years.

It responds to evolving business priorities, including: international expansion, reinventing the Post Office, providing access to new government

and financial services, and placing customers and community at the heart of all our business decisions.

This plan also sets out a number of commitments that harness the core capabilities and assets of our business to create new forms of economic, social and environmental value.

It is informed by the United Nations (UN) Sustainable Development Goals (SDGs) and leading sustainability frameworks, including the Ten Principles of the UN Global Compact.

Importantly, this plan addresses the issues that matter most to our key stakeholders, following extensive consultation.

This new approach builds on our long-term commitment to corporate responsibility and creating shared value for customers, the community, our people and suppliers, as well as the environment.



The UN Sustainable Development Goals



Goal 1:
No poverty - End poverty in all its forms everywhere



Goal 2:
Zero hunger - End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Goal 3:
Good health and wellbeing - Ensure healthy lives and promote well-being for all at all ages



Goal 4:
Quality education - Ensure quality education and promote life-long learning opportunities for all



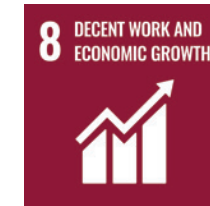
Goal 5:
Gender equality - Achieve gender equality and empower all women and girls



Goal 6:
Clean water and sanitation - Ensure availability and sustainable management of water and sanitation for all



Goal 7:
Affordable and clean energy - Ensure access to sustainable energy for all



Goal 8:
Decent Work and Economic Growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Goal 9:
Industry, Innovation and Infrastructure - Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



Goal 10:
Reduced inequalities - Reduce inequality within and among countries



Goal 11:
Sustainable cities and communities - Make cities and human settlements inclusive, safe, resilient and sustainable



Goal 12:
Responsible consumption and production - Ensure sustainable consumption and production patterns



Goal 13:
Climate action - Take urgent action to combat climate change and its impacts



Goal 14:
Life below water - Protect and sustainably use the oceans, seas and marine resources



Goal 15:
Life on land - Protect the ecosystem and preserve biodiversity (forests, deserts, land, etc.)



Goal 16:
Peace, justice and strong institutions - Establish a fair justice system for all



Goal 17:
Partnerships for the goals - Strengthen the means of implementation and revitalise the global partnership for sustainable development

Connecting to a global agenda

Over the next three financial years we will capture transformative growth in Asia, connecting Australian businesses with Asian markets. Together with our partners, we're leveraging eCommerce delivery solutions that provide merchants and consumers with a truly global reach.



We recognise the interconnected nature of global issues and our operations.

That's why in 2016 we were one of the first Australian organisations to embrace the UN SDGs, negotiated in part by our shareholder – the Australian Government. The SDGs provide a blueprint to put the world on a sustainable path to 2030 and address pressing economic, social and environmental challenges.

Addressing these global goals is key to seeing our customers, communities and business prosper and become more inclusive. We have therefore identified a number of specific SDGs that intersect with each stage of our operations and value chain.

Partnerships are at the heart of our approach to the SDGs and how we are seeking to deliver sustainably.

Governments, businesses and people everywhere have an important role in achieving these goals and we're playing a leadership role in championing them domestically.

-  SDGs we directly impact
-  SDGs we indirectly impact

How our value change impacts the goals			
SDGs	People and Resources	Network and Operations	Customers and Community
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Our 2030 aspirations

Our commitment to operating ethically and responsibly is driven by a long-term vision to create value for the community in decades to come.

In support of this we have identified a number of key aspirations that align to the SDGs we directly impact, in the lead up to 2030. These aspirations are connected to our value chain and draw on our core assets and capabilities to help achieve the SDGs.

We will continue working with our people, customers, communities and other important stakeholders to explore how we can also contribute to advancing those SDGs we indirectly impact.

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING 	Goal 3: <ul style="list-style-type: none"> Achieve world class safety metrics 	5 GENDER EQUALITY 	Goal 5: <ul style="list-style-type: none"> Ensure gender equality at all levels of the business Maintain Gender Pay Parity
7 AFFORDABLE AND CLEAN ENERGY 	Goal 7: <ul style="list-style-type: none"> Invest in renewable energy projects equivalent to our total electricity load Become a smart low carbon multi-modal logistics provider 	8 DECENT WORK AND ECONOMIC GROWTH 	Goal 8: <ul style="list-style-type: none"> Spend >3% with social enterprises and >3% with Indigenous businesses Maintain zero instances of modern slavery in our operations and value chain
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Goal 9: <ul style="list-style-type: none"> Become a \$10b revenue company, to reinvest back into society 	10 REDUCED INEQUALITIES 	Goal 10: <ul style="list-style-type: none"> Become a recognised leading diversity and inclusion workplace
11 SUSTAINABLE CITIES AND COMMUNITIES 	Goal 11: <ul style="list-style-type: none"> Meet or exceed our Prescribed Performance Standards 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Goal 12: <ul style="list-style-type: none"> Ensure a fully transparent and sustainable value chain Become an end-to-end enabler of the circular economy
13 CLIMATE ACTION 	Goal 13: <ul style="list-style-type: none"> Achieve science based reductions in carbon 	17 PARTNERSHIPS FOR THE GOALS 	Goal 17: <ul style="list-style-type: none"> Partner ethically with our people, customers, communities, suppliers and the Government to achieve sustainable development

How everyone matters

As a Government Business Enterprise, we directly and indirectly contribute to Australia's economic growth and reinvest in the Australian community by being:

- one of Australia's most accessible and trusted brands;
- one of Australia's largest and most diverse workforces;
- a long-term and essential connector of individuals, communities and businesses - whether large or small; and
- a profitable business for our shareholder, the Australian Government.

We are motivated by the social contribution we make to communities, especially our Post Offices, which act as hubs for communities to connect with each other and make everyone's lives just that little bit easier.

We are well positioned to help make prosperity more inclusive and sustainable, and our 2020-2022 Group Corporate Responsibility Plan outlines our three-part strategy to achieve this. Our aspirational goals and commitments will be pursued without compromising the financial sustainability of our business.



Prosperity: Everyone prospers

by delivering responsibly and profitably; and providing great customer experiences.



People: Everyone is included

by helping create vibrant, inclusive communities; and providing safe, fair and fulfilling work for our extended workforce.



Planet: Everyone thrives

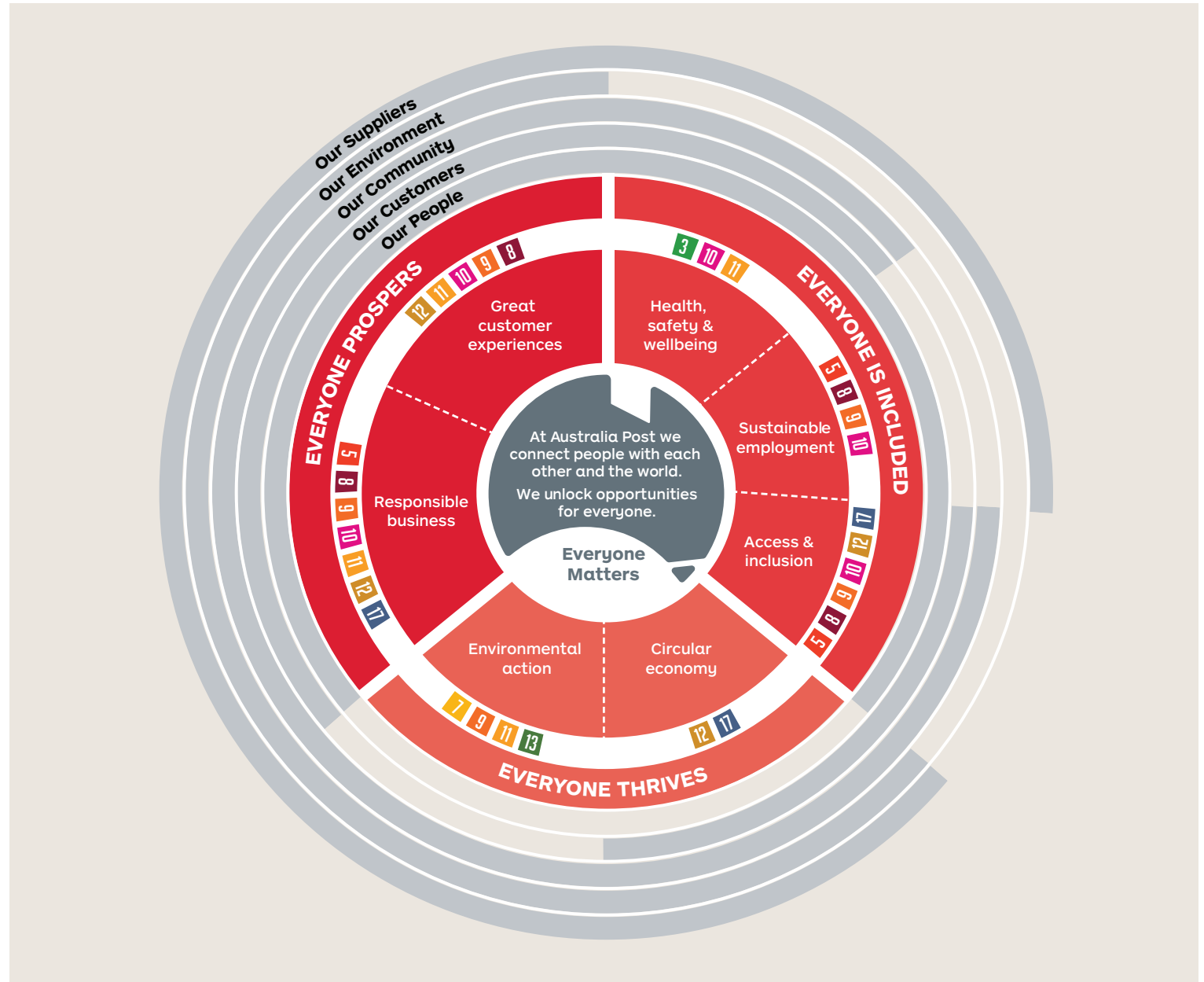
by reducing our environmental impacts and facilitating a circular economy.

How everyone matters

SUSTAINABLE DEVELOPMENT GOALS



- SDGs we directly impact
- SDGs we indirectly impact



Everyone prospers



Everyone prospers

Our focus on responsible business practices and great customer experiences ensures everyone can prosper.

We're committed to operating profitably and meeting our Community Service Obligation (CSO) to ensure we can reinvest back into the community. We're also focused on customer data privacy and ensuring we operate ethically and transparently, with a traceable supply chain. Fostering trusted relationships with our people, customers, community and suppliers is a key aspect of our plan. At the same time we're building an internal culture committed to our purpose, values and corporate responsibility.

Customers and community are at the heart of what we do. That's why we're committed to making sure the products and services we provide are accessible to all Australians. We're also developing sustainable products, services and solutions to enable customers to thrive in a digital economy while minimising our environmental impacts.

These actions are vitally important to ensuring everyone prospers and we're committed to achieving them over the next three financial years.





Our 2022 commitment	Key initiatives	Key measure of success	Target	Responsibility
1. Responsible business				
1.1 Operate profitably while meeting our CSO, diversify products and markets in order to reinvest back into the community	<ul style="list-style-type: none"> Meet or exceed our Prescribed Performance Standards Offer sustainable and fair financial and government services Ensure the sustainability of the Post Office Network Build out our international proposition 	<p>Profit before tax</p> <p>Achieve a clear audit opinion on our Prescribed Performance Standards</p>	Realise profit target	All
1.2 Create a holistic approach to addressing any Modern Slavery in our operations and extended supply chain	<ul style="list-style-type: none"> Develop and implement three-year Modern Slavery road map, supported by our Group Compliance Management framework Implement the Sustainable Procurement Program across both Procurement and Retail Merchandise teams Report annually on Modern Slavery risks in our operations and extended supply chain 	Publicly report in-line with the Modern Slavery Act 2018		Community & Consumer; Finance & Commercial Services; People & Culture
1.3 Operate ethically and transparently	<ul style="list-style-type: none"> Ensure all commercial decisions and transactions are conducted ethically Risk appetite principles balance commercial and sustainability considerations Develop and implement new Group Compliance Management Framework Measure and report in accordance with best practice sustainability and legislative requirements Engage with global frameworks and standards, sustainability networks 	Operate and report annually within the Ten Principles of the UN Global Compact		All
1.4 To have a transparent and traceable supply chain	<ul style="list-style-type: none"> Implement the Sustainable Procurement Program Bring to life our Sustainable Procurement Principles through our daily purchasing decisions 	<p># of suppliers by Supply Category Risk and Supplier Tier assessed in line with our Sustainable Procurement Program</p> <p>% of suppliers by Supply Category Risk and Supplier Tier assessed in line with our Sustainable Procurement Program</p>	<p>100% of non-retail merchandise suppliers over \$150K assessed by June 2022 with Corrective Action Plans in place (where applicable) and actively managed</p> <p>100% of retail merchandise suppliers assessed by June 2022 with Corrective Action Plans in place (where applicable) and actively managed</p>	Community & Consumer; Finance & Commercial Services



Our 2022 commitment	Key initiatives	Key measure of success	Target	Responsibility
1.5 Build an internal culture committed to Our Purpose, Values and Corporate Responsibility	<ul style="list-style-type: none"> Build a values-based culture through the embedding of our refreshed shared values across the Group Implement our People Strategy Offer Corporate Responsibility training, seminars and activities to our people Develop thought leadership materials, including white papers and audio visual clips Provide internal training 	<p>Employee engagement score</p> <p>Values Index</p>	<p>73% score by 2022</p> <p>[Score at FY19: 68%]</p> <p>>73% by 2022</p> <p>[Baseline score at FY19: 73%]</p>	All
1.6 Continue to strengthen our Group data management practices to meet and exceed community standards through self-regulation and practice	<ul style="list-style-type: none"> Ongoing review of the Group Customer Data and Use Policy Ongoing review of the Group Privacy Policy 	Successful adoption and sustained practice of a Group Data Governance Framework		All



2. Great customer experiences

2.1 Develop sustainable and relevant products, services and solutions using innovation to enable customers to thrive in a digital economy, while minimising our environmental impacts	<ul style="list-style-type: none"> Implementation of sustainable packaging Support small business sustainability practices Build ecommerce capabilities of small businesses and social enterprises Access growth in Asia to stimulate local economies Enable more choice and convenience for customers 	Publicly report in line with Australian Packaging Covenant Organisation (APCO) requirements*		Business & Government; Community & Consumer; Finance & Commercial Services; International; Product & Innovation
2.2 Foster trusted relationships with our people and workforce partners (including LPOs and contractors), customers, community & suppliers	<ul style="list-style-type: none"> Develop a stakeholder strategy Address root causes to improve customer experiences and provide seamless customer engagement through our mix of channels Empower and enable our employees with the right information and tools to meet customer expectations Maintain open channels of communication with all stakeholders Earn and maintain our social licence Support our licensees to be great small businesses 	<p>Social licence to operate score</p> <p>Net promoter score</p> <p>True to purpose score</p>	<p>Year-on-year improvement from the FY19 baseline</p>	Business & Government; Corporate Services; Community & Consumer

* This target was updated in June 2020, as per the original plan, once our 2020 reuse and recycling target was achieved.

Everyone is included



Everyone is included

Our local presence is important to the connection, vibrancy and viability of many communities across Australia, and we therefore have an important role to play in building an inclusive society, with safe, fair and fulfilling work for our extended workforce.

We're dedicated to building social inclusion by working in partnerships that leverage our workforce and assets to support the community. Our commitment to become a recognised leading diversity and inclusion workplace by 2030 is driven by key initiatives such as our Stretch Reconciliation Action Plan (2017-2020), Accessibility Action Plan (2017-2020), the introduction of a new 'inclusivity' value, and the development of a new Inclusion strategy.

We are improving access to mental health services for our people, customers and communities, with a particular focus on rural and remote

Australia. This is a key aspect of our work to create a safe environment for our people that is worldclass. This commitment will be achieved through implementing our Group Safety Strategy and by engaging in a national conversation about improved road safety behaviours.

Sustainable employment is also key to ensuring everyone is included. We will secure our position as an Australian employer of choice, by empowering our people to fulfil their skills, knowledge and creativity. We've also established a target of procuring \$60m through social enterprises and Indigenous businesses between 2020-2022.





Everyone is included



Our 2022 commitment	Key initiatives	Key measure of success	Target	Responsibility
3. Access & inclusion				
3.1 Ensure the products and services that we provide are physically accessible to all Australians	<ul style="list-style-type: none"> Meet or exceed our Prescribed Performance Standards Deliver on our Accessibility Action Plan to provide physical and other forms of access Ensure universal design for products and services 	Achieve a clear audit opinion on our Prescribed Performance Standards		Chief Operating Office; Community & Consumer; Finance & Commercial Services; People and Culture; Product and Innovation
3.2 Build community prosperity and inclusion through working in partnerships	<ul style="list-style-type: none"> Leverage our workforce and assets to support community organisations Evolve and amplify workforce commitment to the community and through giving time, skills and resources Support for disaster preparedness and response Create opportunities for our customers and the community to connect at a local level Support for Inclusive Australia 	Total \$ value of support to the community through programs, activities, products and services (e.g. Value in-kind)	>2% of profit before tax	Business & Government; Community & Consumer; People & Culture; Product & Innovation
3.3 Take steps to become a leading diversity and inclusion workplace	<ul style="list-style-type: none"> Develop and execute a holistic Inclusion Strategy to build a more inclusive culture Increase the diversity of our workforce, including the numbers of women and those from Culturally and Linguistically Diverse backgrounds Implement our Reconciliation Action Plan Implement our Accessibility Action Plan 	Values Index	>73% by 2022* [Baseline score at FY19: 73%]	People & Culture
3.4 Enhance literacy and digital capability of young and vulnerable Australians	<ul style="list-style-type: none"> Develop community education resources to develop skills through partnerships and programs Engage the workforce in an outreach program that supports community learning Develop letter writing and stamp collecting programs Grow workforce digitisation Trial initiatives to strengthen digital skills and behaviours Participation in the Australian Digital Inclusion Alliance 	Number of initiatives activated	6 programs and 2 partnerships activated by 2020 [†]	Community & Consumer

* This target was updated in 2020, following Stakeholder and Board consultation

† This target was updated in 2020, as per the original plan, having established the baseline by June 2020



Everyone is included



Our 2022 commitment	Key initiatives	Key measure of success	Target	Responsibility
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4. Health, Safety & Wellbeing

4.1 Improve access to mental health information and/or outcomes for our people, customers & communities	<ul style="list-style-type: none"> Implement the Group Safety Strategy Provide Mental Health Essentials training for people leaders Leverage our retail footprint to promote mental health services in the community, including by working in partnerships Encourage our people, extended workforce and their family members to access the Employee and Workforce Assist Programs (EAP and WAP) as needed 	Psychological Safety Index	68% by 2022 [Baseline score at FY19: 68%]	Community & Consumer; People & Culture
4.2 Create a world-class safe environment for our extended workforce and customers	<ul style="list-style-type: none"> Engage in a national conversation about improved road safety behaviours Deliver on the Group Safety Strategy 	Safety Index	Year-on-year improvements* [Baseline to be determined in FY21]	All



5. Sustainable employment

5.1 Secure our position as an Australian employer of choice by providing sustainable employment and empowering our people and extended workforce to fulfil their skills, knowledge and creativity	<ul style="list-style-type: none"> Maintain fair labour practices and meaningful employment opportunities Invest in workforce training and development, including through the Australia Post Enterprise Bargaining Agreement training commitment of \$22m Build on Post People 1st to prepare our people for suitable jobs, enable them to make informed decisions about their future and maximise their chances for success 	Employee engagement score	73% by 2022 [Score at FY19: 68%]	People & Culture
5.2 Procure through social enterprises and Indigenous businesses	<ul style="list-style-type: none"> Deliver on our social procurement strategy and initiatives Maintain our commitment to Supply Nation and Social Traders 	Total \$ spend through social procurement	\$60m spend with social enterprises and Indigenous businesses between 2020 to 2022 (cumulative)	Community & Consumer; Finance & Commercial Services; People & Culture

* This target was updated in June 2020, following Stakeholder and Board consultation

Everyone thrives





Everyone thrives

By reducing our environmental impacts and facilitating a circular economy, we're contributing to a society that is liveable and sustainable.

Our commitment to reduce our environmental footprint is supported by our Environmental Action Plan. This plan also ensures we transparently manage the physical and transition risks associated with climate change.

We're committed to being an impactful enabler of the circular economy and a zero waste society. A circular economy is the opposite of a 'linear economy' of take, make and dispose.

A circular economy enables everyone and everything to thrive by ensuring as much value as possible is retained from resources and materials used.

To support the transition to a circular economy we're convening the Revamp Network to provide a collaborative cross-sector forum for stakeholders to find new and innovative solutions to responsible production and consumption of goods.





Our 2022 commitment	Key initiatives	Key measure of success	Target	Responsibility
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6. Environmental Action

6.1 Achieve science based reductions in our Scope 1, 2 and 3 emissions	<ul style="list-style-type: none"> Maintain a dedicated program to drive continued improvement in carbon, energy and fuel use and costs Investigate and test new and innovative building and transport related technologies through a dedicated research and development program 	Volume of direct (Scope 1) and indirect (Scope 2 and 3) Greenhouse Gas (GHG) emissions	Reduce absolute Scope 1, 2 and 3 GHG emissions by 15% by 2025 from a FY19 baseline	Chief Operating Office; Finance & Commercial Services
6.2 Transparently manage the physical and transition risks associated with climate change	<ul style="list-style-type: none"> Incorporate climate change and severe weather related risks into building design standards, property evaluations, asset management activities and network planning Integrate and maintain climate change and severe weather in our safety policies, processes and considerations 	Risk exposure to climate-related events	Identify all physical and transition risks and seek to mitigate any risks.	Chief Operating Office; Community & Consumer; Finance & Commercial Services; People & Culture



7. Circular Economy

7.1 Be an impactful enabler of the circular economy and a zero waste society	<ul style="list-style-type: none"> Establish a dedicated service to enable our customers to reduce, reuse, and support circular economy marketplaces and platforms Continue to lead the Revamp Network Proactively identify more sustainable packaging options 	Tonnes of material reused and recycled	20% reduction of operational waste volume by 2025 [†] Increase operational recycling rate to 70% by 2025 [†]	Business & Government; Chief Operating Office; Community & Consumer; Finance & Commercial Services
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* This target was updated in June 2020, as per the original plan. In 2010, we committed to reduce Scope 1 and Scope 2 emissions by 25%, or 100,000 tonnes of CO2e, by 2020 (year 2000 baseline). At end June 2020, we achieved this target. The new 2025 emissions target came into effect 1 July 2020.

† This target was updated in June 2020, as per the original plan. In 2016, we committed to enable the reuse and recycling of 100,000 tonnes of material by 2020 (year 2016 baseline). At end June 2020, we achieved this target. The new waste 2025 targets came into effect 1 July 2020.

Governance, measurement and reporting

Australia Post takes a whole-of-business approach to Corporate Responsibility, led by a dedicated Corporate Responsibility team. This plan has been informed by the Corporate Responsibility Community of Practice comprising members of various teams, including Engagement and Diversity; Community; Risk; and Safety.

Corporate Responsibility is governed by members of our Executive Team in consultation with the People and Sustainability Committee of the Australia Post Board as well as the Australia Post Stakeholder Council.

This plan reflects our integrated thinking and how we create value through the six capitals of Integrated Reporting <IR>. It is underpinned by a comprehensive measurement framework that allows us to demonstrate progress and accountability.

We will continue to report our performance online and via our Annual

Report, which is prepared in-line with legislative requirements and various instruments and frameworks, including: <IR>, Global Reporting Initiative, UN Global Compact, Task Force on Climate-related Financial Disclosures, Business for Societal Impact, Carbon Disclosure Project, the Australian Packaging Covenant, and the International Post Corporation Environmental Measurement and Monitoring System.

We welcome feedback about our approach to corporate responsibility via corporateresponsibility@auspost.com.au





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

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