

Amplifying Indigenous Voices

Reconciliation Action Plan
JULY 2023 – JUNE 2026





Jazz Matthews is a self-taught Aboriginal Artist and has a strong passion for sharing her culture, art and education. She is a proud Ngunawal woman and is currently living on the beautiful Ngarrindjeri Country. In 2019, Jazz and her sister Kristal established Wilay Designs, a platform through which they can express their passion.

In 2022, Jazz graduated from the Australia Post Indigenous Emerging Leaders Program (IELP) and member of the IELP alumni community.

Jazz' art is strongly influenced by her connection to culture, environment, and the stories passed down by her family. She loves that she can share her culture by storytelling through her art and designs.

Amplifying Indigenous Voices

This artwork incorporates a representation of yarning circles to symbolise the importance of listening to and amplifying Indigenous voices.

The middle yarning circle, where Mob is gathered around a fire, serves as a main focal point. Connecting around that are two other yarning circles, where additional people have gathered to pause, pay attention, and learn what must be done in order to take positive actions and build respectful relationships.

The theme is inspired by Country and includes sunshine to symbolise empowerment and strength. The green symbolises growth, development and the ongoing process of learning.

The overall message of the artwork is that of coming together, being respectful and supporting culture, businesses and empowerment of Indigenous peoples.

It also emphasises the importance of accountability, taking action and creating respectful relationships through knowledge, understanding and cultural responsiveness.

The idea is to continue on a learning journey, always seeking to improve and understand diverse needs, backgrounds and experiences.

— Jazz Matthews, Wilay Designs

Acknowledgment to Country

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

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Message from Paul Graham, Group CEO and Managing Director



“I acknowledge the deep connection of the Gadigal peoples, the custodians, caretakers and cultural story holders of the Eora Nation lands on which this introduction was written.”

I am delighted to share that Australia Post will continue our journey towards reconciliation through the new Australia Post 2023–2026 (Stretch) Reconciliation Action Plan (RAP).

Australia Post’s fifth RAP reinforces our goals aligned with the theme — ‘Amplifying Indigenous Voices’ — acknowledging our historical past and building positive relationships with Aboriginal and Torres Strait Islander peoples, centred on our shared futures.

With each new RAP, we build on our genuine commitments towards supporting Indigenous employment, skills and leadership development, mental health and wellbeing programs.

As we look to modernise our business we are creating a workplace culture that is built upon supporting each other, delighting our customers and communities and creating a sustainable future. We are committed to developing strong and visible Indigenous leaders within Australia and supporting our teams to strengthen cultural intelligence and authentic, decision-making practices based on consultation and engagement.

Our unique place in the Australian community means that we are in a position to have meaningful impact especially in rural and regional areas. Our commitments and actions in this RAP include building mutually beneficial partnerships to support Indigenous businesses, entrepreneurs and community organisations.

Over the next three years, I look forward to listening, learning and sharing our reconciliation journey. We are committed to participating in ways that progress important and respectful conversations, to acknowledge Indigenous voices in celebrations and strengthening our partnerships with Indigenous peoples and businesses.

I encourage our team members to contribute where they can as it is through our 2023–2026 Stretch RAP that we can, advance an equitable and reconciled Australia for us all.

Paul Graham
Group Chief Executive Officer
and Managing Director



Message from Sue Davies, EGM, People and Culture



“I acknowledge the deep connection of the Gadigal peoples, the custodians, caretakers and cultural story holders of the Eora Nation lands on which this introduction was written.”

As I reflect on our past Reconciliation Action Plans, I am proud of the partnerships Australia Post continues to develop with Aboriginal and Torres Strait Islander peoples, communities, business enterprises and our Indigenous workforce team members.

Australia Post has continued its ambitions to achieve leadership parity, with 73 Indigenous team members gaining a national qualification in leadership and development since 2018. By June 30, 2022 we exceeded our social procurement target, (which was \$60.0m), delivering \$76.7m, with \$42.2m direct spent in partnership with Indigenous enterprises.

Our partnership with the Indigenous Literacy Foundation continued to thrive with 300,000 books delivered across 356 remote communities, supporting improvements in childhood literacy since our partnership began in 2019. In 2022, Australia Post joined with DeadlyScience, realising its vision of creating the next generation of First Nations scientists.

Under the program, over 900 deliveries of STEM books and materials were made to 400 schools and communities across Australia.

During 2020–2022 we continued to support the mental health and wellness

of our team members. Through listening and learning we created an environment that encourages cultural wellbeing by providing spaces to connect and access Indigenous services and guidance.

We are committed to retaining three per cent Indigenous workforce representation across the enterprise. Our early career pathway programs and initiatives have provided students and adults with a diverse range of skills and experiences across our Retail and Network Operations. In this plan, we endeavour to further extend on our highly successful Indigenous Emerging Leaders Program (IELP), with a focus to increase our Senior Leadership representation, development and cultural coaching.

Australia Post will continue to help ‘close the gap’ by fostering and encouraging equity and removing barriers for Indigenous Australians through our fifth Reconciliation Action Plan (RAP).

We stand together for reconciliation at Australia Post— seeking and engaging calls for change. I encourage our team across the enterprise to walk with me to deliver our 2023–2026 Stretch RAP.

Sue Davies
Executive General Manager,
People and Culture

Message from Karen Mundine, CEO Reconciliation Australia



“Australia Post has recognised that if it can integrate Aboriginal and Torres Strait Islander perspectives into the stewardship and leadership of its incredible reach, it can accelerate impact for reconciliation.”

On behalf of Reconciliation Australia, I congratulate Australia Post on its third Stretch Reconciliation Action Plan (RAP), its fifth RAP overall.

Formed around pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement. This framework allows for continuous development, pushing organisations to constantly embed and expand on their commitments, while adapting to obstacles and circumstances as they arise.

With two Stretch RAPs already under its belt, Australia Post has taken the time to understand the unique role it can play. Namely, it has learnt to create significant impact by leveraging its singular reach across the country, especially in rural and regional areas.

Australia Post has implemented thoughtful initiatives at scale, such as partnering with the Indigenous Literacy Foundation to improve literacy within remote regional communities; and delivering STEM books and materials to schools and communities with DeadlyScience.

Australia Post has recognised if it can integrate Aboriginal and Torres Strait Islander perspectives into stewardship and leadership of its incredible reach, it can accelerate impact for reconciliation.

Australia Post’s Indigenous Emerging Leaders Program has helped build leadership skills of Aboriginal and Torres Strait Islander front line team members with aims of reaching parity within senior leadership.

Expanded in this Stretch RAP, are new initiatives centred on the theme Amplifying Indigenous Voices, guided by three pillars: Talent and Leadership; Community Advocacy and Empowering Youth Engagement; and Indigenous Voice and Self-Determination.

It aims to retain 3% workforce representation and implement strong governance practices to ensure its RAP Working Group is accessible and visible to Aboriginal and Torres Strait Islander team members; educating leaders on Uluru Statement from the Heart and United Nations Declaration to the Rights of Indigenous Peoples. These initiatives, among many others, show Australia Post thinking critically about how best to embed and expand on reconciliation into its work and across its significant sphere of influence.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Vision for Reconciliation

Australia Post's vision for reconciliation is to enable real change through amplifying Indigenous voices, to inspire listening, learning, and connecting an inclusive community where everyone belongs. By walking together, respectfully and creating space for voices, we aim to deliver a better tomorrow for all Australians.

Enabling real change at Australia Post

With this aspiration and ambition, 'Amplifying Indigenous Voices' is the vision we deliver in our 2023–2026 Stretch RAP. As Australia Post reflects upon its reconciliation journey, it informs how we'll prepare our organisation and our team members to thrive and partner with Indigenous peoples, communities and business enterprises. It will influence our ways of thinking as we reset our direction and aspire to real change.

Acknowledging our previous reconciliation outcomes, we recognise that to evolve our intentions and outcomes, we must invite more robust dialogues both within Australia Post and with the community. Australia Post plays a critical role in the lives of all Australians, as a key enabler of the economy and a touchstone of communities, particularly in rural, regional and remote areas. To continue delivering for all Australians, we're modernising our business and introducing measures to ensure our long-term sustainability – financially, socially and environmentally. Evolving our business creates opportunity for us to further our reconciliation journey by listening and learning from Indigenous peoples and communities.

The Uluru Statement from the Heart was an invitation to the Australian people to enable change in reconciliation through Voice, Treaty, and Truth-Telling. A new era of Indigenous voice is emerging across communities and workplaces.

Through the roll out of our culture program Our AP Way and our TIES values of Trust, Inclusivity, Empowerment and Safety we are building a workplace where everyone is heard and feels they belong.

We acknowledge Australia Post has a unique position to enable positive change, as we touch every Australian community directly or indirectly. Under this RAP we'll continue to focus on informed and meaningful actions through commitments outlined in this plan. We'll continue to drive further changes across the organisation as it seeks to listen, learn, and build deeper understanding on matters of importance for Aboriginal and Torres Strait Islander peoples. We will do this by **Amplifying Indigenous Voices**.

This is the future direction for Australia Post and shapes our vision for a reconciled nation.

Amplify Indigenous Voices

Amplifying Indigenous Voices across our enterprise, will deliver commitments under three key strategic themes:



Talent and Leadership



Community Advocacy and Empowering Youth Engagement



Indigenous Voice and Self Determination

These themes are underpinned by five strategic drivers.




Leadership


Voice


Community


Supply Chain


Advocacy

Through focused, measured, and purposeful drivers, everyone at Australia Post will be enabled to participate in Amplifying Indigenous Voices and play a part in creating a just, equitable and reconciled Australia.



“Within Retail Academy at Australia Post, we work together and share life stories. During NAIDOC Week 2022, I had the opportunity to be up close and personal ‘In Conversation’ with incredible Indigenous voices including Steven Fordham of BlackRock Industries, Dr Jackie Huggins AM FAHA and Ian Hamm MAICD FIPAA.

This series marked a significant milestone for Australia Post. It was the first time our platform enabled Indigenous voices to be

heard. It encouraged our team members to reach out and learn more. GetUp StandUp ShowUp.

Amplifying the stories and journeys of those that came before us, hopefully inspires us to be ourselves and lift our own voices.”

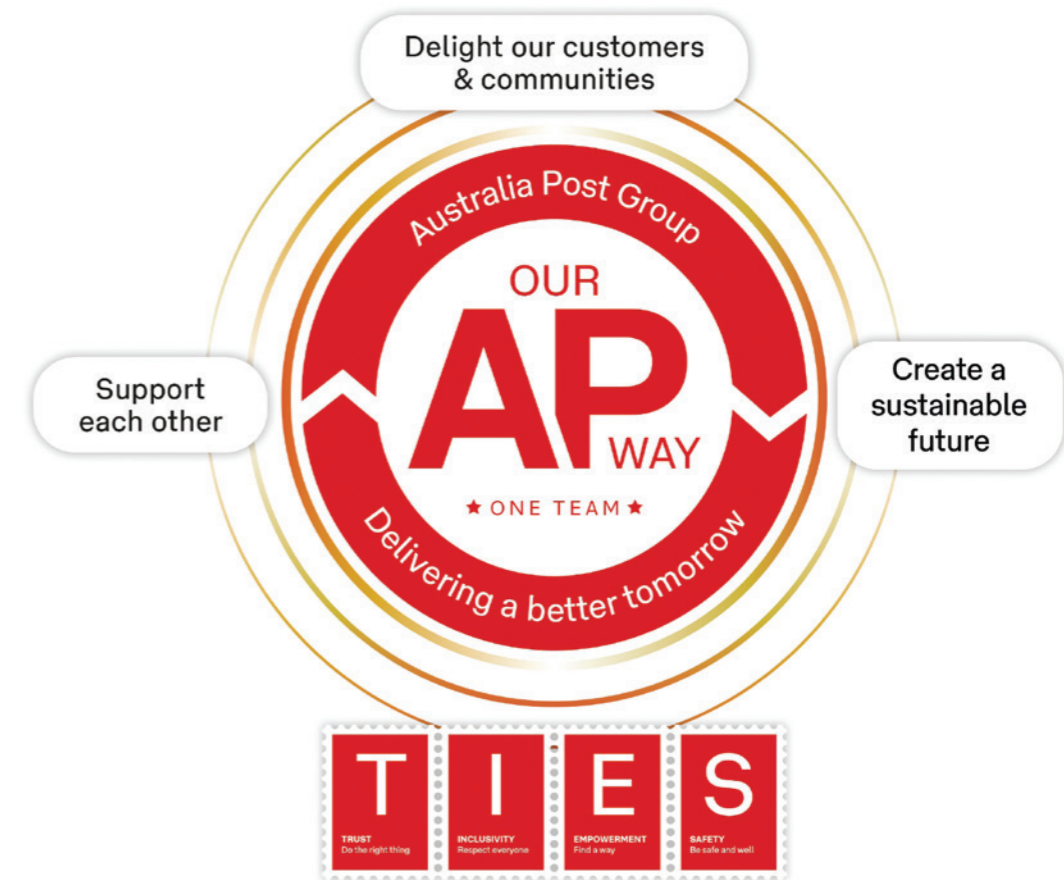
Joan L
Retail Academy podcast series creator, Retail Channel Development Manager and Aboriginal and Torres Strait Islander Employee Reference Group member



Boorna Wangkiny Mia Ceremony Performers

Our Business

As a Government Business Enterprise (GBE), Australia Post is a completely self-funded business with both commercial and Community Service Obligations. Any profit we earn is either used to pay a dividend to our shareholder (the Australian Government) or is reinvested in our assets and services so that we're equipped to meet the changing needs of our customers and the community.



As Australia's postal service for **more than 200 years**, we're at the heart of every community. We deliver more than **2.7 billion** items a year to **12.6 million** delivery points around the country and carry out **220 million** transactions in our Post Offices annually.

We're proud to be one of Australia's most diverse workforces, with our people representing **134 nationalities**. **3%** (1,100+) of our workforce identify as Aboriginal or Torres Strait Islander people.

This is made possible by our more than **64,900** team members and extended workforce in our delivery, retail and operational networks.

We operate one of Australia's largest retail networks with **4,310** Post Offices, including **more than 2,500 in rural and remote areas**, and operate the nation's largest delivery fleet of **4,635 electric vehicles**.

Figures from the 2021–2022 financial year.

Amplifying Voices to support ‘Delivering A Better Tomorrow’

Australia Post’s Post26 strategy outlines three strategic imperatives: **supporting each other, delighting our customers and communities, and creating a sustainable future.**


Our AP Way culture program describes the culture we need to deliver our strategy. It is based on our strategic imperatives, our TIES values of Trust, Inclusivity, Empowerment and Safety building ‘one team’ across the enterprise, including our extended workforce.

Together, we will amplify voices for Aboriginal and Torres Strait Islander peoples and communities and deliver a better tomorrow for all Australians by:

- embedding governance, policies and processes that sustain self-determination and voice for Indigenous peoples;
- applying best practice guidance to engage, learn and develop meaningful relationships with Indigenous peoples, communities, businesses, and workforce;
- participating in nation building of reconciliation in Australia; and
- strengthening transparency, with clear reporting indicators towards achievements.

Key outcomes achieved during our 2020-2022 (Stretch) RAP

 <p>Representation: 3% Indigenous workforce</p>	<p>Leadership: 73 complete Emerging Leaders Program</p>	<p>Social Procurement: \$42.2m Indigenous Enterprise Spend</p>	<p>Community Partnerships: Indigenous Literacy Foundation and DeadlyScience</p>
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 <p>“The importance of engaging young First Nations people with culturally appropriate books, education materials and work opportunities cannot be underestimated. Our future success depends on a thriving and diverse society made up of individuals who have been empowered and motivated to learn, grow and meaningfully contribute to communities.”</p>	<p>We know that supporting our partners by improving access to books, education materials and work opportunities helps to keep young First Nations people engaged and included in their communities and the world around them.”</p> <p>Sarah R Senior Community Relations & Partnerships Manager</p>
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Amplifying Indigenous Voices National Reconciliation and NAIDOC Weeks



“The 2022 NAIDOC theme was, ‘GetUp StandUp ShowUp’ and as a team, we did just that. Through our learning and sharing, we have strengthened our connection to cultures of the Traditional Custodians within the Traralgon region.”

#Gunaikurnapeople #richinculture

Melissa S
Senior Postal Services Officer



External Advocacy & Customer Experiences

National Reconciliation Week and NAIDOC transformed our workplaces with celebrations and engagements with Indigenous cultures, peoples, and communities. Across our facilities and retail outlets, team members and leaders connected with Elders and communities to share cultural learnings and knowledges.

We established protocols to better understand the cultural significance of Welcome to Country practices. Team members embraced truth telling, researching, and performing Acknowledgement of Country. Australia Post continues to acknowledge and celebrate Aboriginal and Torres

Strait Islander cultures, reflecting our diverse and inclusive workplaces.

Strengthening our internal understanding of cultural knowledge, enables us to promote this across our broad network to educate stakeholders, customers, and communities. In 2022, through **Be Brave Make Change** and **Get Up Stand Up Show Up** we adopted new business practices, capturing engagement impacts across external communication and marketing platforms. These learnings will help us to improve future activations during these significant weeks, to elevate our messages and extend our reach.

NRW Week 2022:
‘Be Brave Make Change’



Strong result for community engagement content.

NAIDOC Week 2022:
‘GetUp StandUp ShowUp’



Customers are interested in knowing more about NAIDOC week and Indigenous peoples’ cultures.

Our RAP

Australia Post is proud of its relationship with Indigenous peoples and communities. As an organisation, we have a journey as unique as our postal story and it began with the appointment of our first female Indigenous Post Mistress, Mary Ellen Cuper, in 1874.

Reconciliation Voice Reflections from RAP Executive Sponsor



“A voice is for listening to. When you listen you learn, when you listen you can share, when you listen you demonstrate understanding, and when you listen you can act more effectively.”

Rod Barnes
EGM Network Operations and
Australia Post RAP Executive Sponsor

While Australia has been home for half my life now, my first and personal understanding of reconciliation comes from my home country, Aotearoa. As a proud Kiwi, growing up in the Northland area I was exposed to Māoridom, the Waitangi Treaty, and how Maoritanga (traditions, ideals and culture of the Māori people) was received in our community.

I had strong Māori friendships and witnessed first-hand the cultural issues in a community struggling with reconciliation. There was often significant tension, bordering on and crossing over to racism in all facets of life — be it in education, politics, welfare or even weekend fishing trips. Over my personal journey I have witnessed reconciliation impacts including:

- Te Ture Whenua Māori Land Act, acknowledging important relationship of land to Māori and land retention laws.
- The Māori Anthem sung before an All-Blacks match, which first commenced in 1999.

- Māori language widely taught in schools. While the Māori Language Act was introduced in 1987, it was some time before I experienced this change with my own ears.
- Acknowledgment to Māoritanga at nearly every public event, including TV broadcasts and in schools.
- My Pakeha friends speaking Māori to me and understanding and demonstrating their respect for the language and its meaning.

To witness a nation address the ongoing challenges of diversity collectively, and importantly see how they have lifted the Māori voice, makes me proud even if there is still more to be done. Finding a way, however small it may be, to personally help drive this goal informs my strong motivation towards advancing reconciliation and underpins my role as Executive Sponsor of Australia Post’s Reconciliation Action Plan.

Learning From Our Past

We formalised our commitment to supporting Aboriginal and Torres Strait Islander peoples in 1988 with our first Employment Strategy. This established a framework for creating opportunities for employment, supporting business

enterprises, and participating in community partnerships. In 2011 our inaugural Reconciliation Action Plan was endorsed and in 2022, Australia Post concluded its fourth 2020–2022 (Stretch) plan.

My Commitment to Amplifying Voices

I believe action and momentum in any endeavour can achieve sustained change. I am honoured to continue my role as the Executive Sponsor of our 2023–2026 Stretch RAP to Amplify Indigenous Voices.

When we acknowledge Aboriginal and Torres Strait Islander cultures through persistent and small changes, we amplify Indigenous voices. Society evolves where Welcome to Country is respected and performed, and when Acknowledging Country is commonplace. These practices, in addition to steps like dual-naming our Perth facility in the language of the Noongar Nation in Western Australia, help make progress.

While Australia Post is playing an important role, we have more to do. We must stand together as leaders who represent an organisation touching nearly every community located on Country across the nation. This fifth Reconciliation Action Plan is our opportunity to enable real change and build a united future.

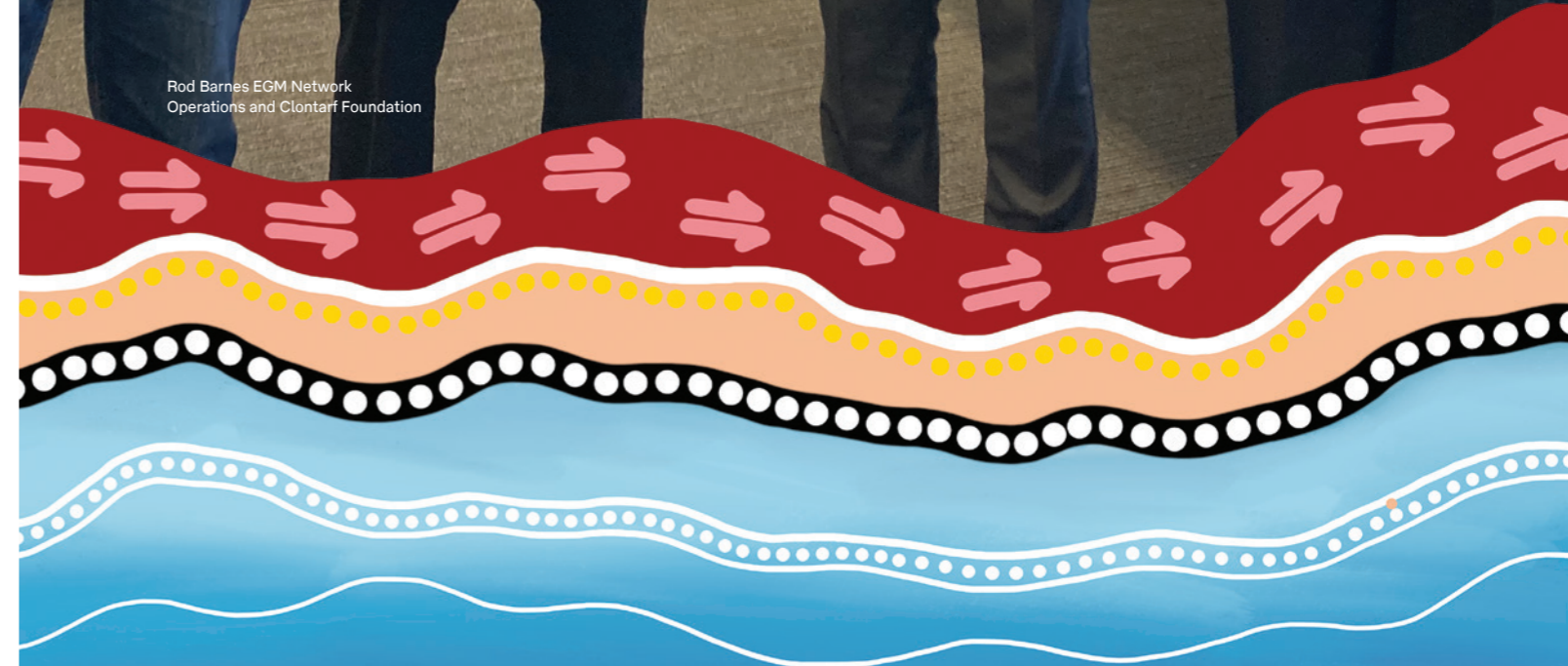
I hope we continue to connect authentically and respectfully, to listen, reflect and work collaboratively with Indigenous voices and consider culturally led practices and principles in our ways of working. I look forward to leading, advocating and supporting this important work with our RAP Implementation Working Group to achieve a just, equitable and reconciled Australia.



Network Operations Leadership Team and Clontarf Academy Students



Rod Barnes EGM Network Operations and Clontarf Foundation



Transforming Our Reconciliation Movement

As we embark new directions in our reconciliation journey, efforts to improve workforce representation and leadership, increase supply chain capability with Indigenous enterprises and adopt social impact and community engagement practices impacting on Indigenous peoples are highlighted in this plan. We are committed to strengthening Indigenous governances and commence a deeper understanding to the Rights of Indigenous Peoples. Learning from our past, we acknowledge current achievements to elevate our transforming future.

Transforming Stages Reconciliation in Action

Over the next three years, Australia Post will execute commitments to Amplifying Indigenous Voices outlined in this plan. Our vision is grounded by three strategic themes:

-  Talent and Leadership
-  Community Advocacy and Empowering Youth Engagement
-  Indigenous Voice and Self Determination

Five Strategic Drivers will deliver:

-  **Leadership | Pathways and Parity**
 - retain 3% workforce
 - sustainable employment pathways
 - people leader representation 2%
 - strengthen Indigenous Leader alumni
-  **Voice | Amplify and Inclusion**
 - employee networks, voice governance, and allyship
 - enhancing policies and practices for economic, social and wellness participation
-  **Community | Social Impact and Informed Practices**
 - partnerships empowering youth improving STEM and literacy
 - establish co-decision engagements and social impact practices
-  **Supply Chain | Diversity and Sustainable Partnering**
 - social procurement target \$100M (cumulative) spend 2023–2025
 - increase Indigenous Enterprises capability building and sustainable partnerships
-  **Advocacy | Rights and Shared Understanding**
 - understand business application United Nations Declaration to the Rights of Indigenous Peoples (UNDRIP)
 - maturing customer and community experiences of reconciliation through our sphere of influence

Understanding Past to Progress Future Voices

During our previous plan, Australia Post committed to create connections and opportunities for all.

We delivered programs and initiatives across five focus areas; employment and careers, social procurement, leadership, community partnerships to improve mental health and increasing children's literacy.

Across the enterprise, we're striving to broaden cultural understanding to engage in meaningful conversations, partnerships, celebrations and forums with colleagues, stakeholders and customers to the importance of reconciliation.

Key outcomes achieved during our 2020–2022 (Stretch) RAP

Employment and Careers

Rising Star Trainee of the Year 2021: Kaysharna Coyne

Kaysharna participated in a retail School Based Traineeship with Centennial Park Post Office, WA and completed a Certificate II in Business with support from early careers partner, Maxima. Australia Post is proud to provide pathways that contribute to skills and confidence towards student achievements.

52 School Based and Adult Traineeships.



Rising Star Trainee 2021: Kaysharna Coyne, with Maxima CEO, David Cockram

Leadership Reconciliation

Participation in the inaugural Woort Koorling Australian Indigenous Employment Index 2022 National Report.



Community partnerships and wellbeing

595 engagements with Clontarf Foundation.

7% of our community grants were awarded to mental health and wellbeing initiatives supporting Indigenous communities.

Improve children's literacy

In partnership with **Indigenous Literacy Foundation**

116,866

books were delivered to **356 First Nations Communities** across Australia in 2022, with the combined total of **300,000 books** being delivered over three years since the partnership began.

In partnership with **DeadlyScience**, over

900

packages of STEM books and equipment reached more than **400 schools and community organisations**.

We're supporting DeadlyScience to inspire First Nations scientists

Founded in 2018 by proud Kamilaroi man and CEO Corey Tutt OAM, DeadlyScience celebrates Australia's first scientists, Aboriginal and Torres Strait Islander people, by engaging these students through innovative programs to build future generations of science, technology, engineering and maths (STEM) professionals. Australia Post has partnered with DeadlyScience since May 2022 to deliver STEM books and equipment to First Nations schools and communities across Australia. We are proud of the collaboration between our organisations, to provide much needed culturally appropriate science resources and raise awareness of the importance and wealth of Indigenous science knowledge through initiatives like National Science Week in August 2022.

“It started out, actually, doing talks in Redfern. But then it progressed to finding out schools in remote communities don't have access to STEM resources. And from that, we were able to put thousands of resources into communities, like telescopes, microscopes, LEGO® products, and culturally appropriate books.”

Corey Tutt OAM
CEO, DeadlyScience



Corey Tutt OAM and AP Team member

Striving for excellence in our Social Investment

Australia Post committed to increasing supplier diversity to support economic and social outcomes for Indigenous Enterprises by establishing several opportunities across our supply chain and procurement.

Against an aspirational target of \$60.0m (cumulative) social procurement spend by 30 June 2022 we achieved a total of

\$76.7m

Of this \$42.2m was attributed to Indigenous Enterprises, procured from 35 Indigenous Enterprises.



Boorna Wangkiny Mia Team Members and Moodjar Consulting

During this RAP, Australia Post aims to further improve representation and diversity of Indigenous Enterprises. We continue to advocate and partner with suppliers that share our commitments of improving the economic and social outcomes for Indigenous Australians. Our aim is to support commercial acumen development of early incubators and established Indigenous enterprises through coaching and feedback.



“Finance has always played a significant role in the enterprise Reconciliation Action Plan, through our ability to influence purchasing decisions across the Group. I am thrilled to be part of the RAP Implementation Group for this new phase, which will be challenging but also very exciting for the many opportunities that lies ahead.”

Carlos S
Head of Reporting and Governance,
Finance RAP Implementation
Working Group member



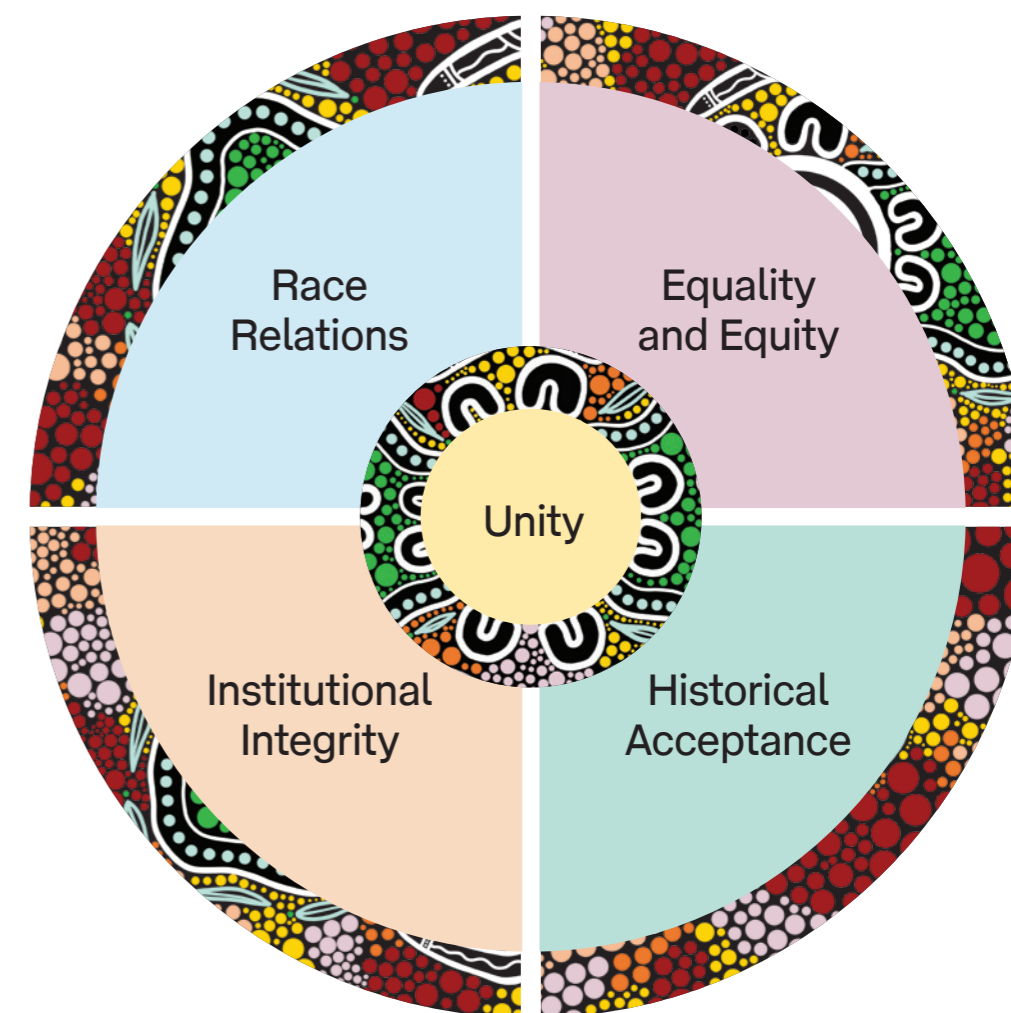
Corey Tutt OAM with EGM Community, Sustainability and Stakeholder Engagement, Tanny Mangos

Partnering with Indigenous Literacy Foundation



Amplifying Voices: our evolution through Five Dimensions of Reconciliation

Collectively at Australia Post we're committed to creating systemic change, promoting and educating to include Indigenous voices. We pause and make space, to demonstrate leadership, as an organisation and as individuals. It is a continuing path we walk to build our cultural intelligence. Our reflections recognise the joint steps our team members and communities have demonstrated to create positive change.



Our fifth RAP is an invitation for deeper understanding and listening to voices of Indigenous peoples. Grounded by the five dimensions of Reconciliation, we transition from intent to intentional, transforming commitments into real actions and establish sustainable, collaborative relationships with Aboriginal and Torres Strait Islander peoples and broader Australian society.

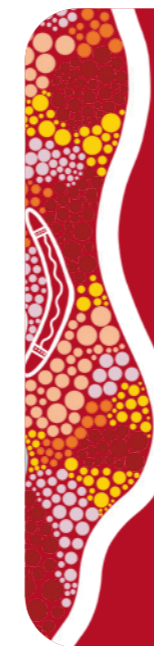
Early Adopters: Traditional Place Name postal initiative — past initiatives continue to advance our thinking, conversations, and ways of working to support customers, workforce and communities.

Education Present: Uluru Statement from the Heart — educating leaders and team members in this dialogue is our commitment to support matters of importance in the present.

Understanding Impact for the Future: United Nations Declaration to the Rights of Indigenous Peoples (UNDRIP) — applying a cultural lens to our business practices. What we do today, are lessons to enable a sustainable and purposeful future.



Leadership Voices Indigenous Emerging Leaders Program

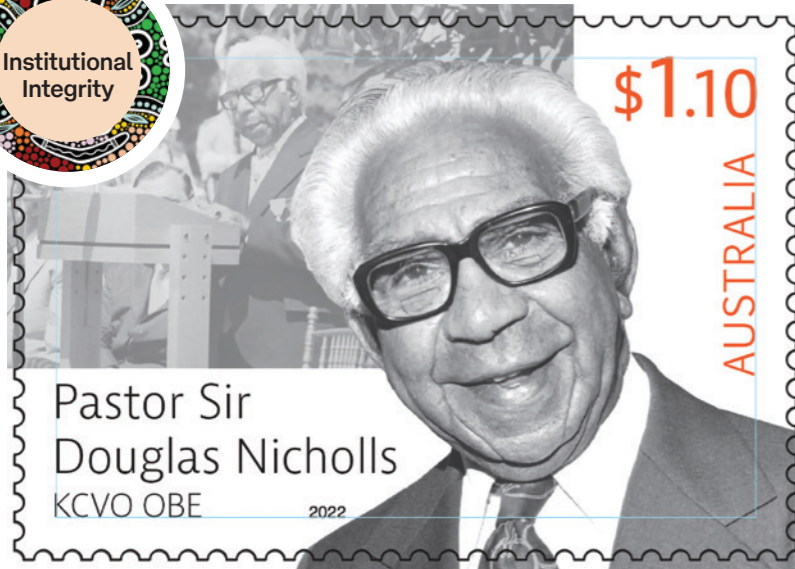


“My experience with the Indigenous Emerging Leaders Program was positive. I am grateful for the opportunity I received from Australia Post to participate in the program and learning from experiences shared by leaders and educators. Coaching was a highlight for me, it has made a strong impact on my experience and going forward. I am excited to continue to grow personally and professionally.”

Jazz
IELP alumni



Indigenous Emerging Leaders Program – Cohort 5 Graduation 2022



During 2020-2022 Australia Post committed to building leadership capability of Aboriginal and Torres Strait Islander front line team members, who aspire to be people leaders. This reflects our purpose to address leadership parity, delivered through the Indigenous Emerging Leaders Program (IELP). Our commitments to advance Indigenous leadership continues as a key deliverable during this plan.

Like most organisations, we pivoted our program model during the COVID-19 pandemic. Adapting a hybrid approach, assisted by program partners TAFE NSW and Cbeyond, we continued to support and enable positive learning experiences for participants. This collaborative delivery model resulted in two impacted cohorts completing studies and developing strong peer and business relationships.

Our focus now turns to evaluating and improving the program in consultation with IELP alumni, service providers and Australia Post’s learning and capability teams. We are establishing robust career tracking between employment

pathways, talent cycles and leadership mapping elevating participant and alumni outcomes to support further development. We acknowledge and celebrate the 73 Indigenous team members who were accredited with a Certificate IV in Management and Leadership. Maturing our Indigenous Leadership framework includes an emphasis on senior team member development, aligned with existing Leadership@Post programs.



“Take action towards reconciliation, ask about what you don’t know, sit and listen, call out racism when you see it.”

Sarah Jarvis,
Postal Services
Officer



“I truly believe that it is imperative that we provide our Indigenous team members with opportunities to integrate into our workforce, to nurture their skills and open spaces for them to lead. The cornerstone of all this, is the Indigenous Emerging Leaders Program that provides them with knowledge, experience and belief. Supporting this program is the key to our success.”

Eddie T
Network Operations Manager



“Change Management saw a gap they thought they might be able to help bridge with meaningful, day-to-day opportunities to connect with mob in our work here at Australia Post.”

Angela L
Senior Change Manager, Change and Business Management



L-R Ron Anglin, Steven Russell and Krystina Barringer – IELP Alumni Cohort 4

Elevating IELP Alumni

Kulcha Krew embedding Indigenous voices

Kulcha Krew lead a collaborative, inclusive and cultural capability environment embraced by Infrastructure and Automation teams across Australia Post. Building cultural intelligence of our teams, and understanding cultural practices is creating positive relationships between Indigenous and Non-Indigenous colleagues.

Kulcha Krew is formed by three IELP alumni members; Krystina Barringer, Steven Russell and Ron Anglin, with a vision to bring cultural moments and learnings to change management teams overseeing development of new facilities and assets across the enterprise.

Embedded into every meeting is a cultural moment, with educational topics designed by Kulcha Krew members. “The Kulcha Krew has given us a meeting place to discuss anything and everything about our Indigenous heritage,” said Steven Russell. The connection has given rise to Indigenous voice across the projects. “It gives us, Australia Post IELP

mob, a safe place to share knowledge and updates on what’s happening”.




“It is an extremely uplifting experience for me sharing my story and journey connecting to land and culture but more importantly empowering my colleagues to learn and have the courage to perform Acknowledgement of Country themselves.” said Krystina Barringer.

Through educating and empowerment, Indigenous history and culture can be shared and passed on. Building and maintaining strong, open and respectful relationships with Aboriginal and Torres Strait Islander peoples is fundamental towards reconciliation.

Elevating Indigenous Governance across Australia Post

At Australia Post we acknowledge to enable effective spaces for Indigenous voices to be heard, we must promote visible and informed governance across the organisation. In our previous RAP, we committed to developing a forum representing ‘senior’ Indigenous team member voices, the Aboriginal and Torres Strait Islander Employee Reference Group (ATSIERG). A significant contributor across our Indigenous Governance framework, this cohort of Indigenous team members collaborate, build understanding and champion reconciliation at an operational level. Voices from our frontline team member and ally network Mob@Post to the RAP Implementation Working Group will be empowered to drive and participate in effective outcomes. Engaging all levels of voice will contribute towards accountability monitoring, robust reporting and tracking of commitments articulated in this plan.

Indigenous Governance at Australia Post

			
Australia Post Board/People and Sustainability Committee/Stakeholder Council	RAP Implementation Working Group (RIWG)	Aboriginal and Torres Strait Islander Employee Reference Group (ATSIERG)	Mob@Post
RAP Performance	RAP Accountability	Senior Indigenous (Employee) Voice	Indigenous (Employee) Voice

Australia Post Group Reconciliation Action Plan Implementation Working Group (RIWG)

- Executive Sponsor: EGM Deliveries, Network Operations
- Network Operations: State Operations Manager
- Retail, Brand and Marketing: GM Retail Product and Supply Chain
- Retail, Brand and Marketing: Head of Enterprise, Brand and Retail Marketing
- Parcel, Post and e-Commerce Services: Sales Director, Enterprise & Strategic
- Parcel, Post and e-Commerce Services: Head of Customer Onboarding Customer Success
- People and Culture: GM Talent Remuneration Capability and Culture
- Finance: Head of Reporting and Governance
- Community, Sustainability and Stakeholder Engagement: GM Community and Stakeholder Engagement
- National Indigenous Manager
- Indigenous Program, Capability and Governance Lead
- National Indigenous Inclusion Consultant
- ATSIERG Representative (Senior Indigenous Employee Network)
- Mob@Post Representative (Indigenous Employee Network)



Relationships

Our focus is authentic collaboration and engagement



Vikki and Tashiana Sambo, who work locally for Australia Post.

“For us working for Australia Post to have the literacy program and give back to the Indigenous community is an honour.”

Vikki Sambo

Celebrating and sharing Indigenous languages

In February 2022, in celebration of the Decade of Indigenous Languages, we sold the first bilingual book ever made available by Australia Post in more than 400 postal outlets and our Online Shop.

Moli det Bigibigi (Molly the pig) was written by Karen Manbullo, a proud Binjari woman, and illustrated by a collective of Binjari women — the Binjari Buk Mob. The book is bilingual in Kriol Indigenous language as well as English. The book is aimed at Primary School aged children to explore similarities and differences between the two languages. Post Offices nationally offered free Moli det Bigibigi bookmarks featuring a QR code linked to a recorded reading by Karen with an animated version of the Binjari Buk Mob’s illustrations, and a free downloadable Activity Pack.

Teachers and schools accessed Moli det Bigibigi Teacher Guides exploring First Nations’ languages from our education hub: www.auspost.com.au/education

Our team members got involved in various locations across the country conducting school visits by local Posties or a Postal Worker, personally delivering a copy of the book to primary schools and reading to students.

Year 1 and 2 students from Bentley Park in Cairns received a visit from mother and daughter Vikki and Tashiana Sambo, who work locally for Australia Post.

“We’re both Aboriginal and Torres Strait Islander women, and it’s nice to show the younger generation a book like this in Kriol and English to show them a bit of our culture.”

Tashiana



“I’m honoured to show this to the younger generation. For us working for Australia Post to have the literacy program and give back to the Indigenous community is an honour.”

Vikki



Australia Post has a long history building strong, respectful and thriving relationships between Aboriginal and Torres Strait Islander peoples and other Australians. Our presence touches every Australian community, and this connection reinforces our commitment to engage authentically, with purpose and importantly listening, learning and allyship with Indigenous Australians. This enables collaboration and fostering for strengthened Indigenous Voice and Self Determination.



FOCUS AREA
Indigenous Voice and Self Determination

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Work towards a co-designed set of guiding principles and authentic engagement practices to enable Australia Post to collaborate with Indigenous stakeholders and local organisations with opportunity for consultation, review and learning best practice. 	June 2025	GM Community & Stakeholder Engagement + National Indigenous Manager
	<ul style="list-style-type: none"> Monitor and update co-designed set of guiding principles and authentic engagement practices working with Indigenous stakeholders. 	June 2026	GM Community & Stakeholder Engagement + National Indigenous Manager
	<ul style="list-style-type: none"> Support, monitor and maintain 3 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. 	June 2026	National Indigenous Manager
Build relationships and amplify voices celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to all teams via various channels aligned to awareness engagement and communications strategies. 	May 2024, 2025, 2026	GM Corporate Communications
	<ul style="list-style-type: none"> RAP Implementation Working Group members to participate in at least two (2) external NRW events and at least one (1) with other RAP organisations. 	27 May–3 June, 2024, 2025, 2026	Sales Director, Strategy and Enterprise
	<ul style="list-style-type: none"> Encourage and support teams, Indigenous workforce and senior leaders to participate in at least two (2) external events to recognise and celebrate NRW and register events through (ISSAC) internal enterprise communications portal. 	27 May–3 June, 2024, 2025, 2026	National Indigenous Manager
	<ul style="list-style-type: none"> Organise at least 15 internal NRW events, including one (1) organisation-wide NRW event lead by an EGM each year across the enterprise 	27 May–3 June, 2024, 2025, 2026	RIWG Chair
	<ul style="list-style-type: none"> Register NRW events on Reconciliation Australia's NRW website. 	May 2024, 2025, 2026	National Indigenous Manager
	<ul style="list-style-type: none"> NRW themes embedded across 4,300+ Post Office Network outlets, Network Operations and Head Offices via digital platforms and multi-social media channels aligned with communications plans. 	May 2024, 2025, 2026	GM Corporate Communications
Promote and amplify reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Continue to review and implement enterprise-wide team engagement and communications strategies to increase awareness of reconciliation across our workforce. 	June 2026	GM Corporate Communications
	<ul style="list-style-type: none"> Share RAP learnings and outcomes every 12 months with team members across the enterprise through various internal channels. 	June 2024, 2025, 2026	GM Corporate Communications

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Continue to share the impact of community partnerships supporting Aboriginal and Torres Strait Islander communities as well as amplified voices and stories of our Indigenous team members through digital and publication campaigns. 	June 2024, 2025, 2026	Head of Enterprise, Brand and Retail Marketing
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly and showcase on Australia Post website, social or other external channels including Corporate Offices, Post Office Network outlets and collaborations with community partners. 	June 2024, 2025, 2026	Head of Enterprise, Brand and Retail Marketing
	<ul style="list-style-type: none"> Positively influence our internal stakeholders to drive reconciliation outcomes by organising and partaking in 'Sea of Hands' community installation engagement events. 	May 2026	GM Community & Stakeholder Engagement + Head of Customer Onboarding and Success
	<ul style="list-style-type: none"> Work with RAP Implementation Working Group to promote participation in 'Sea of Hands' national community activity in support and advocacy for reconciliation. 	May 2026	Head of Enterprise, Brand and Retail Marketing
	<ul style="list-style-type: none"> Continue promotion of Indigenous voice through; <ul style="list-style-type: none"> - establishing diverse culturally appropriate retail products and services; and - philatelic stamp series to raise cultural understanding and awareness for customers and communities 	June 2026	GM Retail Product and Supply Chain
	<ul style="list-style-type: none"> RAP Implementation Working Group members to participate in at least 2 RAP Leadership Gatherings per year. 	December 2024, 2025, June 2026	Indigenous Program, Capability and Governance Lead
	<ul style="list-style-type: none"> Collaborate with (2) RAP and other like-minded organisations to implement or support innovative approaches to advance reconciliation, including Government Business Enterprises and community organisations. 	June 2024, 2025, 2026	Head of Engagement and Diversity
Inform Indigenous Employee Networks about RAP progress.	<ul style="list-style-type: none"> Share RAP learnings and outcomes every 12 months with Indigenous employee network groups through various internal channels. 	August 2024, 2025	RAP Executive Sponsor
	<ul style="list-style-type: none"> Support and encourage ATSIERG and Mob@Post employee network representatives to present RAP learnings and outcomes every 6 months with Leadership Teams or Town Halls across enterprise. 	January 2024, 2025, 2026	National Indigenous Manager
	<ul style="list-style-type: none"> Engage with ATSIERG and Mob@Post employee Chairs to present at least one RIWG meeting to foster positive relationships and knowledge building through sharing culture or understanding barriers that impact on Indigenous peoples. 	December 2024, 2025	RAP Executive Sponsor
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continuously review, update, and improve HR policies and procedures concerned with anti-discrimination and seek appropriate consultation from Indigenous representatives prior to deployment. 	June 2026	GM Talent, Remuneration, Culture & Capability
	<ul style="list-style-type: none"> Provide resources and inclusive materials to continue educating the enterprise on understanding racism and promoting anti-racism mechanisms such as MyHR platform to address/seek information and provide appropriate assistance. 	June 2026	GM Talent, Remuneration, Culture & Capability
	<ul style="list-style-type: none"> Senior leaders to undertake educational understanding of racism and anti-racism to inform our strategy and initiatives. 	June 2026	GM Talent, Remuneration, Culture & Capability



Respect

Our focus is building cultural capability and understanding



Kimberloi Furro, Mob@Post team member and IELP alumni

“Together, we can all play a part in creating greater awareness of the support and services available for people who need help.”

Patrice O'Brien
Chief Community Officer,
Beyond Blue

Having Healthy Yarns

Australia Post is committed to keeping communities connected and supporting everyone in Australia to stay mentally well. Importantly we know it's helpful to have a yarn with people who understand and support in cultural wellness and spiritual wellbeing.

To elevate Indigenous voices and accessibility to community led support organisations, we worked with Beyond Blue, 13 YARN and iBobbly by Black Dog Institute to develop a wellbeing postcard specifically for Mob.

This initiative focused on information about Aboriginal and Torres Strait Islander consultants and health workers who support mob, communities and understand how conversations connected to culture are important. Staying connected as Mob means we can better support one another and encourage healthy yarns with family and community.

When we are strong in culture, we are strong in our health, cultural and spiritual wellbeing.

“Beyond Blue is proud to support this initiative. Beyond Blue works in partnership with First Nations organisations to improve social and emotional wellbeing in First Nations communities. Together, we can all play a part in creating greater awareness of the support and services available for people who need help.”

Patrice O'Brien
Chief Community Officer
Beyond Blue



We continue progressing our understanding and respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights through an UNDRIP approach to all that we do. This is deepened by our values of Trust, Inclusivity, Empowerment and Safety. Australia Post acknowledges Indigenous peoples learnings and perspectives can lead to meaningful change, establishing sustainable and appropriate practices to elevate advocacy and engagement.



FOCUS AREA
Indigenous Voice and Self Determination + Community Advocacy and Empowering Youth Engagement

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and self-determining rights through cultural voices and learnings.	<ul style="list-style-type: none"> Continue to seek consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and review of an enterprise-wide cultural intelligence learning framework and cultural learning strategy. 	June 2026	Head of Engagement and Diversity
	<ul style="list-style-type: none"> Maintain and undertake external review to ensure appropriate cultural terminology, understanding and protocols are embedded in: <ul style="list-style-type: none"> 4,500 people leader (online) People Leader Fundamentals 65,000 (online) Better Decisions for a Better Future - Our People, and team member induction modules are part of cultural intelligence assessments and learning across enterprise. 	June 2024, 2025, 2026	GM Talent, Remuneration, Culture & Capability
	<ul style="list-style-type: none"> Engage RAP Implementation Working Group members and AP Senior Leadership to undertake formal and structured cultural intelligence learning through immersive and community led engagement experiences. 	June 2024, 2025, 2026	RAP Executive Sponsor
	<ul style="list-style-type: none"> Every enterprise portfolio to organise and participate in 'Amplifying Indigenous Voices' conversations inviting Indigenous speakers and or community organisations to major forums, town halls or other significant events. 	June 2024, 2025, 2026	RIWG Chair
	<ul style="list-style-type: none"> Enterprise will participate in an educational approach to understand the United Nations Declaration to the Rights of Indigenous Peoples (UNDRIP) strengthening cultural intelligence learning. 	June 2026	Senior Manager Customer Sustainability
	Demonstrate respect to Aboriginal and Torres Strait Islander peoples voice by observing cultural protocols.	<ul style="list-style-type: none"> Continue to encourage and deepen significance behind cultural protocols Acknowledgement of Country and Welcome to Country accessible through Issac enterprise communications portal and embed acknowledgement video at significant events, forums, meetings and workplace gatherings. 	June 2026
<ul style="list-style-type: none"> Maintain and communicate cultural protocol document increasing understanding importance for Welcome to Country and Acknowledgement of Country at commencement of significant events, forums, meetings and workplace gatherings. 		June 2026	Head of Engagement and Diversity
<ul style="list-style-type: none"> Continue our ongoing commitments to invite Traditional Owners or Custodians to provide Welcome to Country or other appropriate cultural practices at significant events each year, including Board Meetings, Cultural Acknowledgment, and notable events of significance across the enterprise. 		June 2024, 2025, 2026	GM Corporate Secretary and Board

Action	Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Develop and implement national framework informed by culturally led practices and engagement strategy when undertaking 'Dual Naming' future assets across enterprise. 	June 2026	GM Community & Stakeholder Engagement + National Indigenous Manager
	<ul style="list-style-type: none"> Ensure appropriate consultation with Traditional Owners or Custodians is undertaken when engaging in 'Traditional Place Naming' or other cultural protocols to be incorporated within existing or future office locations or post office network outlets. 	June 2026	Head of Enterprise, Brand and Retail Marketing
	<ul style="list-style-type: none"> Engage in culturally led consultation and co-design practices with Traditional Owners or Custodians when constructing and designing 'cultural safety yarning circle' spaces on sites across StarTrack operations. 	June 2026	GM StarTrack Road Express and Linehaul Services Network Operations
Amplifying Indigenous Voice through culturally appropriate and inclusive narratives.	<ul style="list-style-type: none"> RAP Implementation Working Group and portfolio Leadership Team members participate in an external event during NAIDOC Week and promote via social media or other channels. 	July 2023, 2024, 2025 & 2026	RIWG Chair
	<ul style="list-style-type: none"> Continue to provide paid leave of up to 1 day per calendar year granted to an Aboriginal and/ or Torres Strait Islander team member for the purposes of attending and participating in NAIDOC week activities and provide communication to all people leaders of approved leave entitlements. 	April 2024, 2025, 2026	GM Talent, Remuneration, Culture & Capability
	<ul style="list-style-type: none"> Without adversely impacting our operations, support enterprise teams to participate in at least 20 NAIDOC Week events occurring in distribution centres, facility, outlets and offices and promote learnings via social media or internal communication channels. 	June 2023, 2024, 2025, 2026	GM Talent, Remuneration, Culture & Capability
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander stakeholders, support 2 external NAIDOC Week events each year, and hold (1) enterprise-wide discussion to 'Amplify Indigenous Voices' led by EGM member. 	July 2023, 2024, 2025	Head of Engagement and Diversity
	<ul style="list-style-type: none"> Australia Post representatives attend NAIDOC Awards or other significant celebration event in support of RAP organisations or community led groups. 	July 2023, 2024, 2025	RAP Executive Sponsor
	<ul style="list-style-type: none"> Authentically represent Indigenous peoples voices by; <ul style="list-style-type: none"> Ensuring our marketing communications is consistent and informs understanding through inclusion guidelines on appropriate language use and imagery within our master brand document and; Formalise a process to use feedback received relating to communications and marketing to continuously improve our policies, procedures, programs and materials. 	June 2024, 2025, 2026	Head of Enterprise, Brand and Retail Marketing
<ul style="list-style-type: none"> Formalise regular, at least annually training and resources in relation to inclusive and appropriate communications, to better represent Indigenous voices in collaboration with external Indigenous partners, suppliers and co-design educational materials. 	June 2025	Head of Enterprise, Brand and Retail Marketing	
<ul style="list-style-type: none"> Encourage and embed visible 'voice' promoting cultural safety as part of property refurbishment programs through Indigenous artworks, symbols, artefacts or other culturally led and appropriately informed aesthetic displays. 	June 2026	Head of Enterprise, Brand and Retail Marketing	



Opportunities

Our focus is establishing economic and social participation and cultural wellbeing



Amanda Hayman and Troy Casey, Magpie Goose

“It’s another way for our customers to show their respect and their allyship.”

Amanda Hayman
Magpie Goose

Thriving Indigenous e-Commerce retailer Magpie Goose Acknowledging Country

Aboriginal owned social enterprise Magpie Goose empowers Aboriginal artists and their communities through textiles and fashion. The Queensland-based eCommerce retailer features a different Aboriginal artist across each of its collections. By reinvesting profits back into the business and paying for artist copyright fees, Magpie Goose is driving change through economic outcomes and employment opportunities. Owners Amanda Hayman and Troy Casey further celebrate Indigenous culture by using Traditional Place Names on customer parcels and encourage others to do the same.

“It’s all about starting a conversation. The more we talk about this stuff, the more opportunity the nation has to change. These little things may seem insignificant but can have a huge impact. When we print out the labels, every time you read one, you’re thinking, that mob is being acknowledged in some way, shape or form right here, right now, on that label. As little as that might seem it’s a step in the right direction.”

Troy Casey
Magpie Goose co-owner

“Using Traditional Place Names instils a sense of pride in our culture, and recognition and acknowledgement of all of the traditional owners around Australia. It gives the opportunity for whoever’s sending or receiving the parcel to stop and think about where we are and the history of this country as well. People are still custodians of Country regardless of whether it’s now a city or not, Aboriginal people still have a connection to and a responsibility for Country.”

Amanda Hayman
Magpie Goose co-owner

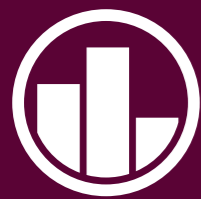
Australia Post ‘Delivering A Better Tomorrow’ continues its focus to address employment parity, particularly at senior and executive levels across our organisation. To support our efforts, we strive to create early and senior careers and innovative approaches to extend leadership development opportunities and practices for Indigenous talent. We take this same innovative approach to engage and build capability of Indigenous Enterprises and Entrepreneurs, who demonstrate leadership and voice to e-commerce venture and partnerships.



FOCUS AREA
Talent and Leadership
+ Indigenous Voice
and Self Determination

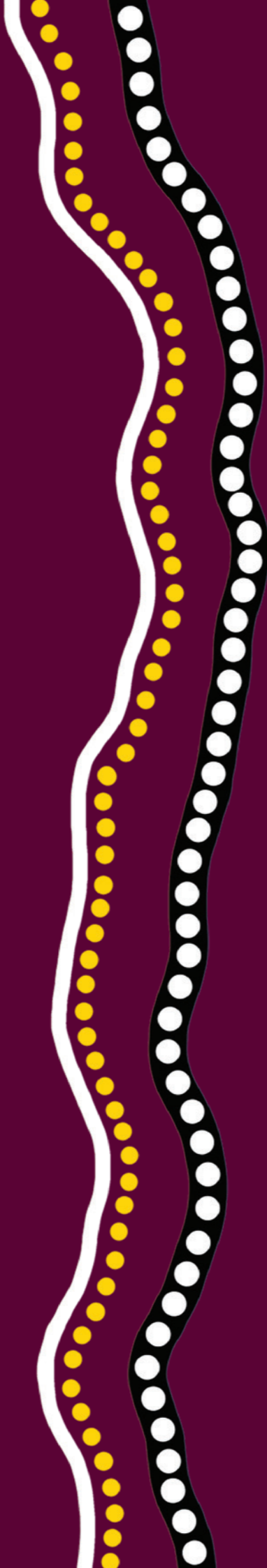
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and increased leadership voices through targeted career development.	Engage with Aboriginal and Torres Strait Islander team members to consult on the effectiveness of our recruitment, retention and leadership development strategy.	June 2026	Indigenous Program, Capability and Governance Lead
	Review and update Australia Posts Aboriginal and Torres Strait Islander recruitment, retention, and leadership development strategy.	June 2026	GM Talent, Remuneration, Culture & Capability
	Review and embed culturally appropriate messaging within recruitment platforms to engage Indigenous talent seeking opportunities and careers with Australia Post.	June 2026	GM Talent, Remuneration, Culture & Capability
	Review recruitment procedures and policies to identify and remove barriers for Aboriginal and Torres Strait Islander participation across all levels of the enterprise by undertaking an external audit to embed talent acquisition best practice.	June 2025	GM Transformation and Technology People & Culture
	Execute National Indigenous Leadership program (yearly) to address parity gap across enterprise with 10/12 participants per program and aligned to Leadership@Post framework.	June 2026	Head of Engagement and Diversity
	Establish increased visibility and data tracking career transition of Indigenous leadership alumni and senior team members through identified talent calibrations and talent cycles.	June 2024, 2025, 2026	GM Talent, Remuneration, Culture & Capability
	Aligned to Leadership@Post framework, design appropriate Senior Indigenous Development support program to foster acceleration of management capability underpinned by cultural leadership, with 8/10 participants per program.	June 2026	Indigenous Program, Capability and Governance Lead
	Achieve 2% Indigenous people leader representation across the enterprise.	June 2026	GM Talent, Remuneration, Culture & Capability
	Achieve employment parity and promote Indigenous voice, with deliberate focus to retain 3% representation of our Indigenous workforce throughout the lifecycle of this plan.	June 2024, 2025, 2026	GM Talent, Remuneration, Culture & Capability
	Supporting early career pathways, Australia Post continues yearly placements across the enterprise through; <ul style="list-style-type: none"> - 5 School Based Traineeships - 5 Adult Based Traineeships - 3 Apprenticeships 	June 2026	GM Talent, Remuneration, Culture & Capability

Action	Deliverable	Timeline	Responsibility	
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic, social and cultural wellbeing outcomes.	Proactively increase diversity of Indigenous Enterprises to achieve social procurement target (\$100M cumulative) aligned to Corporate Responsibility Plan spend by 30 June 2025	June 2025	GM Investment and Procurement	
	Maintain commercial relationships with 10 Aboriginal and Torres Strait Islander businesses, focusing on diverse Indigenous Enterprises and Entrepreneur e-Commerce partners.	June 2026	GM Investment and Procurement	
	Support development of commercial acumen of Indigenous Enterprises and Entrepreneur e-Commerce partners through feedback and coaching at the conclusion of procurement engagements	June 2026	GM Investment and Procurement	
	Strengthen internal purchasing practices to support increased participation for Indigenous Enterprises and Entrepreneurs by: <ul style="list-style-type: none"> - reviewing and updating procurement practices that creates barriers for increasing diversity; - continuing to raise advocacy across the enterprise. 	June 2026	GM Investment and Procurement	
	Develop and implement an updated Indigenous Procurement strategy in consultation with the RIWG to improve removal of barriers to increase supplier diversity.	June 2026	RIWG Chair	
	Remain an active supporter of Supply Nation through financial membership (annually).	June 2024, 2025, 2026	GM Investment and Procurement	
	Celebrate and promote Indigenous small businesses through a key marketing program or partner with an existing program.	June 2026	Head of Enterprise, Brand and Retail Marketing	
	Building stronger partnership connections to amplify Indigenous voices.	Engage with Mob@Post and ATSIERG employee networks to strengthen awareness, advocacy and engagement with Indigenous Literacy Foundation and DeadlyScience partnership activities.	June 2025	National Indigenous Manager + GM Community & Stakeholder Engagement
		Work with our community partners Indigenous Literacy Foundation and Deadly Science celebrating United Nations Decade of Indigenous Languages profiling bilingual books, storytelling based titles and develop co-designed educational resources for school audiences.	June 2025	GM Community & Stakeholder Engagement
		Work with community partners to increase access to culturally inclusive information, services and resources for Indigenous peoples in the areas of mental health, literacy, disaster, education and sustainability.	June 2026	GM Community & Stakeholder Engagement
Establish a national forum with Australia Post Board and Committees to a ‘yarning conference’ in collaboration with Indigenous Leadership alumni to reflect ‘Amplifying Indigenous Voices’.		September 2025	Head of Engagement and Diversity	



Governance

Our focus is disabling barriers and strengthen best practices to create systemic and institutionalised change



“To hear my Noongar language on Country being shared with others was great. It shows respect for culture, for people. It encourages us to be present and our voices to be heard. Ngulla boola bardip — we have many stories. Nih — listen”

Gavin R
Indigenous Team Member Boorna Wangkiny Mia WA

Culturally Led and Co-Decision Engagement Practices Boorna Wangkiny Mia ‘Home of the Message Stick’

In November 2022, Australia Post officially opened a new state of the art processing facility in Perth and announced its first Indigenous ‘Dual Name’ in the traditional language of the Noongar Nation. Boorna Wangkiny Mia, culturally translated means ‘Home of the Message Stick’. This project honors Indigenous peoples, we recognise their spiritual and cultural knowledge and celebrate the significant historical and cultural role of the message stick. We acknowledge our shared purpose of connecting people and communities across the Traditional Custodial lands throughout Australia.

In 2021, we commenced a roadmap and considered approach to ‘Dual Naming’, evolving and extending outside our 2020-2022 (Stretch) commitments. We aspired to ensure authentic community engagements were respectful and culturally led. We worked in co-decisions based on cultural knowledge practices and principles, to participate appropriately when engaging Traditional Owners and Traditional Custodians of the lands on which our operations are located.

This process involved a session with a diverse working group consisting of Australia Post stakeholders, including leadership, Noongar and operational team members. Cultural advisors

Moodjar Consultancy, who are knowledge holders, shared research so the working group could develop an understanding of Noongar language skills, innovative decoding methods and technology.

Through a series of activities and sharing of ideas related to research and Australia Post’s mission, purpose and values, Moodjar Consultancy helped to translate thinking and concepts into Noongar language and phrases. This resulted in creating Boorna Wangkiny Mia.

At Australia Post, we will continue to listen, learn and engage authentically with Indigenous peoples and communities to inform our national approach to future ‘Dual Naming’ of our sites.

Click on the QR Code to learn how to pronounce Boorna = boorn – uh; Wangkiny = wan- kining; Mia = my – uh. Home of the Message Stick



Australia Post is transforming the way it delivers to community and customers across Australia. We are committed to delivering a better tomorrow. We are embarking on a reconciliation transformation in governance by embedding best practice and transparency through Indigenous Voice structures and measured, accountable reporting frameworks.



FOCUS AREA
Indigenous Voice and Self Determination

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Implementation Working group (RIWG) to deliver 'Amplifying Indigenous Voices'	• Ensure balanced Indigenous and Non-Indigenous enterprise representation is achieved within RAP Implementation Working Group including EGM nominated Executive Sponsor.	June 2024, 2025, 2026	National Indigenous Manager
	• Update and provide accessibility to Terms of Reference for Australia Posts RAP Implementation Working Group, reviewed annually.	June 2024, 2025, 2026	Indigenous Program, Capability and Governance Lead
	• Australia Post RAP Implementation Working Group meets quarterly in person or virtually each calendar year in various locations across the enterprise during lifecycle of this plan.	June 2026	Indigenous Program, Capability and Governance Lead
	• Meet at least two times per year with representatives from ATSIERG and Mob@Post Employee Networks to drive and monitor RAP implementation.	June 2026	RIWG Chair
Enabling for effective implementation of 'Amplifying Indigenous Voices' RAP commitments.	• Meet with RAP Implementation Working Group members individually bi-monthly to assess performance, capture progress and prepare reporting for RIWG quarterly meetings.	June 2026	National Indigenous Manager
	• Investigate and implement appropriate systems to track, measure and report performance, capture progress and prepare reporting for RIWG Quarterly meetings.	June 2025	Indigenous Program, Capability and Governance Lead
	• RAP Executive Sponsor to lead relevant discussion topic at end of year RIWG meetings, reflect upon governance and overall RAP progress	June 2026	RAP Executive Sponsor
	• RAP Implementation Working Group representatives include accountability commitments as agenda items at monthly Leadership Team meetings to: <ul style="list-style-type: none"> - assess and capture performance; and - provide update to National Indigenous Manager 	June 2026	RIWG Chair
	• Engage Aboriginal and Torres Strait Islander people, businesses and/or organisations with relevant expertise and knowledge to inform the effective delivery of 2023–2026 RAP deliverables and related activities.	June 2026	Head of Engagement and Diversity
	• Continue review and embed implementation resources and RAP performance indicators of leaders and team members across the enterprise.	June 2026	RIWG Chair

Action	Deliverable	Timeline	Responsibility
Defining Voice Led Indigenous Employee Network Group Governance	• Establish effective 'employee led' network groups 'Mob@Post' and 'Aboriginal and Torres Strait Islander Employee Reference Group' (ATSIERG) aligned with Indigenous Governance framework for Australia Post	June 2026	National Indigenous Manager
	• Indigenous Employee Networks elected representatives participate 'voice' within RIWG on a quarterly basis	June 2026	Indigenous Program, Capability and Governance Lead
	• Indigenous Employee Networks 'Mob@Post' and 'Aboriginal and Torres Strait Islander Employee Reference Group' [ATSIERG] develop and review 'Terms of Reference' annually.	30 December 2023, June 2024, 2025, 2026	Employee Network Chairs
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Meet Quarterly with Reconciliation Australia and provide progress on the development and review of an enterprise-wide cultural intelligence learning framework and cultural learning strategy.	June 2024, 2025, 2026	National Indigenous Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August Annually	Indigenous Program, Capability and Governance Lead
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September Annually	Indigenous Program, Capability and Governance Lead
	• Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer	May 2024	Indigenous Program, Capability and Governance Lead
	• Submit performance report to Reconciliation Australia at conclusion of this plan.	June 2026	Indigenous Program, Capability and Governance Lead
	• Publicly report against RAP commitments annually, outlining achievements, challenges and learnings in Annual Report or Group Corporate Sustainability Report.	June 2024, 2025, 2026	Indigenous Program, Capability and Governance Lead
	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	National Indigenous Manager
Continue our reconciliation journey by developing our next RAP.			



Print Junction

As part of our commitment to building sustainable partnerships with Aboriginal and Torres Strait Islander businesses and a signatory to Supply Nation, we continue to actively procure services from suppliers that are Aboriginal and Torres Strait Islander owned, managed and controlled. We proudly use family-owned Indigenous business Print Junction for the printing of our Reconciliation Action Plan. Print Junction is a Supply Nation Certified Supplier.



SDG Sustainability

Australia Post's 2025 Sustainability Roadmap supports and is underpinned by the UN Sustainable Development Goals (SDGs), including SDG 10 — Reduced Inequalities. To learn more about how Australia Post is supporting the SDGs, view our 2025 Sustainability Roadmap at https://auspost.com.au/content/dam/auspost_corp/media/documents/2025-sustainability-roadmap.pdf.



Supply Nation

Australia Post 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. By working closely with Supply Nation, Indigenous enterprises, entrepreneurs and together with procurement teams from government, corporate and not for profit organisations, we are helping to shape the emerging and rapidly evolving Indigenous business sector. As part of Australia Post's Reconciliation Action Plan 2023–2026, we remain committed to diversifying our Procurement Strategy.



Alternative formats

2023–2026 Stretch RAP is available in alternative formats on our website auspost.com.au/publications

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](https://twitter.com/auspost)**
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-  Go to the National Relay Service website **communications.gov.au/accesshub.nrs**

For any enquiries contact:

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