



## INSIDE PostEurop

2015 - 2016

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# INSIDE PostEurop

*Issued in 2015 - 2016*

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# 1

## INTRODUCING POSTEUROP

### What is PostEurop

PostEurop has actively represented Europe's public postal operators since 1993. PostEurop unites its members and promotes greater cooperation, sustainable growth, and continuous innovation for the postal industry.

PostEurop is officially recognised as a Restricted Union by the Universal Postal Union (UPU).

### Contribution of the Postal Sector to the European Economy

The European postal industry is a key contributor to the region's economy.

In 2014, the latest year for which data is available, Europe's postal services handled an estimated **75 billion letters** and **4 billion parcels**.

The industry operates in **175,000 retail outlets** and provides more than **600,000 access points** to citizens across the continent. PostEurop members directly employ **2 million people** and link an **estimated 800 million people daily**. The industry's turnover equates to about 1 % of each country's the national gross domestic product (GDP).

*PostEurop is your link to postal expertise !*

## 2 FOREWORDS

### Foreword from the Chairman

Over the past six years, the visibility and professionalism of PostEurop has grown dramatically. Today we are well positioned to contribute to the further growth of the postal industry through our myriad activities. These include:

- The European Commission's discussions on e-commerce parcel delivery regulations
- Enhancing the participation of European postal operators at the Universal Postal Union (UPU) level
- Efficient involvement in supply chain integration activities
- Addressing both the social and societal role of mail and post in general.

PostEurop can build on our strengths and make our presence felt. To capitalise on this, we must maintain our spirit of unity and use it to overcome the existing and new challenges our industry faces. As we move forward, I would like to encourage all Members of PostEurop to make full use of the tools that are available to help them meet these challenges.

I am very proud to serve another term as Chairman. I would like to thank all PostEurop members for their support during the Yerevan Plenary. I would also like to thank the new Management Board who expressed a wish that I continue in the role of Chairman.



Jean-Paul Forceville  
Chairman of the Management Board

A stylized handwritten signature in black ink, consisting of a large loop followed by a series of horizontal strokes.



## Message from the Secretary General

PostEurop's long-term strategy has been to promote co-operation and innovation and to help improve the businesses of our members. With our industry becoming more dynamic and profit-driven, PostEurop has a special role in helping our members to transition between letter and parcel. We must also help them to develop an appropriate response to the emerging importance of e-commerce.

A membership survey was conducted in 2015, prior to PostEurop's strategic review. Members responded in a very positive way to PostEurop's activities. The results and suggestions received from the survey

will help the association further improve its governance.

At PostEurop headquarters, the team continues to add value by relentlessly supporting and aligning with member activities. A well-functioning headquarters ensures that members are fully supported and receive clear information.

I would like to take this chance to thank each of our members for their valuable contributions and cooperation with PostEurop's headquarters. We appreciate the valuable support our postal CEOs provide for our activities.



Botond Szebeny  
Secretary General

A handwritten signature in black ink, appearing to read 'B. Szebeny', with a stylized flourish at the end.



### 3 POSTEUROP'S MISSION, VISION AND STRATEGY

PostEurop's strategy is to promote postal services, including the diverse mail and parcel services, which constitute key elements of our members' activities. The association also supports its members in finding new and innovative ways of developing their activities in response to ever-changing market conditions and demanding customer needs.

PostEurop's vision and mission provides the necessary guidance for the association.



## VISION

PostEurop is the link to postal expertise. Through the interaction and co-operation of our members, PostEurop helps postal operators to navigate the evolving market and promote their interests to all relevant stakeholders.



## MISSION

PostEurop adds value to its members by functioning as a platform where they can exchange information on cooperation, communication, and innovation. We also provide them with solutions to the common challenges which face the postal industry today.

PostEurop provides its members with interconnectivity, common development initiatives, and the opportunity to share best practices. We also help to facilitate dialogue within the industry.

For members, PostEurop provides customised support which considers the needs of a wide range of stakeholders and sustainable development. PostEurop aims to be an influential player on the industry's behalf within the postal regulatory environment.

Where relevant and appropriate, PostEurop represents and supports its members' relationships with external stakeholders. The association is officially recognised as a Restricted Union by the Universal Postal Union (UPU) and we aim to influence dialogue on UPU matters.

## STRATEGY

PostEurop's strategy is to play a leading role in shaping the future of the postal communications and fulfilment markets. To achieve this ambition, PostEurop develops appropriate activities and provides added-value on issues relevant to our members.

Our activities include:

- Shaping the regulatory framework
- Driving continuous improvements in service quality and efficiency
- Developing responses to the changing market environment
- Enhancing the sustainable development of postal activities by addressing green, social, and societal issues.

## ORGANISATIONAL FRAMEWORK

The overall organisational framework of PostEurop supports the association's strategy, and reflects our priorities and focus. The following diagram shows the main activities of PostEurop.





## 4 RECENT ACTIVITIES AT POSTEUROP

### Achievements 2015-2016

PostEurop brings added value to its members by functioning as a collaborative platform. Through that platform members develop activities which identify solutions to common industry challenges.

The work of PostEurop is supervised and carried out by a governing management board, committees, circles, transversals, and working groups who are assisted by the association's staff. They are all working to achieve the long-term and sustainable development of Europe's postal sector.



#### 4. POSTEUROP'S RECENT ACTIVITIES

# 2015

During 2015, PostEurop worked with IPC to include the e-commerce INTERCONNECT program in political discussions with the European Commission's (EC) proposal for cross-border parcel delivery. These proposals are a part of the **Commission's Digital Single Market strategy**.



APR

As a follow-up to the work of the **INTERCONNECT Program**, Vice President of the EC Andrus Ansip and Commissioner Elżbieta Bieńkowska invited postal CEOs to a meeting in April 2015. The aim of the gathering was to discuss the future of e-commerce in Europe, and to define key strategies that involve postal operators. Twenty-one CEOs participated in the discussions.



*Bringing the Postal Community Closer!*



RELIABLE



"Very interesting discussions @PostEurop conference on e-commerce, getting a better understanding of the business, tks."

Tweeted by Jasmin Battista

**Joint Operations and Market days** in Vienna with the special participation of Jasmin Battista, a member of Ansip's cabinet.



MAY



In October 2015, the **Corporate Social Responsibility (CSR) Coups de Coeur** award winners were announced. The awards promote the best practices of PostEurop's members in CSR. To find out the winners, go to <http://www.posteurop.org/CoupeCoeur>

OCT

*"Today, it has never been better for customers to send parcels in Europe."*

Moya Greene  
CEO of Royal Mail Group



More than 100 delegates including 15 CEOs and top executives participated in the **Cyprus Plenary Assembly & Business Forum**. Hosted by Cyprus Post, the topic of the event was: 'Taking on the Challenges I'.



MEMBER DRIVEN

ACCESSIBLE

2016



More than 100 delegates including CEOs and members of the Armenian government took part in the **Yerevan Plenary Assembly & Business Forum**. Hosted by HayPost in Armenia, the topic of the event was 'Taking on the Challenges II'.



"Met national post operators, **@PostEurop**: thriving #ecommerce will bring more parcels. Need more price transparency; no needless bureaucracy."

Tweeted by Andrus Ansip  
@AnsipEU



A **Keep Me Posted EU** campaign breakfast with MEPs was held at the European Parliament. Hosted by MEP **Heinz Becker**, the debate focused on the importance of a citizen's right to choose how they receive their invoices.

Seven CEOs met with Vice President Ansip to discuss the Commission's imminent regulation proposal on **cross-border parcel delivery services**.



FEB



The **Copenhagen Economics (CE)** pricing study on e-commerce delivery and its impact in Europe was published in February 2016. It is available from the Publications section of [www.posteurop.org](http://www.posteurop.org)

APR



*"The right to digital access is fundamental – as is the right to choose. We must recognise technological advances while satisfying what consumers want."*

Lucy Anderson  
MEP

MAY

**EUROPA**

A special 'Think Green' edition of **EUROPA** was launched in May 2015. Fifty-three postal operators featured the design in 57 stamps. This special edition design competition was won by Cyprus Post.



May 2016 also saw the launch of the PostEurop e-commerce campaign **@Deliver4Europe**. @Deliver4Europe brings together postal operators and positions them as the leading delivery force in Europe. An advocacy platform, @Deliver4Europe allows PostEurop to promote the achievements of our members as part of our overall Digital Single Market (DSM) strategy.

SOCIALY RESPONSIBLE

SUSTAINABLE

#### 4. POSTEUROP'S RECENT ACTIVITIES

11

July saw the successful implementation of the **SAFEPOST project**. As well as PostEurop members, the project involved external stakeholders, the UPU, and the EC Directorate-Generals (DGs) on Migration & Home Affairs and Taxation and Customs Union.

This project led to the creation of the **SAFEPOST Working Group (WG)**. The WG is directly linked to the Security & Customs transversal of PostEurop.



A **PostEurop Innovation Forum**, hosted by Cyprus Post in Cyprus, gave members the opportunity to learn how postal operators can play an important role in smart cities and the Internet of Things.

PostEurop's Management Board for the 2017-2019 term was elected during an extraordinary plenary assembly in The Hague (the Netherlands). **Jean-Paul Forceville** and **Jan Sertons** were elected to their thirds terms as Chairman and Vice Chairman of the Management Board.



JUL

SEP

OCT

NOV

DEC



PostEurop actively participated at the 26<sup>th</sup> UPU Congress held in Istanbul (Turkey). Representatives from PostEurop's headquarters provided support to all members present at this important congress.



The **Keep Me Posted EU** campaign was officially mentioned in the *Own Initiative Report on the Application of the Postal Directive*. The Report was published by the Transport and Tourism (TRAN) Committee at the Strasbourg Plenary Session.



Since 2009, eight **IPS workshops** have been held. The latest was held on 1-2 December 2016 at the UPU headquarters in Berne (Switzerland) hosted by PostEurop and UPU.

EUROPEAN NETWORK

INNOVATIVE

Follow our activities on  
[www.posteurop.org](http://www.posteurop.org)





## EUROPEAN UNION AFFAIRS

The mission of PostEurop's European Union Affairs Committee (EAC) is to contribute to the shaping of Europe's regulatory environment. The EAC's goal is to give members a voice in the process and mitigate the effects of regulation on the postal sector.

As a forum for debate and discussion, the EAC increases our members' understanding of the EU regulatory framework. The Committee also fosters the exchange of insights and expertise amongst members, provides operators with an important link to EU institutions, and initiates lobbying activities on selected regulatory topics.

The EAC plays an important role as it includes regulatory experts from postal operators across the 28 EU member countries as well as Iceland, Liechtenstein, Norway, and Switzerland.

### Valued stakeholder for EU institutions

Since the approval of PostEurop's lobbying strategy, we have seen increased attention paid to the role of the postal industry in the EU's internal market. The EAC has fostered visibility on the role of postal operators among EU institutions. The EC and EU's Council of Ministers have been the focus of our attention. This has led to events such as, a meeting between CEOs of postal operators with **EC Vice-President Ansip and Commissioner Bienkowska**. Representatives of the EU Presidency have also been in contact with the EAC.

Through our lobbying work, PostEurop is filling the knowledge gap EU leaders have on the postal sector. Increasing their knowledge helps the EU institutions to understand how postal operators can contribute to the achievement of internal market goals. Increasingly, the EC values the PostEurop EAC as a constructive and helpful stakeholder.



### Common positions reached within the EAC

Since 2015, the EAC has agreed and published common positions on the following topics:

- 16 Feb 2015 Data Protection
- 29 Jul 2015 Parcel Public Consultation
- 16 Dec 2015 Contribution to the 'modernisation of VAT' public consultation
- 22 Jun 2016 The European Regulators Group for Postal Services (ERGP) Medium Term Strategy consultation
- 7 Nov 2016 Single Market Information Tool

### New challenges ahead

There are many challenges still ahead for Europe's postal service. Some of the topics PostEurop has on its 'wish list' for 2017 and beyond include:

- The impact negotiations on the Trade in Service Agreement (TiSA) will have on the postal industry
- New challenges in aviation security and changes in transport regulations
- The further development and implementation of the Customs Advanced Electronic Information system.



*"Becoming an effective voice, one that is relevant and useful to EU Institutions, one that helps further shape the regulatory landscape of Europe, is key for the future of the postal sector."*

Elena Fernández  
Correos

### Improving transparency

There are many ways in which postal services can help European society to develop. To improve transparency and disseminate this information to the EC and EU institutions, the EAC has formed several different working groups.

These working groups help the EAC to develop positions on subjects such as VAT, the importation of low-value items from outside the EU, and the **principles of cross-border parcel delivery prices**. Innovative digital services, standards, and state-aid rules are other fields of interest.

Within the framework of the E-Commerce and Internal Market initiative, and with the collaboration of the EAC, PostEurop has launched the **Deliver4Europe** communication campaign. This campaign reinforces the industry's position on parcel delivery.

Within this context, an event was held to give postal operators, their SMEs, and MEPs a chance to meet. During the meeting, postal operators explained the role they play in **helping SMEs expand their cross-border e-commerce markets**.





### UPU AND RESTRICTED UNIONS AFFAIRS

The UPU and Restricted Unions Affairs committee (UAC) is responsible for the strategic and strong relationship between PostEurop's members and the UPU and its Restricted Unions. The UAC shapes the international regulatory environment on behalf of PostEurop's membership.

In September 2015, shortly before the PostEurop plenary in Cyprus, Aimé Theubet took over as chair of the UAC from Elena Fernández of Correos. Aimé is International Affairs Director at Swiss Post and a member of the PostEurop Management Board. The change was a challenge as there was less than a year before the UPU Congress.

### Open to the world

The UAC organised many meetings in 2016 so that members could prepare for the UPU Congress. Thanks to the new relationship with the CERP UPU Working Group, these meetings gave members a place to exchange views and coordinate positions on Council of Administration (CA) and Postal Operations Council (POC) issues affecting them.

Meetings were held with key executives from the UPU's International Bureau, other restricted Unions, and key stakeholders including CERP, the International Postal Corporation (IPC), and the EC. The meetings allowed UAC members to promote dialogue and achieve a better understanding of their strategy and the issues that impact the European postal industry.

*"In the new CA and POC elected by the Istanbul Congress, PostEurop's member countries have never been so well represented. They hold 29 and 40 percent of the seats respectively!"*

Aimé Theubet  
Swiss Post

### Taking on the challenge

In the third quarter of 2015, discussions on reform began at UPU. PostEurop members expressed their concerns, and their willingness to be a force for change, from the very beginning. The Management Board decided to create an ad-hoc group focussed on UPU reform. Chaired by Elisabeth Massonnet from Le Groupe La Poste, the group was able to draft and submit PostEurop's proposal on UPU reform very quickly. The proposal was submitted to CERP and gained 21 supports, marking the beginning of a new round of discussions.



*"Thanks to the close relationship with my Vice Chair, Wiesława Mazarska, we were able to strengthen our collaboration with the European Committee for Postal Regulation (CERP). From now on, a representative from PostEurop will attend the CERP meetings and a CERP member will attend the UAC meeting."*

Aimé Theubet  
Swiss Post

### Letters and Parcels Working Groups

Malgorzata Alama from Poczta Polska became chair of the Letters Working Group in April 2016. To help members understand the impact of different regulatory changes proposed at each POC, the Letters Working Group is now cooperating closely with the Parcels Working Group (led by Jean-Pierre Auroi from Swiss Post). This collaboration helps the members of both working groups to share opinions and coordinate common views on operational issues.

'The smallest common multiplier' might be the slogan of PostEurop's UAC and its sub-groups. There is a great heterogeneity of opinions within the membership and finding common positions is always a challenge. Despite this, members are willing to improve and achieve tangible results and this has allowed strong co-operation on key operational issues.

*"The excellent results of the UAC were achieved thanks to the enormous engagement of its management team and of its members."*

Aimé Theubet  
Swiss Post

## OPERATIONAL ACTIVITIES

The Operational Activities Circle (OAC) is a proven platform for discussions and the sharing expertise on all topics related to postal operations. This includes quality of service, retail networks, innovation, and remuneration between postal operators. The OAC is continuously adapting its activities to meet the rapidly changing requirements of our members and the European postal industry. The OAC broadened its focus to include parcels five years ago, and this success has continued in 2015-2016.

### At the forefront of operational developments

As e-commerce is one of the driving forces in today's postal industry, the OAC's working groups are being expanded to fully cover all relevant issues. The goal is to help PostEurop's members develop state-of-the-art e-commerce capabilities and deliver excellent service in this area.

However, the OAC also continues to support traditional letter mail operational processes and related functions. Despite electronic substitution and the corresponding decline in volume, letter mail will remain a core postal business for many years to come. The OAC actively maintains and improves its letter mail diagnostic tools and provides numerous opportunities for knowledge exchange.



Jürgen Lohmeyer  
Deutsche Post

*"The OAC works hard to keep our activities and services in sync with the expectations and needs of PostEurop's members. But the OAC doesn't just deal with operational legwork in its working groups. The Circle is also embracing less conventional but exciting themes such as drone delivery and the potential of the Internet of Things."*

### Quality of service is key

Postal customers are becoming increasingly demanding and the OAC does not anticipate this trend will change. Due to developments in e-commerce, the postal industry is facing additional challenges in the areas of speed and reliability. This is also true for cross-border e-commerce shipments and deliveries.

OAC's Quality of Service Working Group is closely aligned with the Circle's Operations Working Group. Joint sessions of these working groups give members the opportunity to address a variety of issues relating to e-commerce.

The OAC also cooperates with the UPU on a range of services including funding of process reviews and process assessments for all interested postal operators. There has also been good cooperation with the IPC to help participating members prepare for IPC's comprehensive 'Interconnect' e-commerce programme.

### It's also about money

A key criterion for the success of any business is its ability to generate a sustainable income over the long term. For postal operators, the fees paid by other operators for delivering mail are an important part of the income mix. At the same time, costs must be kept as low as possible. There is increasing competition and customers have other choices. These topics are covered by the OAC's Remuneration Forum. The Forum strives to be a forerunner when opportunities for innovative and new remuneration systems are explored and designed.

Formerly known as the Terminal Dues Forum, the Remuneration Forum has been renamed to reflect the fact that terminal dues for letter mail and delivery rates for small packages and parcels are discussed. The working group has been very busy over the past few years dealing with the complex proposals prepared for and discussed at the 26th UPU Congress in Istanbul during September 2016.

## 4. POSTEUROP'S RECENT ACTIVITIES

Estonia



Iceland



Latvia



### No future without innovation

OAC's Innovation Forum (formerly known as the Advanced Electronic Solutions Forum) covers wider innovation management topics as well as a range of technological and social innovations. Through the Forum, participants have a chance to learn about and discuss innovative topics. These include smart cities or the Internet of Things and their relevance to the postal world.

Each year, OAC's Retail Network also shares innovative best practices and offers site visits to state-of-the-art retail outlets. OAC's newest initiative is the PostEurop Innovation Award which will be launched in 2017. The Award recognises outstanding innovations in the development of new solutions to problems, services, or products by PostEurop members.

### OAC goes the extra mile

OAC continues its systematic cooperation with PostEurop's other committees and circles. Operations and Market Days (organised together with the Market Activities Circle) are held every two years. In 2015, the focus was on e-commerce challenges.

Postal operations have a significant environmental impact due largely to the transportation of letters and parcels. OAC's Green Initiative recognises this impact and facilitates tree planting activities during our meetings in different countries. Our participants and host organisations appreciate these opportunities. The visible growth of the trees over time also symbolises the reach and sustainable impact of our work.

OAC continued to focus on e-commerce and parcel topics while still fostering its

solid strength in letter mail. The work of the Circle provides all members with the necessary knowledge and tools they need to continuously improve their performance. OAC also initiates discussions on unusual topics and inspires state-of-the-art thinking to develop superior solutions. That support to members ultimately enhances the international postal system.



*"PostEurop is a member-driven association and this principle is really obvious in our OAC. As OAC Chairman I can proudly say that we have excellent managers and experts from numerous PostEurop member organisations. They regularly demonstrate their full personal commitment as we constantly improve our portfolio of events and service offers. We provide a fantastic platform and I keep encouraging all members to benefit from the OAC."*

Jürgen Lohmeyer  
Deutsche Post





## MARKET ACTIVITIES

The Market Activities Circle (MAC) adds value by giving postal operators a better grasp of the market in which they operate. It provides insights into customer needs and market trends. This allows members to defend and build on their current positions, while ensuring a viable future. MAC also has a mission to develop and promote the use of mail through interaction with customer groups.



*"The postal market is a dynamic area and the diversified activities of MAC are designed to address the various challenges different target groups face. This can range from exploring integration solutions with operations*

*to promoting the use of print media through Print Power. We also share new ideas in areas such as philately, and defend the consumer's right to choose. Ultimately, these activities help members to better understand their markets and to develop both traditional and new businesses."*

Marjan Osvald  
Pošta Slovenije

## The growing importance of consumer choice

The Keep Me Posted EU campaign was established to promote and defend the citizen's right to choose how they wish to receive important information such as tax forms, bills and statements from service providers without any additional costs.

Over the past two years the campaign has gained strong support and momentum. The unwavering support and co-operation of our partners and supporters (including MEPs) has helped to raise awareness and increased the visibility of the campaign further. Campaigners were invited to promote Keep Me Posted EU at the European Parliament in September 2015 by MEP Jozef Weidenhölzer (Socialists & Democrats).

The group returned to the Parliament in May 2016 for a lively debate and discussion at a breakfast event hosted by MEP Heinz Becker (European People's Party). MEP Lucy Anderson (S&D), Rapporteur for the Opinion on the application of the Postal Services Directive, also joined the discussion.

"This campaign must lead to political action which protects the citizen's right to choose," stressed Heinz Becker, MEP.

Campaigners were honoured when Lucy Anderson (S&D), member of the European Parliament and KMPEU Campaign supporter, mentioned the Keep Me Posted EU Campaign in the Internal Market and Consumer Protection (IMCO) Committee Draft Opinion on the application of the Postal Services Directive. The Draft Opinion, mentioning the benefits of Keep Me Posted EU, was subsequently approved by the European Parliament.



In December 2016, the MAC hosted the first Keep Me Posted 'Campaigner's Day'. Seven impressive campaigns have emerged over the last three years. The meeting gave campaigners and potential campaigns the opportunity to exchange best practices, tips, experiences, and information on how to start a new campaign.



## 4. POSTEUROP'S RECENT ACTIVITIES

### Participating in Print Power

MAC continues its active participation in the Print Power project which aims to promote the value of print advertising. This includes direct mail and its role in modern, integrated marketing campaigns.

Although Print Power commenced in the latter part of 2010, there is an on-going need to communicate on new developments in print and marketing communication, and the sustainability of print media. The creative and informative Print Power magazines are regularly distributed among PostEurop's members.



*"In an era of changing customer behaviour, demographics, new technologies, and mobility, postal operators are constantly looking for new ways to adapt their traditional business model. Members appreciate the activities of this group which gives them an opportunity to learn and share."*

Anita Häggblom

Chair of The Stamps and Philately Working Group

### Promoting Think Green in philately

The Philately and Stamps Working Group is dedicated to promoting stamps and philately, particularly the special EUROPA stamps. In 2016 we celebrated the 60th anniversary of EUROPA stamps. To commemorate the event, a special 'Think Green' joint design competition was organised in 2015. Twenty-four creative designs were submitted. Based on the number of votes received, the design from Cyprus Post emerged as the winner. In total, 53 postal operators issued 57 'Think Green' stamps.



### Innovative thinking at the Philatelic Forum

In May 2016, a successful Philatelic Forum was held in Essen (Germany) in conjunction with the International Stamp Fair. The event brought together philately experts from around the world and gave them an opportunity to explore how new innovations and trends can help enhance their products and increase customer experience. Speakers inspired new ideas as they discussed how they had addressed challenges.



*"The impact of our activities on the environment is an area of high priority for European postal operators. The multitude of initiatives across Europe inspired the 'Think Green' theme which is linked to Europe's ecology. A lot of thought went into the designs. We would like the special 60th issue EUROPA stamp to help build a legacy for future generations."*

Anita Häggblom  
Aland Post

In 2015, EUROPA stamps took a ride down memory lane with their 'Old Toys' theme. The issue brought back nostalgic memories of classic toys such as the teddy bear, hand-crafted cars, and rag dolls.



Turkish PTT (Turkey) won gold in the 2015 EUROPA Competition.



'Marka' from Russian Post (Russia) was the winner of the EUROPA 2015 Jury Prize Competition.

## CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The PostEurop Corporate Social Responsibility (CSR) circle has a key role in promoting CSR initiatives, fostering innovation, and anticipating future challenges within the sector. Through its wide range of activities, the CSR circle proves that taking social, societal, and environmental factors into consideration when making business decisions can be a real performance lever for postal operators.

For PostEurop's members, the CSR circle is a knowledge centre which gives them a forum to share innovative ideas and best practices. For external stakeholders, it is an opportunity to promote CSR within the postal sector as a source of innovation.

The CSR circle also represents the employer's voice within the European Social Dialogue Committee for the postal sector. The goal is to encourage cooperation between social partners.



*"Postal operators are leading the way in corporate social responsibility as is shown by the various initiatives of the circle. It is in a unique position and enables the sector to create a relationship of trust with its main stakeholders. It is also a key lever of innovation to support the sustainable development of European postal operators."*

Nathalie Ganzel  
Le Groupe La Poste

### Social responsibility

PostEurop's members employ more than two million people and link 800 million citizens daily. With such a critical role in society, the postal sector has a strong impact on employees, society, and the environment.

The circle aims to increase awareness of CSR amongst its members. The exchange of good practices is essential so that postal operators can learn from each other. The CSR Brochure, published annually since 2013, is a key initiative which enables this mutual learning process. Over four years almost 200 best practices have been collected from our members.

In 2014, the CSR circle launched the 'Coups de Coeur' to reward the most outstanding practices from these initiatives in the three CSR categories: Employees, Society and Environment. In 2016, the winners in the three aforementioned categories were Lithuania Post for its large public health programme for employees, Royal Mail for its partnership with the association Missing People and CTT Portugal Post for its initiative towards reforestation of areas affected by fires. The best practices were shortlisted by a jury comprising of internal and external CSR experts. The winners were announced at the PostEurop annual plenaries.

Since 2014, PostEurop has regularly published the CSR newsletter 'Post&You'. This publication keeps postal operators informed about key CSR and social information at the European level.



A key priority for the Circle is the development of responses to future social environmental challenges. As part of this work several projects, co-funded by the European Commission, have been conducted on topics such as stress management, future skills and jobs, and age management in the sector.

The projects of the European Social Dialogue Committee for the postal sector have helped to strengthen long-term cooperation between social partners. The most recent project focused on the social impact of new services, in particular e-commerce. Through these activities, the CSR circle is providing members with the tools and knowledge they need to anticipate the challenges ahead.

*"One of the major lessons we learned from the collection of best practices was that leadership involvement within organisations that are in permanent evolution is a major challenge. Operational managers are often caught between the hierarchy and their team, the objectives, and the results. Dealing with an increasing level of stress is an issue that can be addressed by leadership."*

Nathalie Ganzel  
Le Groupe La Poste



*"Given its geographic scope and significant fleet of vehicles, the postal sector has been active in reducing its negative effect on the environment for a long time. All of the innovations established by the postal sector underline the commitment we have made to reduce our impact on the environment. The sector is constantly changing, innovating, investing, and contributing to both the European and global fight against global warming."*

Daniel-Sebastian Mühlbach  
Österreichische Post AG

### Increasing leadership to manage stress



Stress management has been a common issue for the Health and Training working groups. In 2015, both groups finalised the 'Training Partnership for Stress Management in Posts' project under the EU's Leonardo da Vinci programme.

The objective of the stress management project was to identify the main stress factors, and to share training best practices which can help managers to identify psychosocial risks. During the project, the team developed a training design toolkit. This toolkit guides decision makers as they explore the new training needs of their workforce. The project also gave members an opportunity to discuss stress management issues with experts and external stakeholders. The project team was honoured to receive an award from the European Agency for Safety and Health at Work (EU-OSHA) for this initiative during the Healthy Workplace campaign.

### Promoting postal sector environmental knowledge

The Environment working group has participated in several conferences and workshops to promote its specific expertise. The group contributed to the European Automobile Manufacturers Association (ACEA) conference and the association's publication 'Joining forces to tackle the road transport CO<sub>2</sub> challenge'. This enabled the postal sector to share its eco-driving initiatives.

The CSR best practices brochure has promoted the positive steps postal operators have taken to reduce their environmental impact. Chief amongst them is the use of alternative vehicles, implementation of solar energy panels, and training tools which can increase environmental awareness. The group also cooperates with IPC and UPU to share data on CO<sub>2</sub> emissions.



### A forward-looking postal social dialogue for Europe

European social partners are aware of the rapid evolutions in the postal sector. During 2015 and 2016 they conducted the 'Mobilising Social Partners in a New Context' project which focussed on two key topics. The first was an analysis of the opportunities provided by the development of e-commerce and new services. A Massive Online Open Course (MOOC) was developed as an innovative e-learning tool (<http://www.postsocialdialog.eu/MOOC>).

The second topic of study was the social transformation strategies of postal

operators. A study of collective labour agreements at 16 European postal operators showed how the change process was managed. From this, the European social partners have classified the main social transformation levers and strategies.

The fruitful cooperation between European social partners was recognised by the European Parliament in a September 2016 resolution on the Postal Services directive. The resolution welcomed the essential work of the Social Dialogue Committee for the Postal Sector. It also highlighted the 'Managing Demographic Challenges and Finding Sustainable Solutions' project conducted by the partners.



*"The development of new services, in particular e-commerce and proximity services, impacts the postal sector. It is essential for the Social Dialogue Committee to anticipate and monitor these evolutions. A constructive social dialogue at the national level, especially through collective labour agreements, enables us to manage the social consequences of this evolution through diverse initiatives. Our numerous projects have shown that social partners play a key role in ensuring a socially responsible transformation of the postal sector."*

Heike Ausprung  
Deutsche Post DHL



## BEST PRACTICES – WIDER EUROPE

The **Best Practice – Wider Europe transversal** has widened its activity base. This has re-positioned PostEurop as a cross-functional platform for the sharing of knowledge and best practices amongst members, particularly between those based in Eastern European and members from the rest of Europe. The unique position of this transversal will help to increase member participation, raise awareness, and pro-actively reduce best-practice gaps in the postal sector.



### The PostEurop Neighbourhood Programme

During 2015 and 2016, the Wider Europe transversal continued its activities through the PostEurop Neighbourhood Programme (PNP). This is a cross-functional project directly linked to the UPU Regional Development Plan (2013-2016).

The main objectives of the PNP are to:

- Promote improvements in operations and security
- Improve relations with customs authorities
- Increase security and stability in line with the European Security Strategy
- Promote deeper cooperation in the fields of Postal Regulatory Affairs, Postal Social Affairs, Postal Operational Affairs, and Postal Market Affairs.



*"The integration of different postal sector stakeholder activities is key to ensuring improvements in postal networks."*

Olga Zhitnikova  
State Enterprise Russian Post

The results achieved in Regional Development Plan (RDP) 2013-2016 and the New Cycle (2017-2020) are:

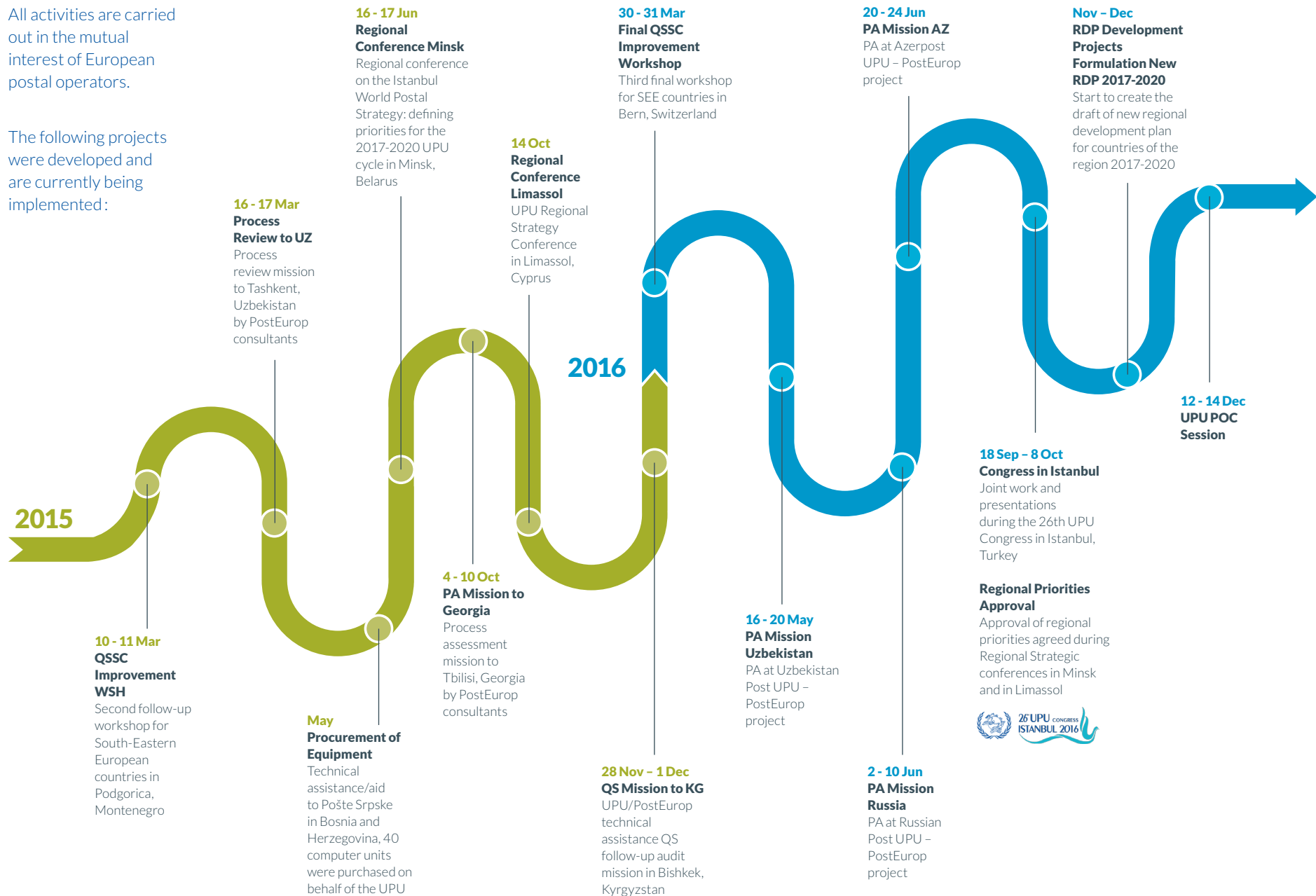
- UPU/PostEurop/Regional Commonwealth for Communications (RCC) joint declaration on e-commerce and UPU/PostEurop/RCC Neighbourhood Programme have been signed. New regional priorities for 2017-2020 have been agreed and adopted.
- Four joint UPU/PostEurop multi-year integrated projects have been signed. They include two strategic projects (Quality of Service and e-commerce). Five regional workshops have been jointly organised.
- More than 150 postal officials from Europe (including south-eastern European countries) have been trained. More 60 fellowships have been granted (11 designated operators).
- UPU has financed the organisation of six Process reviews and Process assessment consultant missions (value of 48,000 Swiss Francs [CHF]). Twenty-five PostEurop experts were involved.
- Technical assistance/aid to Pošte Srpske in Bosnia and Herzegovina (value 40,000 CHF) by UPU.



## 4. POSTEUROP'S RECENT ACTIVITIES

All activities are carried out in the mutual interest of European postal operators.

The following projects were developed and are currently being implemented:





## SECURITY AND CUSTOMS

The aim of the Security and Customs transversal is to inform PostEurop members of new security and customs regulations which will affect the postal sector. The transversal focusses on:

> **Security:** both physical and IT-based issues such as cyber-crime.

- > **Customs:** the role of postal authorities in meeting border security requirements, customs processing, and facilitating trade.
- > **Crisis management:** protecting postal infrastructure as a key component of national crisis planning.

The strategic role of the Security and Customs transversal is to facilitate coordination among different stakeholders. This can include committees and organisations (including PostEurop and other bodies), airlines, border agencies, and multinational organisations such as the EC, World Customs Organisation (WCO), and UPU. The transversal is chaired by David Pilkington who is Director of International and Customs Policy at the Royal Mail Group. The chairs of the different working groups assist him. Recent structural changes have aligned the work of these groups to provide a robust environment to meet security and customs challenges. This includes PostEurop's crisis network and SAFEPOST. The transversal also initiates actions, carries out communication, and undertakes activities on security and customs with the support of other PostEurop groups. A key initiative has been the implementation of the SAFEPOST project and the realisation of the benefits this unique platform provides.



*"Customs will be one of the major challenges in the next few years. Members of PostEurop must be prepared to meet new standards and requirements, including electronic pre-advice for cross-border shipments. There are now several competing legislative changes which the postal sector needs to address and shape in the coming years."*

Reinhard Fischer  
Deutsche Post DHL



*"The postal sector has a unique and valued role in connecting people and businesses. It provides a network which links the world and has a specific role in supporting the development of trade. The world is moving faster and consumer requirements are changing rapidly as a result. The increase in globalised trade also plays a key role in the interconnectivity of the world's population. Postal parcels and packets are an evolving market, one that is sensitive to consumer needs and driven by data. We recognise that postal operators are ideally situated to facilitate this new reality. But at the same time, we need to improve our systems and interact with other stakeholders better. As trusted partners, postal operators must build their ability to provide border control and other security using tools and data to realise 'frictionless customs'."*

David Pilkington  
Royal Mail Group

## 2017 represents start of change for customs issues

2017 is a pivotal year for postal operators in terms of legislative changes. These include the Union Customs Code (UCC) and the development of an Electronic Advanced Data (EAD) solution. The EAD solution was proposed at the 26th UPU Congress held in October 2016.

The Customs Working Group, chaired by Reinhard Fischer of Deutsche Post DHL, is responsible for dealing with these challenges. The Group assists PostEurop's members to adapt to the challenge of meeting new customs requirements.

The UCC will require postal operators to provide data for both aviation security and customs fiscal clearance. The Group has also been evaluating the effect of new regulatory proposals such as VAT modernisation and the demands of the new Import Control

System 2.0 (ISC2). It is critically important that European postal operators engage with the European Commission and other international institutions on these issues. This will allow PostEurop members to collaborate, influence, and better comply with the new regulations.

PostEurop continues to monitor the impact of the proposals within the Delegated Acts and the Implementing Acts of the new UCC. Some conflict with universal postal service obligations and may jeopardise the future of the postal sector and the wider economy. PostEurop is ready and willing to engage in a constructive dialogue with the European Commission and other concerned stakeholders. Our goal is to amend the acts before they can jeopardise virtual trade and its customers.

## 4. POSTEUROP'S RECENT ACTIVITIES

### A new focus on security

Postal operators are among the most trusted and valued service providers across Europe. They operate an open access channel which links an estimated 800 million people through diverse businesses which provide postal, courier, and financial services.

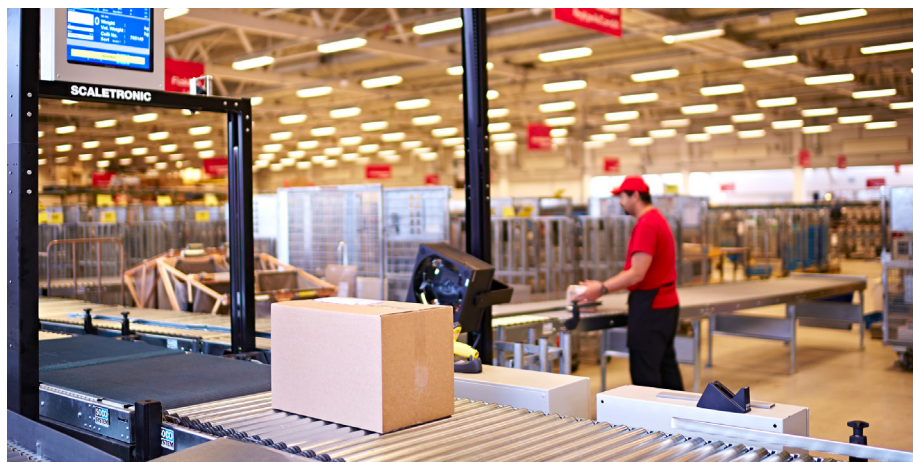
Postal operators engage in millions of transactions daily. It is critically important that we protect our data, our people, and the communities we serve. We have unique role in ensuring that mail and parcels cross the globe safely and securely.

The new focus for PostEurop's Security Group will be to ensure our international hubs meet global standards for physical security. The Group will also focus on raising member awareness so that action can be taken to mitigate risks. A key area of work will be on securing IT infrastructure to enhance the security of data handling and combat cybercrime threats.

### Being prepared

The Crisis Management Working Group operates under the same umbrella as the Security Group as the two issues are closely entwined. The focus for the Crisis Management Group is to ensure members have plans in place to deal with emerging threats swiftly and decisively. The Group's objective is to provide a knowledge platform for the postal sector which will enable it to mitigate potential impacts and sustain the postal network.

The overall aim is to make the postal network more resilient to crisis situations and disasters. The Group will review the potential of different crises situations to disrupt service delivery. It will coordinate with the Security and other stakeholder groups to identify issues and possible impacts across the postal sector.



*"A well-balanced, flexible, and consistent communication strategy has helped us realise a series of objectives. We have managed to build our credibility and change some stakeholder perceptions. This work will prepare the association for the new challenges which are on the horizon."*

Cynthia Wee-Neumann  
Communications Manager, PostEurop

## COMMUNICATIONS

**PostEurop's communication strategy is to respond to the needs of members. Driven by the PostEurop Communications Manager, the strategy aims to further strengthen the image of the postal sector, increase awareness of issues, and ensure consistency and value for members.**

### Communication an important part of the process

Working with experts from various PostEurop working groups on key areas has convinced members that there is value in ensuring that communication is part of their strategy and plan.

In 2015 and 2016, the PostEurop communications team has been directly involved in areas such as regulatory affairs, CSR, operations, and market development. Campaigns included Keep Me Posted EU which gained significant momentum in a very short period. The Deliver4Europe campaign is currently underway as discussions on cross-border parcel delivery heighten.

### Regular and effective communication

In addition to the printed *PostEuropNews*, a monthly electronic newsletter called *PostEurop Snapshots* was launched in March 2015. As the name suggest, *Snapshots* presents members with the latest news and recent happenings. It draws content from PostEurop's website and blogs. A 'push' communication tool, *Snapshots* brings readers quickly up to speed. The frequency of the e-newsletter changes based on the level of activity at PostEurop.

As *Snapshots* gained momentum with members and stakeholders, *PostEuropNews* underwent a quiet redesign. It has emerged with more in-depth articles and serves as a biannual magazine.

*"I continue to love your newsletter. It's so fresh, informative and accessible."*

Paul Donohoe  
UPU E-Business Programme Manager



## Another perspective

In addition to the biannual PostEuropNews, PostEurop also produces printed association and postal industry leaflets aimed at internal and external stakeholders. These leaflets give members an additional tool to present PostEurop and the postal industry. As well as fostering a better understanding of PostEurop's role, the publications stimulate interest in the industry amongst stakeholders.



## Strides in social media

Social media is a budding and interesting area for communicators in the infamous 'Brussels bubble'. PostEurop continues to monitor trends in social media in relation to our communication strategy. We are also looking at ways we can use it to target stakeholders such as policy makers and EU media. The use of mobile technology has fuelled its growth.

Kellen's annual 'Social Media Impact Study for Associations' has confirmed that Twitter is the most widely used media platform by European associations. It is followed by LinkedIn and Facebook. More and

more associations are improving their social media tools and resources. Most have at least one paid internal staff member who manages the organisation's social media presence.

Over the past few years, PostEurop has been building its presence on Twitter, LinkedIn, and Facebook. Social media is also increasingly important for external initiatives such as the Deliver4Europe, EUROPA, and Keep Me Posted EU campaigns. Social media allows us to convey and promote the postal sector's key messages directly to our stakeholders.

*"Although social media is growing in importance, it will not replace traditional media tools. PostEurop takes an integrated approach to both online and printed communication. Over the years we have seen an increase in the association's presence, and this helps us participate in important conversations affecting the postal industry."*

Cynthia Wee-Neumann  
Communications Manager, PostEurop

## INTELLIGENCE

A technical revision of the Intelligence Network workflow was presented and approved at the Cyprus Plenary Assembly in October 2015. The main objective of the revision was to improve the service PostEurop provides to members. The work was carried out by a diligent, ad-hoc group composed of members from Austria, Croatia, Denmark, Estonia, France, Germany, Italy, the Netherlands, Romania, Russia, Slovenia, and Sweden.

The Intelligence Network is a platform for the exchange of best practices. It fully observes PostEurop's strict compliance policy. Thirty-four members are now actively participating in the new Intelligence Network. The changes have led to an enhanced response rate and improved database.



*"Let us not forget that customers rely on the postal sector to deliver their items quickly and safely. Therefore, the value of a project such as SAFEPOST is understandable. Safety becomes part of our overall reputation and postal operators understand that our credibility depends on that."*

Botond Szebeny  
Secretary General of PostEurop

## Flexibility and continuous improvement

The PostEurop website has undergone several improvements over the past few years. New features have been added to enhance the tool and allow visitors to get to the information they need quickly.

We conducted a follow-up online survey to gather feedback and suggestions which will help us to develop the website in-line with stakeholder expectations.

## POSTEUROP PROJECTS

PostEurop runs and supports various projects, many of which are financed by the European Commission and the Universal Postal Union (UPU). These projects promote cooperation and innovation between members in areas that include operations, the environment, quality of service, regulatory affairs (European Union Acquis Communautaire), human resources, the postal market, and social impact. The following pages detail just some of our ongoing projects.

### LEONARDO DA VINCI PROGRAMME

#### "Training partnership for Stress Management in the Postal Sector Project"

**P**ostEurop's Training Working Group and Health Working Group jointly applied for the 'Training Partnership for Stress Management in the Postal Sector' project under the European Commission's Leonardo da Vinci programme. The two-year project is funded by the Commission's Leonardo da Vinci programme for Life Long Learning.

The project has helped the postal sector and our partners to identify occupational stress factors, detect risks and training needs, share best practices, identify training solutions, and to strengthen resources so they can cope with and manage change.

Through this project, PostEurop has been able to share best practices on stress management training with members and external European stakeholders. These include the European Commission, civil society, European institutions, social partners, and health and training organisations.

The project is coordinated by Le Groupe La Poste and partners include: PostEurop; Hellenic Post S.A.; KEK-ELTA; and Swiss Post. There are also several observers including: DPDHL; InoSalus; PostNord; Hrvatska Posta; Posta Romana; Bulgarian Posts; Cyprus Post; and Turkish PTT.



The first meeting of the project team was held in France in March 2014. The second took place in Greece in October 2014, while the third was held in Switzerland in January 2015. The final conference was held in France in May 2015 with a high level of participation.

The main objectives were achieved and the project led PostEurop to become an official partner of the 'Healthy Workplaces Manage Stress' campaign from 2014 to 2015. The campaign was organised by the European Agency for Safety and health at Work (EU-OSHA). The partnership also gave PostEurop the opportunity to join an international network of world-leading organisations who share the same commitment and ideas on stress management.



*"The project was a great success and the results were shared among participating project partners, members, EU-OSHA, and external European stakeholders."*

Antonino Scribellito  
PostEurop



Lifelong Learning Programme

## ERASMUS+ PROGRAMME

**A**s part of PostEurop's CSR activities, the Training Working Group applied for the European Commission's Erasmus+ 'INNOV'AGE in the Postal Sector' project. The Project was recently approved by the European Commission and will run for three years from 2016.

'INNOV'AGE in the Postal Sector' is coordinated by La Poste. Partners include: PostEurop; Bulgarian Posts; Posta Romana; Poste Italiane; the University of Bordeaux; Hellenic Post; KEK-ELTA; Cyprus Post; and InoSalus.

The project aims to develop an innovative training prototype which promotes intergenerational diversity within the postal sector. Research will be carried out during the project to determine the level of intergenerational diversity within the postal sector and to identify a management model that leads to efficiency and innovation within the organisation. The project will deal with age-management issues in the postal sector by creating an innovative training prototype which validates the importance of intergenerational teams.



*"Training is a key to managing change within an organisation. It's particularly important for organisations who are looking to develop customer orientation, adapting to the digital economy, and providing services which facilitate innovation within companies. It is also a great opportunity to share knowledge between generations within Europe. It will also combine cultures and companies under a common framework in a sector that represents two million workers."*

**Antonino Scribellito**  
Project Manager, PostEurop

The project is motivated by the need to adapt the skills of the workforce. This is necessary because of regulatory changes designed to liberalise the EU postal market. These changes will increase competition between postal operators and allow new players such as Amazon to enter the parcel market. Until now the postal sector has concentrated on training staff on new models, services, and products to keep employees and train new hires.

The project is expected to:

- > Develop the employability of all staff regardless of age
- > Validate the importance of intergenerational teams and make them more efficient
- > Promote innovation in the participating companies
- > Facilitate and stimulate innovation within the partner companies on age management.

The INNOV'AGE Project kick-off meeting took place from 5 to 7 December 2016 in Brussels (Belgium). The goal of this meeting was to develop and plan the future activities of the project team.



**POSTEUROP**  
YOUR LINK TO POSTAL EXPERTISE





### Mobilising social partners in a new context

In June 2016, PostEurop completed a project titled 'Mobilising Social Partners in a New Context'. Funded by a grant from the European Commission's Employment, Social Affairs and Inclusion DG, the project allowed PostEurop's Corporate Social Responsibility Activities circle (CSR-C) to explore the relationship between collective agreements and change management. The Mobilisation project was a follow-up to an earlier project titled 'Developing a Quality Postal Service in Digital Age'.

The new project enabled the partners to do a deeper study of collective agreements which support change management at the national level. At the same time, it provided participants with a better understanding of the key new activities which have been developed by postal operators. This subject was touched on in the earlier project.

In November 2015, 60 participants from 20 countries attended a training seminar on e-commerce and new services, important areas for the postal sector. A consultant from ECORYS with broad experience in the sector led the event. The seminar heard from high-level speakers from PostEurop, UNI, and the European Commission's DG Growth.

The final conference was organised from 24 to 25 May 2016 in Bucharest (Romania) and was supported by local social partners. The choice of an Eastern European country was deliberate. Attended by 52 participants from 18 countries, the final conference included representatives from both postal operators and trade unions. The objective of the meeting was to present the results of the Collective Labour Agreements analysis which has been signed by 16 selected European postal operators to support their change management practices.

The target group was the social partners in all 28 EU Member States. Based on the consultant's initial analysis, the conference was organised around seven sessions:

1. Main social evolutions in the postal sector
2. Employment
3. Wage policies
4. Work organisation
5. External and internal mobility
6. Career planning and training
7. Searching for a new social and economic equilibrium.

The ECORYS consultant presented common elements as an introduction to each session. These were further illustrated by cases studies presented by postal operators and trade unions. The meeting enabled the project's findings to be shared widely. It also provided an opportunity for a constructive discussion between the European social partners. Topics covered in these discussions included the social transformation strategies of European postal operators and the role of social dialogue to support the change process.

The final project booklet was published in three languages (English, French and German) to ensure the widest distribution possible. The booklet includes the main learnings from the project (as drafted by the social partners) and a detailed report drafted by ECORYS. The ECORYS report provides key elements on the social transformation levers used by postal companies and a transversal analysis of the main social evolutions in the sector.

The project overall gave the European social partners tools which will help them to better understand the evolution of the sector and identify future developments.



## SAFEPOST Project

**S**AFEPOST (Reuse and Development of Security Knowledge Assets for International Postal Supply Chains) ran from April 2012 to July 2016 in accordance with the EC's Research and Innovation funding programme (FP7).

SAFEPOST provided a highly innovative solution for postal security which:

- > Assists stakeholders involved in postal services to achieve enhanced security without cost penalties
- > Facilitates the sustainable development of increased postal security across Europe.

Starting from the perspective of the postal operators, the project used a cost-benefit analysis to identify the main security gaps. It also described the security measures needed to maintain or augment the efficient and secure operation of these posts. This enabled the project to develop generic postal security models which have been integrated into a Postal Security Target Operating Model.

Thanks to the work of this project, postal operators, customs, and other relevant actors now understand how they can securely exchange information. The information covers both security and the optimisation of postal flows.

To support the implementation of the Postal Security Target Operating Model, a Postal Security Platform has been developed. The Platform specifically supports work packages 3 and 4, and provides a Common Postal Security Space. A future goal is to use this Space to create a global postal security standard and system for information sharing.

One of the most important elements of SAFEPOST were the live demonstration meetings. The first demonstration meeting took place in Reykjavik (Iceland) on 20 May 2015. During the demonstration, the project team did a deep analysis of the flow of postal items through D-Tube to find areas for improvement.

The second live demonstration meeting was held in a Correos sorting centre on 11 June 2015 in Zaragoza (Spain). There was a high level of participation from the DG Home Affairs, DG TAXUD, PostEurop members, external supply chain stakeholders, customs authorities, and SAFEPOST consortium partners. This demonstration illustrated the improvements made since the Iceland meeting.

The third live demonstration meeting was hosted by Hellenic Post and took place in Athens (Greece). Again, there was a high level of participation from PostEurop members, customs authorities, law enforcement agencies, UPU, and several stakeholders.

The exploitation plan and dissemination phases were conducted in co-operation with UPU and the Postal Union of the Americas, Spain, and Portugal (PUASP) – a UPU Restricted Union. PUASP is an intergovernmental organisation, based in Montevideo (Uruguay). Its members are the postal authorities of 28 states.

PUASP had been running a Postal Security Programme similar to SAFEPOST in South America. Through their involvement in SAFEPOST, PUASP showed keen interest to create a link between Europe and South America. The UN-UPU Postal Security Group has asked for a presentation of the EU's research and development efforts related to the security of the postal supply chain at the next PUASP plenary.

The aim of SAFEPOST was to enlarge the implementation process, and to involve a growing number of postal operators and postal supply chain security stakeholders. Following the guidelines of the SAFEPOST project, several postal security forums have been organised.



## 4. POSTEUROP'S RECENT ACTIVITIES

The Security Forum provided an opportunity to gather PostEurop members and postal supply chain stakeholders on one platform to discuss postal supply chain security and to improve collaboration between customs and postal operators. During the PostEurop security forum meetings, stakeholders were informed about the latest SAFEPOST updates and developments.

Participants in the PostEurop security forum meetings played a major role in the success of the forums and the project. They provided constant feedback, and raised topics which would help them tackle current and future postal issues. Participants also encouraged robust cooperation among the postal operators and customs authorities.

During each PostEurop Security Forum the progress of the project was shown and updated results were disseminated to a large audience. Several other dissemination activities were carried out to ensure the entire postal community was aware of SAFEPOST.

The following PostEurop Security Forums took place:

- > PostEurop Security Forum/SAFEPOST Project WG Meeting:  
**6 June 2013, Brussels, Belgium**
- > PostEurop Security Forum Meeting:  
**28 November 2013, Vilnius, Lithuania**
- > PostEurop Security Forum Meeting:  
**12 November 2015, Bucharest, Romania**
- > PostEurop Security & Customs Forum Meeting:  
**27 January 2016, Athens, Greece**
- > PostEurop Security & Customs Forum Meeting:  
**26-27 May 2016, Rome, Italy**

The SAFEPOST project concluded with the final conference which was held on 5 and 6 July 2016 in Madrid (Spain). This conference was chaired by Antonino Scribellito, SAFEPOST Project Coordinator, with the high-level participation of Dr Javier Cuesta, CEO of Correos and Botond Szebeny, Secretary General of PostEurop. Sixty participants attended including 14 PostEurop members.

During the final conference, the SAFEPOST project partners, postal security and customs supply chain stakeholders, and PostEurop members presented the work of the project. This meeting also provided an opportunity to discuss the requirements of a second SAFEPOST project and to define the next steps.

The results of the SAFEPOST project will have a strategic impact in the following areas:

- > Improving the EU's awareness and coordination of activities within and between EU member states in the fields of postal security and supply chain security.
- > Linking EU projects from DG MOVE, DG TAXUD, DG JLS, DG ENTR, and national efforts, to exploit synergies and create a coordinated approach to security throughout the entire supply chain.
- > Encouraging all European post offices and related authorities to assume responsibility for securing their own processes within a European-wide cooperative distributed model.
- > Creating transparency on the enforcement of postal security measures and providing benchmarks.



[WWW.SAFEPOSTPROJECT.EU](http://WWW.SAFEPOSTPROJECT.EU)



## PostEurop Neighbourhood Programme (PNP)

**T**he PostEurop Neighbourhood Programme (PNP) is a wider concept of ACCORD II and the PostEurop Members beneficiaries are South Eastern Europe (SEE) and Eastern Europe Countries. This programme fits in the PostEurop strategy and it will support the transversal pillar Best Practice - Wider Europe.

The main objective of PNP would be the mutual interest of the European Postal Operators and their neighbours in promoting:

- > Operations and Quality of Service improvement
- > Accounting and Terminal Dues
- > Customs
- > Security and stability in line with the European Security Strategy
- > Deeper cooperation in the fields of Postal Regulatory Affairs, Postal Social Affairs, Postal Operational Affairs and Postal Market Affairs according to members needs

The programme is linked to the UPU regional Development Plan 2013-2016 through the implementation of several UPU-PostEurop Projects as follows:

### **1. UPU PostEurop project "Quality of Service and Supply chain improvement – an integrated regional approach – Process Reviews (PR) and Process Assessment (PA) – Regional Commonwealth in the field of Communication countries (RCC)**

UPU support for conducting, pilot implementation/testing of PostEurop's Process Reviews (PR) and Process Assessment (PA) methodology in several Europe and CIS countries is of high importance and worth highlighting.

For the Postal operators in the region, quality remains an absolute priority, as confirmed by Regional Commonwealth in the



field of Communications (RCC) and PostEurop during the regional prioritisation process. Strengthening the quality of service capacity allows for improvements to the overall quality of postal services and to operations along the entire supply chain.

The basic principles of the UPU-PostEurop project are to ensure a broad geographical coverage, a high degree of integration and the most joint resources allocation to this large-scale project. The implementation strategy takes into account the effectiveness of the audit missions conducted within the framework of some Process Reviews and Process Assessments methodology in Georgia; Armenia; Kazakhstan; Tajikistan; Azerbaijan etc. (provided by PostEurop) and other operational expert missions activities aimed to improve operations at the national level.

Several activities took place in 2015-2016 which are as follows:

- > Process Assessment mission in Azerbaijan in 2016
- > Process Review mission in Tashkent (Uzbekistan) in March 2015
- > Process Assessment mission in Tashkent (Uzbekistan) in 2016

## 4. POSTEUROP'S RECENT ACTIVITIES

### 2. UPU PostEurop project "Quality of Service and Supply chain improvement – an integrated regional approach - SEE countries

The objectives of this project, based on the regional Quality of Service (for letter post, parcels, and express mail service) improvement approach, are to assist/support the participating countries and their designated operators in:

- > Developing end-to-end performance;
- > Improving the existing methodologies and supporting the implementation of up-to-date technology, measurement systems and other quality of service improvement tools;
- > Enhancing quality of service competence;
- > Promoting the reliability and sustainability of the regional postal network;
- > Sharing best practices among countries in the region

Activities:

- > Start-up quality of service and supply chain (QSSC) improvement in countries of Europe and the Commonwealth of Independent States (CIS) – QSSC follow-up workshop for Southern Eastern Europe (SEE) countries was held in Podgorica, Montenegro on 10-11 March 2015



**"The Project's basic structuring principles**  
are to ensure broad geographical coverage, a high degree of integration and allocation of most of the joint resources to this large-scale project. Improving the existing methodologies and supporting the implementation of up-to-date technology measurement systems and other quality of service improvement tools must be kept on high priority."

Antonino Scribellito  
Project Manager, PostEurop

- > Quality of service and supply chain improvement in countries of Europe and the CIS – project closing final workshop – UPU headquarters in Berne, Switzerland, 30-31 March 2016

The Project methodology takes into account a coherent and integrated way all activities which is aimed at improving the quality of service in the designated postal operators of the region, improve the methodology and support the implementation of up-to-date technology, measurement system and other quality of service tools in the participating countries; enhance supply chain and quality of service competence, promote the reliability and sustainability of the postal network and global performance in this area. It emphasises the need for close interaction between the UPU and PostEurop members involved in the project committed to achieving the quality objective.

### 3. UPU PostEurop project "Quality of Service and Supply chain improvement Project in Europe and CIS Region - RCC

This strategic project aims to group together all the UPU and PostEurop initiatives on the improvement to the quality of postal services in the South Eastern Europe (SEE) countries by means of a wide-ranging action programme based on the integration of the following modules:

- > Module 1: Development of the UPU regional approach to quality of service implement (12 countries in the SEE group)
- > Module 2: Process Review and Process Assessment Missions (provided by PostEurop)
- > Module 3: Sharing the best practices in QoS area within several joint thematic seminars (RCC and PostEurop)

The project progressed by promoting the reliability and sustainability of the regional postal network and in this regard several events were organised.

- > 2nd follow-up workshop on QSSC improvement for CIS countries was held in Bishkek, Kyrgyzstan on 31 March 2015 and 1 April 2015
- > UPU/PostEurop technical assistance QoS follow-up audit mission to Bishkek (Kirgizstan) from 28 November to 1 December 2015

The quality efficiency and reliability of the global postal supply chain encompasses the various processes that must be performed to convey a postal item from the sender to the addressee. This means getting an item securely from origin to destination as speedily as possible, with seamless and transparent coordination between all stakeholders concerned.

#### 4. UPU - PostEurop project “Accounting and Terminal Dues improvement in Europe and CIS countries Project”

The aim of the project was to improve remuneration for inbound letter-post items, statistical sampling for inbound mail and ideally the same for outbound mail as well as for improving the accounting process.

The project provided an opportunity for a joint UPU/PostEurop/RCC two-day seminar workshop in order to assist the participating countries to acquire a good knowledge/understanding of the UPU provisions with regard to remuneration and help them to implement the operational and accounting requirements relating to the format separation of mails. The seminar took place for the designated operators of Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Russian Federation, Serbia, Tajikistan, the Former Yugoslav Republic of Macedonia, Turkey, Turkmenistan, Ukraine and Uzbekistan.



*“The Project helped to expand business by supporting the region's Designated Operators (DoS) to develop and implement appropriate products enabling efficient involvement in domestic and international e-commerce on the basis of standards set by the UPU.”*

Antonino Scribellito  
Project Manager, PostEurop

Within the framework of a joint action, the UPU's Development Cooperation Directorate (DCDEV) worked in close cooperation with the Economic and Regulatory Affairs Directorate, PostEurop and the RCC Executive committee to ensure that the project goals are achieved. The joint UPU / PostEurop workshop for PostEurop and RCC Members aimed at accounting and terminal dues improvement was held in Jurmala, Latvia on 26-27 August 2014. An international workshop on key account management was held in Astana, Kazakhstan, on 6-7 October 2015.

#### 5. E-Commerce and export of good development in Europe and CIS countries project

Within the framework of the UPU regional priorities for 2013-2016, the countries of the Europe and CIS region agreed that one of the high-level priority areas of development cooperation for the new cycle should involve actions aimed at facilitating and promoting the development of international e-commerce.





#### 4. POSTEUROP'S RECENT ACTIVITIES

The Project also assisted countries in harmonising the existing UPU letter-post and parcel-post services in line with market and customer requirements; facilitated trade and access to international markets for the region's micro, small and medium enterprises (MSMEs). This has been achieved by introducing simplified channels for the export of good through the postal network and improving the overall compatibility of the regional postal supply chain with e-commerce”.

There were several important meetings and events held .

- > First Regional Forum for Europe and CIS countries “Postal sector and opportunities in facilitating e-commerce and MSME business development” was held in Moscow, Russia on 18-19 November 2014. The meeting was attended by 88 participants. 3 PostEurop Management Board Members, 12 countries (7 PostEurop members), 5 UN organisations, 3 Regional Unions, 3 Russian Ministries (Deputy Minister of Telecom and Mass Communications), 4 Distance-selling organisations were present.
- > Two documents between RCC and PostEurop were signed during the First Regional Forum meeting held in Moscow, Russia (Memorandum of Understanding and Joint Declaration between UPU, RCC and PostEurop).
- > E-Commerce regional workshop held from 22-24 June 2016 in Moscow, Russia.

The activities in this area focused on supporting the development of electronic postal networks, and in particular e-commerce in the countries of the region, with the aim of overcoming the existing gaps (postal divide) in the implementation of digital technologies and achieving compliance within the framework of the three-dimensional postal network. This has been obtained by aligning its physical, electronic and financial dimensions, which are seen as crucial for the sector's survival.



# 5 POSTEUROP'S ORGANISATION

## Management Board



**Jean-Paul Forceville**  
Le Groupe La Poste  
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*Chairman of the Board*



**Kristin Bergum\*\***  
Posten Norge  
Norway



**Marjan Osvald**  
Pošta Slovenije  
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Deutsche Post AG  
Germany



**Olga Zhitnikova**  
State Enterprise Russian Post  
Russian Federation

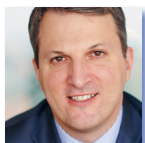


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\* For the 2014-2016 cycle

\*\* For the 2017-2019 cycle

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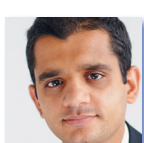
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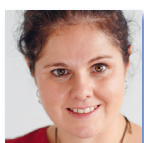
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# PostEurop Organisational Structure

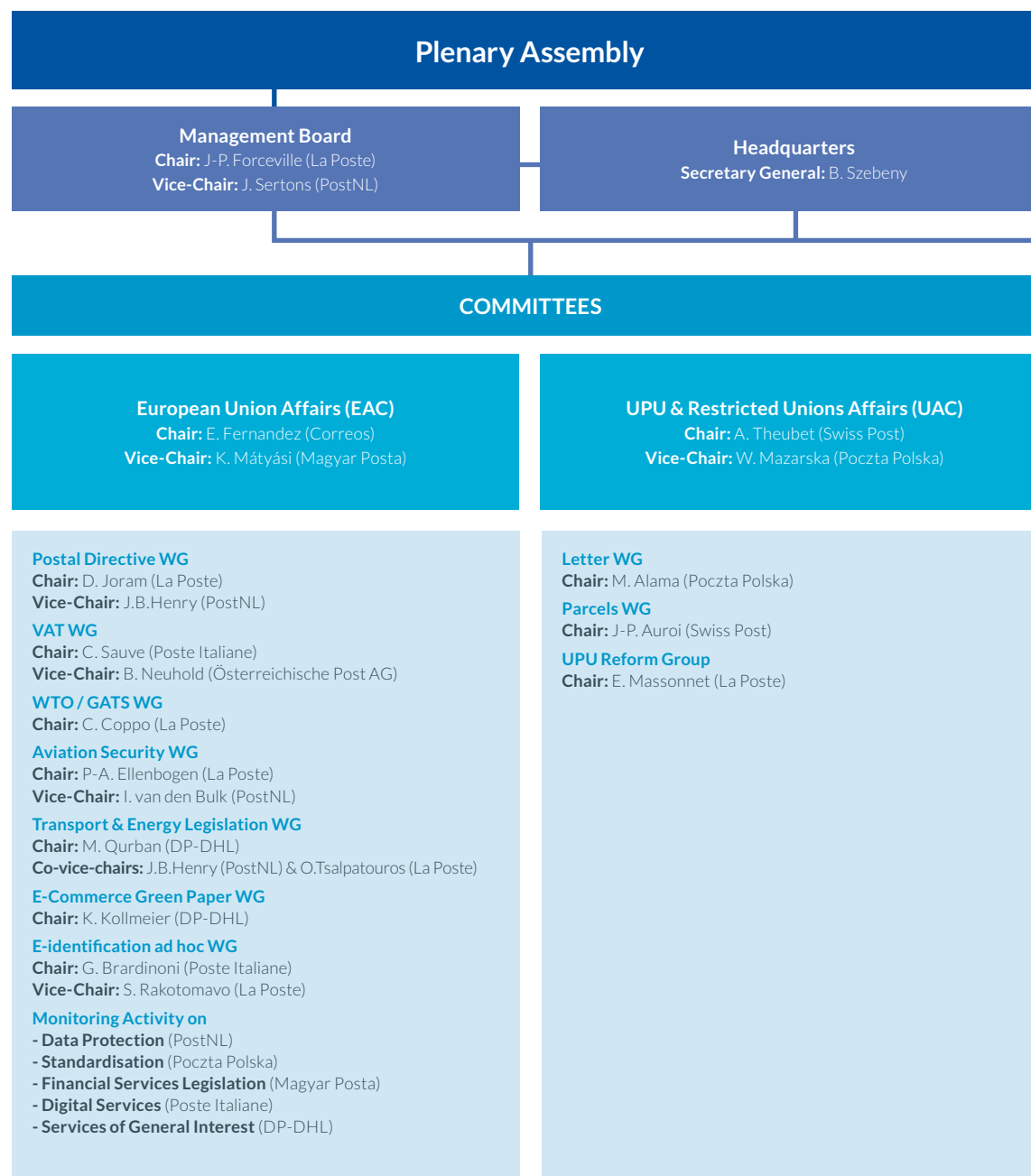
7 Committees, Circles, and Transversals  
26 Working Groups

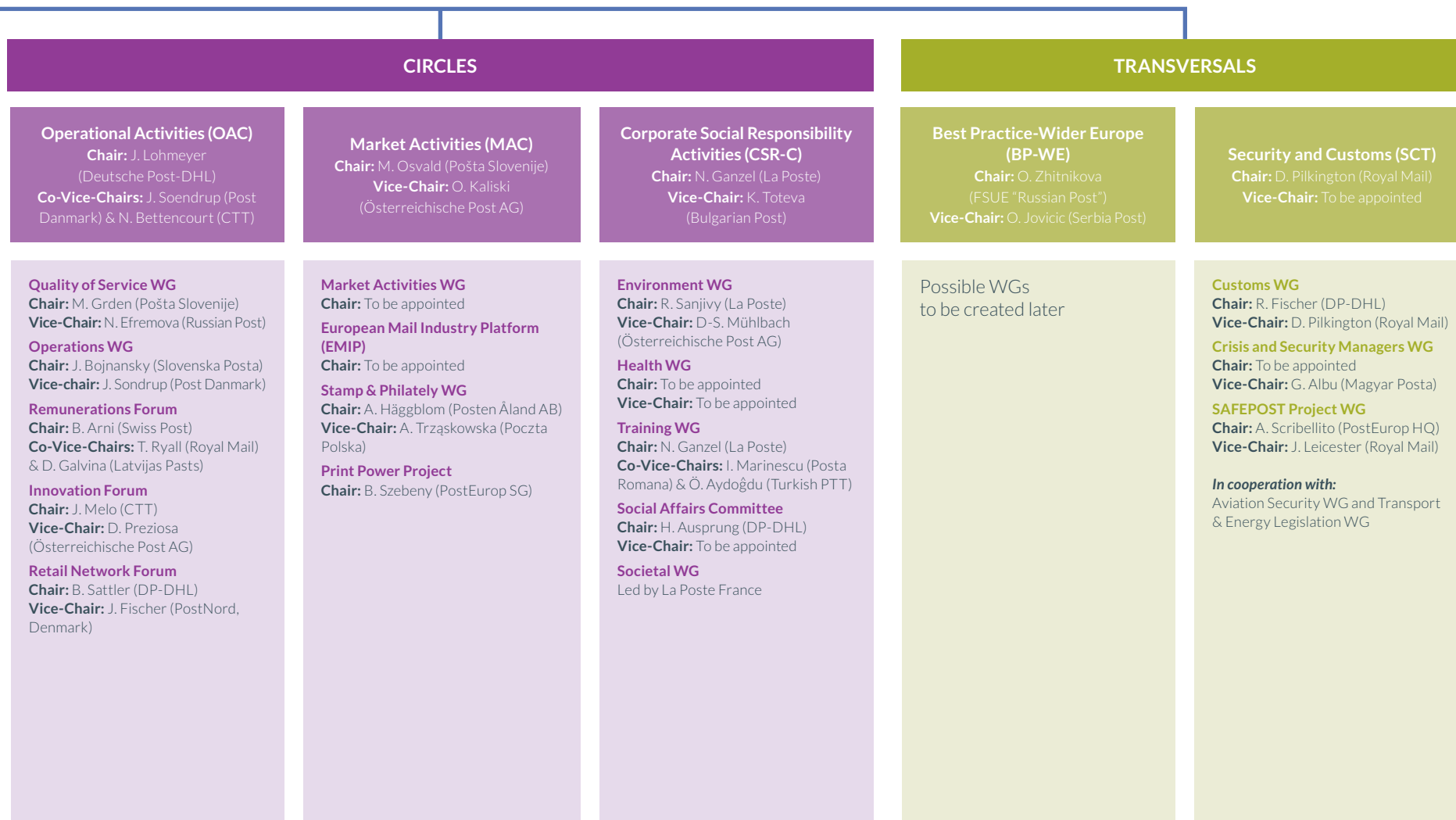
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This organisational structure is based on  
the PostEurop Strategy.



[www.posteurop.org/StructureAndOrganisation](http://www.posteurop.org/StructureAndOrganisation)





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POSTEUROP is the association which represents European public postal operators. It is committed to supporting and developing a sustainable European postal communication market accessible to all customers and ensuring a modern and affordable universal service. Our Members represent 2 million employees across Europe and deliver to 800 million customers daily through over 175,000 counters.

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