

## Our management approach

This table summarises how financial and corporate responsibility policies and procedures are integrated into our business plans and everyday operations for the purpose of meeting the requirements of the GRI's Disclosure on Management Approach. Further information on our goals and performance for each area can be found in the relevant sections of our integrated annual report (visit [www.auspost.com.au/2011annualreport](http://www.auspost.com.au/2011annualreport)).

	Community	People	Products and services	Environmental performance	Economic performance
<b>Goals and performance</b>	Refer to "Investing in Communities" (pages 38–41).	Refer to "Supporting our people" (pages 34–37).	Refer to "Connecting with our customers" (pages 42–45).	Refer to "Managing our environmental impacts" (pages 46–49).	Refer to "Financial report" (pages 8–9), "Core businesses" (pages 18–31) and "Financial and statutory reports" (pages 50–131).
<b>Policy</b>	<p>Our Sponsorship and Community Engagement strategy guides our community investment and sponsorship activities.</p> <p>Australia Post has a national Sponsorship Policy (available at <a href="http://www.auspost.com.au">www.auspost.com.au</a>).</p>	<p>Australia Post's Human Resources policy framework comprises: Equal Employment Opportunity Policy; Diversity Policy; Occupational Health and Safety Policy; The Workforce Diversity Business Strategy; Safety Strategy; Our Ethics; and Whistleblower Policy.</p> <p>Our HR Manual outlines the terms and conditions of employment. These are also contained in our collective certified agreements.</p> <p>In October 2010 Australia Post implemented its Fair Work Agreement which provides job security and stability for award-level employees.</p>	<p>Our community service obligations, prescribed performance standards and complaint resolution procedures are outlined in our Customer Service Charter (available at <a href="http://www.auspost.com.au">www.auspost.com.au</a>).</p> <p>The Post Guide booklets describe policies and procedures relating to our products and services.</p> <p>Our competition and consumer compliance program comprises guidelines, online resources, regular staff training, a clearance process for advertising and promotional activities and a compliance register.</p> <p>Our privacy compliance program helps to ensure that we protect the personal information of our customers, employees and business partners.</p> <p>Commercial Trading Agreements with suppliers require full compliance with relevant laws.</p> <p>Our Supplier Code of Conduct encourages our contracted suppliers to meet ethical, social and environmental standards of conduct.</p>	<p>Australia Post has an Environment Policy (which is endorsed by the board) and an Energy Policy (which is endorsed by the EC).</p> <p>Our environmental monitoring and programs are managed through an ISO14001 aligned environmental management system.</p> <p>We actively monitor our carbon footprint by measuring our consumption of materials, energy and water, as well as the waste we dispose.</p> <p>We have a board-endorsed carbon reduction target of 25 per by 2020, using our year 2000 emission levels as the baseline.</p>	<p>Australia Post is a government business enterprise established under the <i>Australian Postal Corporation Act 1989</i> (Cwlth). The <i>Commonwealth Authorities and Companies Act 1997</i> also governs our relationship with our shareholder, the federal government.</p> <p>We provide an annual rolling three-year corporate plan to our shareholder.</p> <p>Our financial accounts are audited by the ANAO.</p>

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<b>Organisational responsibility</b>	<p>The General Manager Community and Sponsorships oversees our sponsorship and community engagement strategy and program.</p>	<p>The Human Resources committee of the Australia Post board addresses major policy, structural and remuneration issues.</p> <p>The General Manager HR is responsible for the people program across the organisation.</p> <p>HR also has dedicated HR business partners for the strategic business units (SBUs) and functional business units (FBUs) with dual reporting to the General Manager HR and relevant SBU/FBU heads.</p> <p>The Corporate Affairs leadership team meets regularly to ensure that there is co-ordination of people and community strategies and programs.</p>	<p>The Executive General Manager Mail Services has operational responsibility for meeting the prescribed performance standards relating to frequency, speed and accuracy of mail delivery.</p> <p>The Executive General Manager Parcels Services has operational responsibility for meeting the prescribed performance standards relating to frequency, speed and accuracy of parcel delivery.</p> <p>The Executive General Manager Retail Services has operational responsibility for meeting the prescribed performance standards relating to the availability and accessibility of Australia Post retail outlets and mail lodgement points.</p> <p>Our legal team has responsibility for ensuring that we meet our competition and consumer compliance obligations. Our competition and consumer clearance process involves the corporate secretary and the General Manager, Marketing and Customer Experience (or a nominated executive) and our legal services team checking and clearing on advertising, promotional and marketing material.</p> <p>Our Legal Services group has responsibility for our privacy compliance program.</p> <p>Our strategic procurement team has responsibility for managing the Supplier Code of Conduct.</p>	<p>The General Manager External Affairs and Reputation has operational responsibility for ensuring that we comply with all laws and guidelines, and for co-ordinating programs that are designed to reduce our environmental footprint.</p> <p>Managers and employees have a shared responsibility to ensure that their activities are legally compliant and are in line with our environmental policy and commitments.</p>	<p>The Managing Director and Chief Executive Officer and the executive committee share responsibility for the economic performance of the business.</p>

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<b>Training and awareness</b>	<p>Our community engagement team is responsible for managing our community engagement activities and partnerships.</p> <p>Our sponsorship team is responsible for managing our commercial sponsorship activities and partnerships.</p> <p>Employees are informed of national sponsorship and community engagement programs and activities through Australia Post's internal communication channels.</p>	<p>In 2010–11, we focused on:</p> <ul style="list-style-type: none"> <li>• safety through our I Am for Zero campaign</li> <li>• diversity and inclusion through the launch of our Reconciliation Action Plan and other programs and activities</li> <li>• accountability through Performance Ready, a program that provides clarity for individual employees on their objectives and how they contribute to the priorities of the business</li> <li>• health and wellbeing through a range of programs under our Health and Wellbeing strategy</li> <li>• skills and capability development through three key initiatives: Future Skills, Future Leaders and Sales Capability.</li> </ul>	<p>Copies of the Customer Service Charter are made available to managers.</p> <p>We have ongoing programs to train employees in competition and consumer and privacy compliance.</p>	<p>Employees are trained in the operational control procedures which are applicable to their job. This includes recognising environmental impacts and how they can be minimised.</p> <p>We regularly send environmental awareness information to our employees, licensees and contractors.</p>	<p>Our employee communications strategy includes initiatives to communicate with staff on our annual results as well as important strategic business issues.</p>
<b>Monitoring and follow-up</b>	<p>The Australia Post executive committee monitors our community engagement and sponsorship programs.</p> <p>Australia Post has been a member of the London Benchmarking Group since 2009. We use their internationally recognised methodology to measure and report our community investment.</p>	<p>Our HR issues are monitored through the following forums: the HR Committee of the board; progress against our People and Engagement plan; and regular HR and Corporate Affairs leadership team meetings.</p>	<p>Research International monitors our performance against the regulated standard. Ernst &amp; Young has been engaged by the Australian National Audit Office (ANAO) to conduct an annual audit to ensure that Australia Post has met all of its regulated performance standards. A summary of the audit results is included in our integrated annual report (see pages 116–117).</p>	<p>The Board Audit and Risk Committee monitors our emissions levels and compliance with legal requirements.</p> <p>We are actively monitoring our activities to ensure that our environmental performance complies with our Environment and Energy Policy and all legal requirements.</p>	<p>The board and executive committee are regularly updated on performance and strategic business issues through monthly performance reviews.</p> <p>Since 2007–08, part of the at-risk component of remuneration for the Managing Director and CEO, executive committee and other senior executives has included corporate responsibility-related performance indicators.</p>

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<b>Additional information</b>	<p>This year we revised our strategic framework for community engagement and sponsorship to align with the corporation's Future Ready strategic direction.</p>	<p>The relevant Australian Commonwealth laws that direct our HR policies include: <i>Fair Work Act (2009)</i>; <i>Human Rights and Equal Opportunity Commission Act 1986</i>; <i>Age Discrimination Act 2004</i>; <i>Fair Work Act 2009</i>; <i>Sex Discrimination Act 1984</i>; <i>Disability Discrimination Act 1992</i>; <i>Racial Discrimination Act 1975</i>; <i>Maternity Leave (Commonwealth Employees Act) 1973</i>; <i>Long Services Leave (Commonwealth Employees Act) 1976</i>; <i>Safety Rehabilitation and Compensation Act 1988</i>; <i>Commonwealth Occupational Health and Safety Act 1991</i>; <i>Human Rights and Equal Opportunity Commission Act 1986</i>; <i>Equal Employment Opportunity (Commonwealth Authorities) Act 1987</i>; and <i>Privacy Act 1988</i>.</p>	<p>Our performance standards are outlined in the <i>Australian Postal Corporation (Performance Standards) Regulations 1998</i>.</p> <p>The Postal Industry Ombudsman investigates complaints about Australia Post under the <i>Ombudsman Act 1976</i>. Visit <a href="http://www.pio.gov.au">www.pio.gov.au</a>.</p> <p>Our Supplier Code of Conduct clearly outlines our expectations of suppliers.</p> <p>Australia Post made an undertaking to the ACCC in 1998 regarding its compliance program to which it adheres.</p>	<p>Some of the Australian laws that influence our environmental management approach are the <i>Energy Efficiency Opportunities Act 2006</i>, <i>National Greenhouse and Energy Reporting Act 2007</i> and <i>Environment Protection and Biodiversity Conservation Act 1999</i>.</p>	<p>We report to two federal government shareholder ministers: the Minister for Broadband, Communications and the Digital Economy and the Minister for Finance and Deregulation.</p>