



INSIDE PostEurop

Issued in 2014

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1 INTRODUCING POSTEUROP

What is PostEurop?

PostEurop is the trade association that has been representing European public postal operators since 1993. PostEurop unites its members and promotes greater cooperation, sustainable growth and continuous innovation.

It is also an officially recognised Restricted Union of the Universal Postal Union (UPU). It is governed by a Management Board, which is responsible for supervising and monitoring the implementation of the Association's strategy at operational level.

The Postal Sector Contributing to the European Economy

The European Postal industry is a key contributor to the European economy.

Today, Postal Services handle about **135 billion items** including an estimated **72 billion letters** and **4 billion parcels** across Europe, reflecting a **turnover of more than €150 billion** or about **1% of the national GDPs**.

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**.

PostEurop is your link to postal expertise !

2 FOREWORDS

Foreword from the Chairman

2013 was a special year for PostEurop and especially for the Management Board as we celebrated the 20th Anniversary of our member-driven Association. This occasion allowed Members to reflect on the journey we have made together and more importantly, the community we have built. The presence of past and current Members as well as key stakeholders, who have contributed significantly to the development of PostEurop, during a special celebration in September 2013, was in itself a testimony of the strength of our community.

However, the work has to be continued as we face many growing challenges of this industry together. We know that the way our society communicates is changing rapidly during a time when the internet is booming and mobile technology gives

a boost to the growth of electronic communications. We must not forget that it is during these times that proximity, trust and reliability are incredible assets of postal brands. We do keep in mind as well that we are the postal universal providers. As postal operators continue to evolve and adapt successfully to these new changes, we will continue to learn from these new experiences. The ongoing e-commerce developments are a proof of the adaptability of the postal sector in Europe.

Having said that, the next few years are crucial as PostEurop takes-on a driving role to influence our stakeholders, legislations as well as learn from each other. I am confident that we can tackle many more challenges on our way and be in a better position to anticipate new ones.



Jean-Paul Forceville
Chairman of the Management Board

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'P' followed by a horizontal line.

Message from the Secretary General

The Association is only as strong as its Members and at PostEurop it is refreshing to see the activities thriving during the course of the last two years. This issue of Inside PostEurop provides us with updated highlights of all the activities within the Association.

A key activity I would like to touch upon would be the industry commitment to EU Commissioner Barnier during our 20th Anniversary celebration, which was confirmed to him also in September 2014. These were pivotal moments for us in which concrete actions were identified to ensure that postal operators take agreed-upon steps to further enable a growing e-commerce economy. We continue to play a crucial role in this by successfully maintaining regular dialogue with the European Commission and through enabling the commitment of the widest

number of PostEurop members from the EU. We also look to contribute to the progress in the wider European postal industry.

On the PostEurop headquarters front, the team continues to support and align with member activities to further add-value to the association through active involvement and driving various initiatives. An association survey was conducted for the first time in the first half of this year and we were delighted to have a high response rate from 50 members.

We were even more delighted to see the positive response and encouraging remarks from our Members. More importantly their thoughts on how we can continue to improve so that we can serve in the best way our lively community.



Botond Szebeny
Secretary General

A handwritten signature in black ink, appearing to read 'Botond Szebeny'.



3 POSTEUROP'S MISSION, VISION AND STRATEGY

Together towards a common goal

The postal sector faces fundamental changes, both within the working environment and to its very identity. The overarching development facing our industry is the reduction of letter mail volumes, a universal phenomenon causing postal operators to find new business models, better target and differentiate their service offerings and demonstrate very high-level quality standards.

3. POSTEUROP MISSION

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.

THE VISION

- > PostEurop is the link to postal expertise.
- > As a member-driven association, through interaction and co-operation, PostEurop supports its members in navigating the evolving market and promotes their interests to all relevant stakeholders.



MISSION

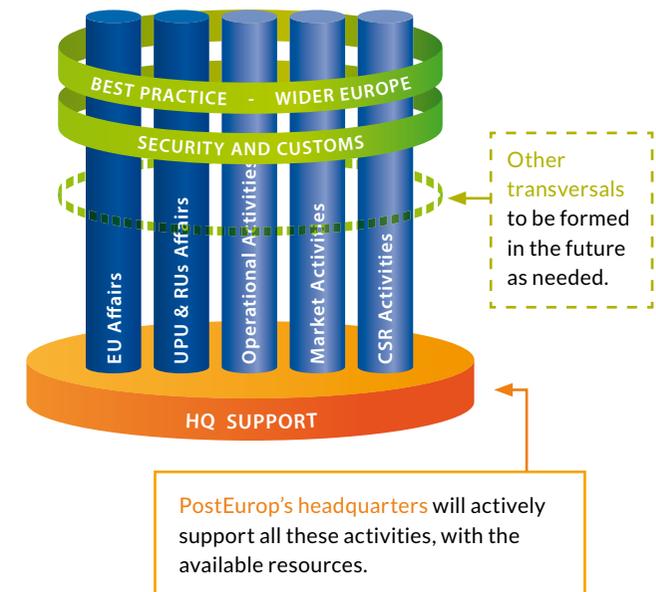
- > PostEurop brings added-value to its Members by functioning as an exchange for co-operation, communication and innovation, and by providing solutions to common challenges facing the postal industry.
- > PostEurop provides members with interconnectivity, common development initiatives and the opportunity to share best practices; we also help facilitate dialogue within the industry and provide customised support for members as needed, taking into account the needs of a wide range of stakeholders and the multiple aspects of sustainable development. PostEurop aims to be an influential player on the industry's behalf within the postal regulatory environment.
- > PostEurop is a Restricted Union of the Universal Postal Union (UPU) and aims to influence dialogue related to UPU matters.
- > PostEurop represents and supports its members' relationships with external stakeholders where relevant and appropriate.

THE STRATEGY

PostEurop plays a leading role in shaping the future for the overall postal communications and fulfilment markets. Therefore, PostEurop should – as appropriate – develop activities and continue to provide added-value on relevant issues for its members. These activities relate to shaping the regulatory framework, driving continuous quality of service and improving efficiency, responding to the changing market environment, and enhancing sustainable development of postal activities including green, social, and societal issues.

ORGANISATIONAL FRAMEWORK UNDERPINNING THE STRATEGY

The overall organisational framework supports the association's strategy, reflecting its priorities and focus. The main activities are represented in the following diagram:





4 RECENT ACTIVITIES AT POSTEUROP

Association Milestones 2013-2014

PostEurop and its members consist of a governing management board, 34 committees, circles, transversals and working groups, all working towards the long-term goal of sustainable development for the postal sector. The recent activities of PostEurop are based on the PostEurop Strategy.

4. POSTEUROP'S RECENT ACTIVITIES

2013



The Association celebrates its 20th Anniversary



In January 2013, PostEurop's headquarters moved to its new premises which provides better meeting facilities and is located in an accessible location.



PostEurop Member CEOs welcomed the comprehensive and compelling actions taken by the Commission to promote e-commerce in Europe. PostEurop continues the frequent dialogue with the Commission and amongst its members.



'Congratulations for gathering such an impressive number of postal decision-makers at the Forum'

Ireneusz Piecuch
Vice-President of the Management Board, Poczta Polska

JAN

2013
CEO Forum

Bringing the Postal Community Closer !

More than forty top postal executives welcomed Mr. Michel Barnier, European Commissioner for Internal Market & Services as keynote speaker. In his speech, the Commissioner stressed the importance of e-commerce for the growth of the EU economy and its relevance for postal and delivery operators.



'I applaud the postal sector's contribution as interlocutor to the European debate, inspiring your teams to help improve daily the services provided to European enterprises and citizens.'

Michel Barnier
European Commissioner for Internal Market & Services



A memorandum of understanding was signed between IPC and PostEurop, to further develop the co-operation between the two organisations on e-commerce based on IPC's e-Commerce Interconnect Programme (eCIP) framework.



RELIABLE

MEMBER DRIVEN

ACCESSIBLE



'Without PostEurop, we do not have a political voice in Brussels. As Brussels get more and more important for us Europeans as a governing body, as a place where rules are made and discussed, PostEurop is really instrumental.'

Thomas Baldry
Senior Vice President
Deutsche Post DHL



Members appreciated the work done and had the opportunity to engage in a special UPU panel discussion, with the participation of UPU's Director General, Deputy Director General and the Chairman of the Postal Operations Council. The new Board Members were elected for the term 2014 until 2016, with Jean-Paul Forceville re-elected as Chairman of the Management Board.



'PostEurop's role it is to actively lead the on-going regulatory dialogue with the European Commission through the E-Commerce Green Paper working group and coordinate with a group of PostEurop (non-IPC) members helping them become part of the eCIP network.'

Botond Szebeny
PostEurop



Over 270 participants including special invited guests, members and stakeholders, attended one of the biggest celebrations in the history of PostEurop to honour a growing and thriving community. PostEurop took the opportunity to honour many special individuals who have contributed to setting the foundations of the association.



eCIP is an ambitious initiative started by IPC members in which postal operators work closely on developing a common service specification for e-commerce delivery in order to create a harmonized and global seamless delivery network to better support the growth of e-commerce. Each postal partner is responsible for their engagement, alignment with the central programme and managing their specific deployment with the aim of delivering the agreed objectives by December 2014.



4. POSTEUROP'S RECENT ACTIVITIES

eCIP Wave 3 postal operators - Česká pošta, Eesti Post, Hrvatska pošta, Latvijas Pasts, Lietuvos Paštas, MaltaPost, Poczta Polska, Pošta Română, Pošta Slovenije and Slovenská Pošta have confirmed that their participation in the eCIP programme. Each postal operators have completed a "100 Day plan" period, analysed their existing services and compared them to the eCIP Detailed Service Specifications in order to prepare their specific "country plan" with a detailed schedule of how they intend to implement all the deliverables in the deployment phase by the beginning of 2015.



More than 100 delegates including 22 CEOs and top executives participated in the event - *Innovating Today for Tomorrow*, hosted by Poste San Marino.

PostEurop Plenary Assembly & Business Forum

MAY 2014

CEOs and top executives involved in the eCIP Wave 3 CEOs initiative convened to discuss progress.

PostEurop's members from the EU28 countries as well as from Norway and Iceland involved in the industry initiative met with Commissioner Michel Barnier at a briefing organised by the Commissioner's cabinet. The CEOs had the opportunity to update the Commissioner and the commission services in an open dialogue on the significant progress made to date.



Postal CEOs also had the opportunity to thank the Commissioner and his team for the co-operation during the last five years, as they have helped transform the industry. **The dialogue between the commission and the industry will continue to address the flexibility of the regulatory network needed to ensure that the industry remains sustainable for the future.**



The Business Forum on Innovation focussed on innovation trends and the influence new technologies have on postal customers and businesses. The topics sparked an interesting dialogue amongst participants and the feedback received on the overall event was very positive.



INNOVATIVE

Follow our activities on www.posteurop.org

PostEurop's committees, circles, transversals and groups oversee a wide range of activities in order to keep members informed about common issues. Here are some recent developments:



EUROPEAN UNION AFFAIRS

The mission of the **European Union Affairs Committee (EAC)** is to contribute to shaping the European regulatory environment, mitigate the effects of regulation on the postal sector, and give members a voice in the process. As a forum for debate and discussion, the EAC increases understanding about the EU regulatory framework, 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.

'In heavily regulated industries such as the postal sector, efficiently managing the regulatory agenda can drive significant up- and downsides for our members and an integrated regulatory agenda will ensure the postal industry's long term success.'

Dirk Tirez
bpost

Extensive Regulatory Network

The EAC plays an important role in gathering regulatory experts of postal operators from the 27 EU countries plus Iceland, Liechtenstein, Norway and Switzerland. Through plenary meetings, various working groups and monitoring activities, the Committee is a genuine European centre of excellence on postal regulatory affairs. Early awareness and strong engagement in the shaping of the EU regulatory environment enable our members to prudently drive their business agenda.

Regulatory benchmarking activity

Postal markets have been fully liberalised since the gradual adoption of the 3rd Postal Services Directive by the member states. The EAC, through its **Postal Directive Working Group (WG)**, informs its members about the implementation and application of the Postal Directive, facilitating expertise exchange and follow-up on studies and consultations. The EAC also contributes actively, via the Industry Initiative and the **E-Commerce WG**, to the E-Commerce Roadmap initiated by the European Commission (EC), to assure the interests of its members are safeguarded and communication is assured to all stakeholders.

Focus areas

The EAC monitors a wide variety of regulatory areas that affect the postal sector, including: EU postal studies, CERP and ERGP initiatives, the E-Commerce Roadmap, postal VAT regulation, state aid rules (SGEI), WTO/GATS multilateral trade negotiations, aviation security, transport and energy legislation, standardisation, legislation on digital services, and financial services legislation. A major focal point of the EAC has been the E-commerce Roadmap, given its far reaching consequences for the postal sector, and considerable effort continues to be invested to secure our members' interests in this area.



'Drawing on changes in the legal and regulatory landscape, it is our ambition to identify opportunities, to align the regulatory plan with the strategic challenges of the postal industry, to create a business focus environment; to better sense future issues and to improve the strategic performance of the postal sector.'

Dirk Tirez
bpost



UPU AND RESTRICTED UNIONS AFFAIRS

The UPU and Restricted Unions Affairs committee (UAC) is responsible for ensuring a strategic and strong relationship with the UPU and its Restricted Unions. This activity group shapes the international regulatory environment on behalf of the membership. Following the organisational changes of the International Affairs Committee (IAC), the UAC remains the reference source for all UPU matters. With 37% of POC members and 27% of CA members coming from PostEurop membership countries, our association has a strong opportunity to actively contribute to the UPU works.

Building relationships within the EU institutions and enhanced lobbying

Through its working groups, the EAC closely monitors the activities of EU institutions. Furthermore, the EAC maintains constructive dialogue with EU institutional members, especially within the European Commission. PostEurop's delegations regularly meet with EU officials and participate in EU events in order to convey our priorities. During 2013, PostEurop adopted a number of EAC position papers, voicing our members concerns in the areas of customs, data protection, e-commerce delivery and the union customs code, hence supporting the lobbying activities towards decision-makers.

PostEurop's Role within the UPU

As new challenges arise, postal operators must react quickly in order to cope with all the developments in e-commerce and financial services. Terminal dues and electronic services become key issues, together with the creation of the new user groups. The current changing environment and challenges warrant attention within the UPU. The UAC will engage in further activities to reflect on its role and the future needs of the industry in 2020. With PostEurop's involvement in the next strategic conference, the association hopes to continue its endeavours to be an important strategic partner with leadership in the UPU arena.

Managing the relationships and future dialogue

The UAC has organised various activities, making it the ideal platform to exchange views and to coordinate positions on CA issues affecting the Members. This includes a cocktail celebration with key executives of the UPU International Bureau. Key stakeholders specifically CERP, IPC, and the European Commission were invited to join UAC plenaries so as to promote dialogue and a better understanding of their strategy and the issues that impact the postal industry.



Did you know that **83 proposals** have been discussed and analysed by the Letter Post / Parcel WGs since the beginning of the Doha cycle?



'The new structure of the Committee has really helped us focus on UPU key issues whilst further helping members to better understand UPU's decision making process and follow their work and decisions. It also allows us to strengthen other key relationships such as with other Restricted Unions, CERP and the European Commission.'

Elena Fernández
Correos

Letters and Parcels Working Groups

The Letters working group led by Cinzia Neri and Parcels working group led by Jean-Pierre Auroi allow members to work together in order to better understand the impact of the different regulatory changes proposed at each POC, to share opinions and to try to coordinate common views on operational issues.

Both working groups work closely together. Finding a common position amongst members is always a challenge. Nevertheless, the members' willingness to improve and achieve tangible results allows strong cooperation on key operational issues. The increasing number of participants at the Letters and Parcels working groups is also encouraging.

'Thanks to the hard work of Cinzia Neri and Jean-Pierre Auroi the working groups bring a high level of consistency and added value to the members.'

Elena Fernández
Correos

OPERATIONS ACTIVITIES

The Operational Activities Circle (OAC) is PostEurop's platform for discussing and sharing expertise on postal operations, quality of service, retail outlets, terminal dues (the payments settled between postal partners when distributing post from abroad) and advanced electronic solutions. Over the past few years, the OAC has even extended its wide coverage to topics and issues relevant to secure and enhance postal operations. Even though our activities have strongly concentrated on letter mail, we are now also dealing with the requirements of the parcel and package business.

Beyond the traditional letter mail

Driven by the increasing importance of e-commerce to our postal industry the OAC has decided to broaden its scope into that area. While maintaining the strong support of traditional letter mail issues the OAC is systematically enlarging its offer to also help members improve package and

parcel capabilities. The OAC has organised meetings and forums dealing with e-commerce challenges and all OAC working groups have contributed. Diagnostic tools (our proven process assessments and process reviews) have been further developed and modified in order to address e-commerce needs. We will further elaborate support services, which will facilitate the development of postal e-commerce offers.



'The Operational Activities Circle is proud to constantly and swiftly adapt its activities and services to the changing requirements of the postal industry and to meet PostEurop members' needs and expectations. This success is only due to the broad and intensive involvement of its membership. We would like to further encourage active participation so that we can all benefit from the platform provided by the OAC and its working groups. The OAC is YOUR platform.'

Jurgen Lohmeyer
Deutsche Post DHL

Beyond core operations

One of the OAC's guiding principles is the need for innovation in the postal industry. All working groups acknowledge innovation as a necessary dimension of their work. The **Advanced Electronic Solution Forum (AESF)** is explicitly focusing its events on innovation topics. Recent meetings of the AESF have dealt with handheld devices in the postal delivery process and state-of-the-art e-commerce services, but also with opportunities and challenges which come

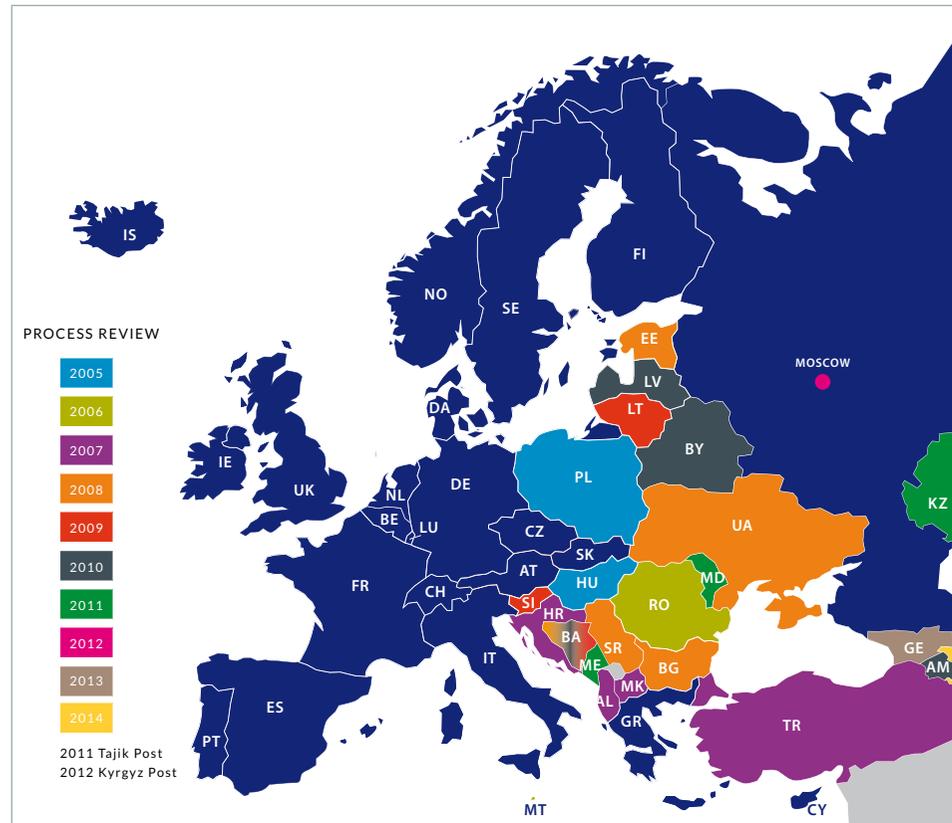


with information technology as a strategic tool. In this context, current trends such as delivery drones or 3D printer technology have been presented and discussed. The recent considerations within our **Terminal Dues Forum** reflect the necessity to think across the traditional borders between letter mail and parcels. In the OAC's **Retail Network** group, new formats are being presented. Besides offering attractive services to customers they can also reduce costs and increase productivity.

Supporting Members Quality of Service

Systematic **quality of service** improvement activities, continue to be a core task of the OAC. There have been many success stories since we have started supporting our members. Over the past seven years, the OAC has conducted 27 process reviews and 21 process assessments. There has been a productive cooperation with the Universal Postal Union in co-financing these projects and in exchanging expertise and best practice experiences.

4. POSTEUROP'S RECENT ACTIVITIES



Multilateral cooperation

The OAC closely cooperates with other associations such as the UPU and other restricted postal unions as well as with the International Post Corporation (IPC). There is a regular coordination and active alignment with other PostEurop committees and circles. With the Market Activities Circle we have organised joint events which provide new and fresh perspectives on timely postal trends and challenges from an operational as well as from a market point of view.

The OAC's recent partnership with IPC needs to be highlighted. We have played an instrumental role in supporting PostEurop members in embarking on the comprehensive eCIP programme, which stands for the European Postal industry's commitment to build a comprehensive and consistent international postal e-commerce service. In this context, the OAC's strong standing with EU member posts which are not IPC members has proven extremely important. The OAC is prepared to continue these efforts, in close co-operation with the other PostEurop committees and circles.



Members bring strength to the OAC

PostEurop is a member-driven organisation and this is especially true for the OAC. In order to maintain all its activities and support, the OAC needs a continuous and strong involvement from the PostEurop membership. The wide variety of our members' experiences and perspectives also constitutes the strength of the OAC as a platform and as an enabler for future progress.



MARKET ACTIVITIES

PostEurop aims at ensuring that members are in a position to provide improved response to customer's expectations through its **Market Activities Circle (MAC)**.

The group 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, thus allowing the members to better defend and build on their current positions while ensuring a viable future. Its mission is also to develop and promote the use of mail through interaction with customer groups.

The MAC Market Days events are held twice a year to give members and key stakeholders from the UPU, FEDMA and EMOTA the opportunity to get to know the market activities better. Members are also given the opportunity to shape and develop the future market strategies of PostEurop. In October 2014, PostEurop had the opportunity to promote its Market Circle at the 4th Regional Counselling roundtable, giving its Balkans region members a deeper insight on the future market strategies of PostEurop.



'The MAC plays a very important role in PostEurop since it enables a platform for information sharing between members, in strict accordance with the compliance rules, that brings them the latest and cutting edge market trends, which is of critical importance for every business, especially in the postal sector which is at the threshold of a paradigm change. Successful businesses conduct research on a continual basis to keep up with market trends and to maintain a competitive edge.'

Marjan Osvald
Pošta Slovenije

Focus on Innovation and Growth

The Market Activities Working Group aims at helping members to protect and extend the value of core postal activities, promote innovation within the postal industry, explore growth opportunities and give both members and stakeholders a forum for exchange.



Forming Industry Alliances

The **European Mail Industry platform (EMIP)** is a joint initiative bringing together key stakeholders in the European mailing industry in order to stimulate growth in mail channel revenue. It aims to make mail more effective and competitive and establish the right perception of mail. The platform links all key stakeholders in the mail value chain, from paper producers and printers to mail delivery networks. To leverage the existing network, PostEurop heads this platform to ensure that it realises the key objective of developing a sustainable postal business.

EMIP is now, more than ever, an important, united platform to discuss all the burning issues coming from the European level. It is also a place to ensure that positive messages are conveyed and to counter the perception that our industry isn't concerned with green initiatives.

Through the EMIP network, PostEurop, together with CEPI (Confederation of European Paper Industry), FEPE (European Federation of Envelope Manufacturers), Intergraf (European Federation of Print and Digital Communication) and the Royal Mail began discussions in January 2014 about setting up a consumer campaign aimed at European Institutions. **Keep Me Posted EU** was defined and since then the campaign has been endorsed by the PostEurop European Union Affairs Committee as well as the Management Board (in June 2014).

On 3 July, KMPEU held its first Steering Group meeting chaired by PostEurop Secretary General, Botond Szebeny. The campaign gathers support from consumer groups and charities that are representing citizens disadvantaged by a lack of choice or who simply prefer paper communication. To date, the campaign has received support from various groups, including Age Platform Europe (www.age-platform.eu), ANEC (www.anec.org) and Ferpa (ferpa.etic.org), with many more organisations showing strong interest. See also www.keepmepostedeu.org.

Participating in Print Power

The Committee continues to actively participate in the Print Power project, which aims to further promote the value of print advertising, including direct mail and its role in modern integrated marketing campaigns. The Print Power campaign commenced in the latter part of 2010 and continues today as there is an on-going need to communicate on the new developments of print and marketing communication as well as the sustainability aspects of print media. PrintPower launched their new magazines in spring and autumn of 2014 as well as developed the Myths and Facts brochure. PostEurop was able to distribute these publications to its members.



Innovation in Philately

The Philately & Stamps Working Group is dedicated to promoting stamps and philately, and in particular the special EUROPA stamps. In 2014, a successful Philatelic Forum was held in Essen. Hosted by Deutsche Post DHL, the forum brought philately experts together. "Innovation in Stamps" was the theme of the Philatelic Forum in which topics included modern printing techniques, innovative use of technology to further enhance stamps as well as insights into new digital trends and developments.

The online public voting competition saw an increase of 37% of votes since 2012. The jury competitions introduced in 2011 continues to complement the online public voting competition.



'EUROPA stamps are the most visible sign of co-operation amongst PostEurop members. As the Europa theme is the most collected theme among collectors in the world, it is therefore very important that we also follow innovations trends in philately to ensure the future interest of collectors.'

Anita Häggblom
Chair of The Stamps and Philately Working Group

In 2013, EUROPA stamps joined the celebration of PostEurop's 20th Anniversary with the special theme "Van of the Postman", which promoted the everyday dynamic and visible symbol of each postal operator's presence in their own country – the postal van.



Itella Posti (Finland) was announced as the winner of the EUROPA 2013 Jury Prize Competition



Turkish PTT (Turkey) was announced the gold winner of the 2013 EUROPA Competition.

In the following year, the theme for the 2014 EUROPA Competition was "musical instruments".



bpost (Belgium) was announced as the winner of the EUROPA 2014 Jury Prize Competition with its saxophone.



Posta Srbija (Serbia) was announced as the gold winner of the 2014 EUROPA Competition portraying the traditional Serbian bagpipe.

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The **Corporate Social Responsibility** circle supports fulfilment in the area of CSR (HR, training, social dialogue, health, environment, etc.) in two key ways. Internally, it functions as a CSR knowledge centre, giving Members and stakeholders a forum for exchange of ideas and best practices within the CSR realm. Externally, it has an essential role in promoting the innovativeness and dynamism of CSR within the postal sector. Moreover, it holds the responsibility of representing the employers within the European Social Dialogue Committee for the postal sector.



'Postal operators are one step ahead in matters of corporate social responsibility as it is shown by the various initiatives carried out by the circle. This unique position enables the sector to create a relationship of trust with its main stakeholders; this is a real lever of development'

Dominique Bailly
Le Groupe La Poste



Social Responsibility Activities

PostEurop's Members together employ 2.0 million people and link 800 million citizens daily. As such, the postal sector has a strong impact on its employees, the society and the environment within all countries.

Promoting the sector as a socially responsible actor

The **Social Responsibility Circle** organises activities and initiatives in order to enable its members to obtain a better understanding of CSR topics (social, societal and environmental). To do so, the circle has created a CSR experts network to facilitate exchanges and listen to best practices. To this end, the circle leads many EU funded projects dedicated to CSR themes which enable mid and long-term cooperation between PostEurop's members. It also aims at sharing experiences with relevant experts from other companies and stakeholders to have a broader approach to CSR. The circle has thus been very active in the promotion of the postal sector's role

in CSR. In this framework, two important practices have been put in place. The first one is the publication of a CSR newsletter "Post & You" which was launched at the 2013 Plenary. It focuses on European social news at both sectorial and inter-sectorial levels and is published quarterly. Secondly, a CSR Brochure of good practices has been published in 2013 and 2014. It has enabled in two years to collect a total of around 100 innovative practices from 30 operators. These numerous practices illustrate the role of the postal sector as a pioneer in corporate social responsibility.

A structured and dynamic social dialogue at European level

Within the framework of the Social Observatory of the postal sector, a further project 'Developing a quality postal service in the digital age' has been conducted by the **Social Dialogue Committee**. It focused on the evolution of the work organisation in terms of mail and parcels delivery, sorting and post offices network. An important



'The profound transformation of the postal sector takes on board all employees. There is a need for an increased flexibility and efficiency of the work organization which should nevertheless be supported by an improved quality of service and customer orientation. In this context, having an adequate matching of skills and jobs particularly thanks to life-long learning is essential. The Social Dialogue Committee will continue to monitor this evolution to anticipate and manage change in the postal sector.'

Heike Ausprung
Deutsche Post DHL



'This project is essential to analysing and sharing all the solutions we have to deal with in this key issue of stress management. It

has a direct link to the performance and innovation capabilities of our organisations to manage change. It is also an opportunity to establish mid and long-term cooperation between members of the group and to anticipate the different risks the sector has to cope with'

Nathalie Ganzel
Le Groupe La Poste



result of social dialogue was the joint conclusions on the environment, which highlights the social partners' commitment in the fight against climate change. In terms of training initiatives, a major project was also conducted on matching future skills and jobs leading to a new joint declaration on this topic. Eventually, one core issue which has been under the focus of the European social partners is the management of demographic change.



'In an increasingly demanding environment we need active and innovative employees. Our goal – and a key responsibility of management – is to promote their health, motivation and ability to perform. This increases the productivity and quality of our services, whilst making an important contribution to customer, employee and stakeholder satisfaction'

Petra Heinecke
Deutsche Post DHL

Increasing training expertise for now and for the future

The **Training working group** has been involved in conducting the "Training Partnership for Stress Management in Posts" project under the European Union's Leonardo da Vinci programme. The main aims of this project are to identify current and future challenging stress factors and detect risks and training needs in the postal sector. This is an opportunity to benchmark innovative trainings to manage the stress with a focus on middle management, which is one of the most concerned about this issue. It is also a way to share best practices and select training solutions in order to raise awareness among the management and the workforce to strengthen the resources to manage change. The results will be disseminated to PostEurop members and also to external stakeholders.

Contributing to increased expertise among health experts

The development of a network of experts on health and safety issues enable a regular exchange of information on key issues for the sector's evolution such as attendance management, workplace ergonomics, absenteeism, ageing worker and diversity management. The monitoring of non-communicable disease topics from UN/WHO and WEF – including mental health/ stress – is also an issue to be followed.

Raising environmental awareness and reducing carbon footprint

According to the implementation of synergies within postal sector, the PostEurop **Environmental working group** has decided to review its activities. After having developed a common protocol of reporting a few years ago, IPC, the UPU and PostEurop have agreed to exchange CO2 emissions in order to avoid duplication. Since then, PostEurop has received CO2 data of its members every year from IPC and the UPU. This new synergy will allow the environmental working group to develop new activities. For the moment PostEurop members have decided through consultation to contribute quarterly to defining issues in advance. Those web conferences facilitate sharing of environmental best practices. The first conferences have been the occasion to exchange on items such as urban logistics and waste management.



'Sustainable development is the only area where you can copy your neighbourhood without taking risks. It allows for saving time. Sustainability is now an obligation to perform for any company. The latest Stern report even demonstrated that fighting against climate change is a driver of development that should be integrated in any decision'

Stéphanie Scouppe
Le Groupe La Poste

BEST PRACTICES – WIDER EUROPE

The **Best Practice - Wider Europe transversal** has widened its activity base and re-positioned the association as a cross-functional platform for the sharing of knowledge and best practices amongst Members, in particular between Eastern European Members and other Members. Its unique position will help increase member participation, raise awareness and pro-actively reduce any gaps in the postal environment.

The PostEurop Neighbourhood Programme

In 2014, the **Wider Europe transversal** continued its activities through the PostEurop Neighbourhood Programme (PNP), a cross-functional project directly linked to the UPU Regional Development Plan 2013-2016. Its main objectives are to promote improvement in operations and security, improve relations with customs authorities, 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 in the mutual interest of European postal operators.

The following projects were developed and are currently being implemented.



'The activities deriving from the Wider Europe group continue to build bridges between European postal operators and it enables Members to focus on areas in order for them to aid their developments.'

Sergey Dukelskiy
State Enterprise Russian Post

1. PostEurop Quality of Service Project Process Reviews (PR) and Process Assessment (PA).

12 countries of the former Soviet Union currently participate in this project. It enables continuous monitoring and coordinates joint UPU/PostEurop activities in the Postal Supply Chain improvement area. Regular UPU IB – PostEurop meetings were held in order to coordinate activities related to the PostEurop Regional Development Plan (2013-2016). Finally, a financial follow-up of the process reviews and process assessment is performed regularly by the PostEurop Projects team. To date, two assessment and review events were held in Tajikistan and Azerbaijan.



2. Quality of Service and supply chain improvement Project.

7 countries from the Balkan Peninsula are participating in this project. The main objectives of this project are to assist and 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 competency, promoting the reliability and sustainability of the regional postal network and sharing best practices among countries in the region. In 2014 a start-up workshop of this project was conducted in Bern.

4. POSTEUROP'S RECENT ACTIVITIES

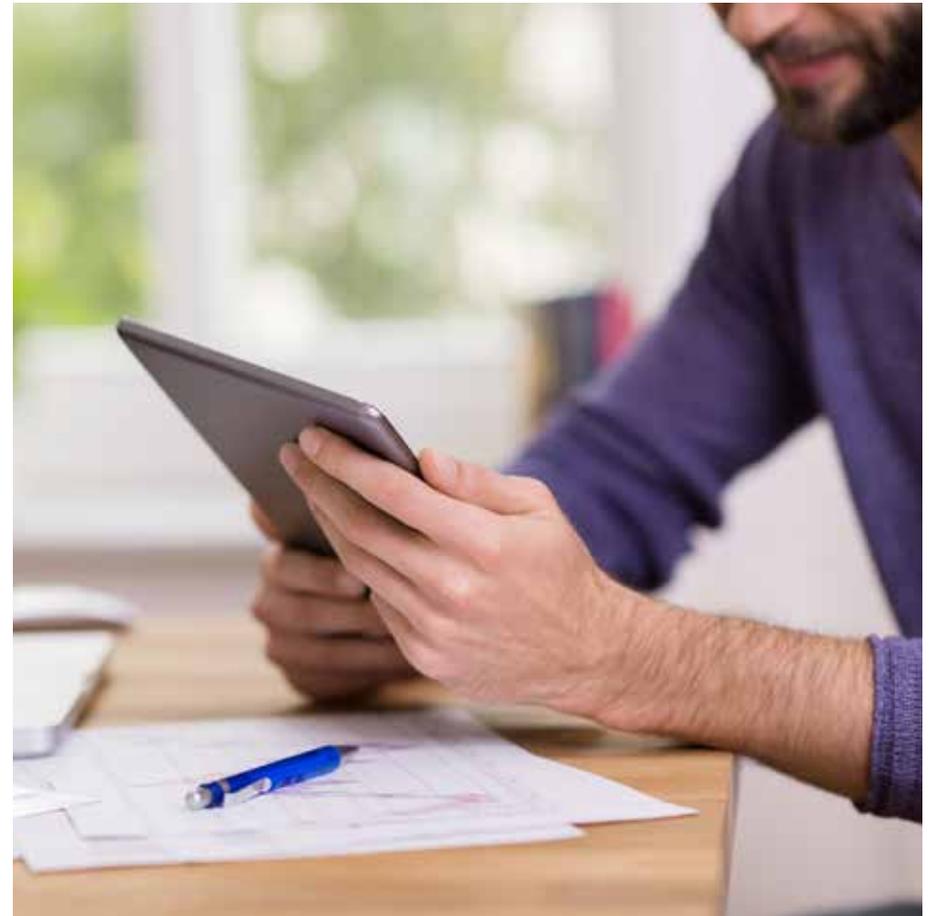
3. PostEurop Quality of Service and supply chain Improving Project in Europe and CIS Region-RCC.

7 countries from the CIS regions participate in this project. Its main objective is to improve the methodology and support the implementation of up to date technology, measurement systems and other quality of service improvement tools in the participating countries. Other goals include enhancing supply chain and quality of service competency as well as promoting the reliability and sustainability of the postal network and global performance in this area. The project's main principles are to ensure broader geographical coverage, higher integration and allocation of joint resources to one large scale project.

The final strategic aim of the project is to group all the UPU and PostEurop initiatives on the improvement of the quality of postal services in South Eastern Europe by means of a wide-ranging action programme. The start-up workshop of the project was held in Tashkent.

4. Accounting and Remuneration improvement Project in Europe and CIS countries.

20 countries of the former Soviet Union and Balkan Peninsula participate in this project. Its main goal is to organize a joint PostEurop/RCC workshop in order to assist the participating countries in acquiring a sound knowledge and understanding of the UPU with regards to remuneration and to help them implement the operational and accounting requirements. Other objectives include improving remuneration for inbound letter-post items, statistical sampling for inbound and outbound mail and improving the accounting process. The start-up workshop of the project took place in Latvia.



SECURITY AND CUSTOMS

With the aim of duly informing all PostEurop members on security measures undertaken by third countries that may affect operations, a transversal called the **Security and Customs Transversal** was created. This strategic initiative facilitated the coordination among different committees including the EAC, the UAC and the OAC on key issues affecting our everyday work in security and related topics such as transport and relations with airlines and customs.

The transversal is chaired by Nicolaas van der Meer (PostNL) in collaboration with Ebbe Andersen (Post Danmark) and the working groups involved. Its main objectives are to provide a solid platform for an exchange of information regarding the security and customs developments, including the crisis network. It initiates and carries out lobbying activities on security and customs, where appropriate. It also provides a common platform for PostEurop members to support the implementation of the SAFEPOST project.



'Postal operators understand the difficulties of cross border trade. However, we must improve highly efficient customs brokerage, clearance and compliance services and try to take the complexity out of customs processes. Ultimately, we have to move goods seamlessly across international borders and ensure complete security in the postal world while providing assurance against unforeseen events. My main goal in the coming years will be to guide and help the PostEurop members in this transformational process. We have to further develop the postal network in cooperation with all operators, regulators and other stakeholders.'

Nicolaas van der Meer
PostNL

Crucial times for customs issues

2014 was a critical year for postal operators from both a European and UPU perspective. The **Customs Working Group**, chaired by Reinhard Fischer of Deutsche Post DHL, has been dealing with key challenges linked to the EU Union Customs Code (UCC) that is designed to end postal operators' exemption on customs declaration in the near future. In addition, the group has been evaluating the effects of new regulations on postal operators. Many meetings have been held with the European Commission and other international institutions in order to allow PostEurop members to collaborate, influence, and better comply with this forthcoming regulation.



'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.'

Reinhard Fischer
Deutsche Post DHL

PostEurop is increasing awareness around the proposals of the Delegated Acts and the Implementing Acts of the new UCC, which are in conflict with the universal postal service obligations and would jeopardize the future position of the postal sector in the global economy. A position paper was published in June 2014 to further amplify the matter. PostEurop is willing to engage in an open and constructive dialogue with the European Commission and other concerned stakeholders to amend the acts before the results can harm our business or customers.



COMMUNICATIONS

In the area of communications, PostEurop has continued to focus on activities which further strengthen our image, increases awareness in matters of interest, whilst ensuring consistency and value for members.

New design for website and extranet

The association launched its newly designed website supported by a communication campaign just before the 20th anniversary celebration in 2013. Months of planning, development and testing were crucial to ensure that the website fulfils all the initial requirements. A phased approach was adopted, in which subsequent improvements are expected in the coming years.

Subsequently, a new visual design for PostEurop's extranet was also implemented later in 2014.



'A flexible and consistent communication strategy helps us adapt the communication activities to suit our Member's needs. Over the years these activities have intensified and must be managed carefully to further build our credibility towards key stakeholders'

Cynthia Wee
PostEurop



'Informative and user-friendly, with fresh perspective and modern layout!'

Afroditi Riga
Hellenic Post ELTA



An unforgettable celebration

The Plenary Assembly event was another area in which, the PostEurop communications team had the opportunity to be involved from its creative concept to delivery. A year-long campaign was implemented to build the momentum towards the event. A string of creative ideas were adopted to ensure the success of the event.

Raising PostEurop's profile

The PostEurop Communications Manager also provides fundamental support in ensuring fluidity in the operational aspects of all PostEurop events including CEO and Business Forums. Outside the community, communications has helped to also raise PostEurop's profile through speaking opportunities and publications on various topics.

Everyday Communication

On a day to day basis, PostEurop's communication has been involved in various activities from Association, Committee to working group levels across the organisation. These activities are further channelled through PostEurop's existing communication tools such as the more user-friendly website, social media alerts and monitoring, PostEurop newsletters and more.

INTELLIGENCE

Based on data collected from the “Intelligence Database Contact Network”, an overview of essential data for members is now available. A powerful benchmarking tool supported by the “Intelligence Contact Network” provides a platform for members to exchange information. The results are available in PostEurop’s extranet under the heading “Questionnaires Database”. In cooperation with IPC, PostEurop also has access to the IPC Regulatory database and regularly updates the regulatory data of members (who are not IPC members). All PostEurop intelligence tools strictly adhere to EU competition law compliance rules.



POSTEUROP PROJECTS

PostEurop runs and supports various projects mainly financed by the European Commission (EC) and the Universal Postal Union (UPU) to further promote cooperation and innovation between members in areas that include operations, environment, quality of service, regulatory affairs (European Union Acquis Communautaire) human resources, postal market and social impact. The following are on-going projects.



'In a context of rapid changes, transformation and evolution of the postal sector, employees need to adapt themselves to increasing demands for flexibility in terms of functions and skills at workplaces. As such, stress is becoming a crucial challenge which must be managed in an appropriate way in order to adopt positive attitudes and create a healthier occupational environment.'

Botond Szebeny
PostEurop

LEONARDO DA VINCI PROGRAMME “Training partnership for Stress Management in the Postal Sector Project”

The Training working group and Health working group of PostEurop's Corporate Social Responsibility Activities jointly applied for the European Commission Leonardo da Vinci programme “Training Partnership for Stress Management in the Postal Sector Project”. The two-year project is funded by the European Commission's Life Long Learning programme “Leonardo Da Vinci”.

The project helps the postal sector identify occupational stress factors, detect risks and training needs within each project partner, share best practices, identify training solutions in order to raise awareness within each project partner and to strengthen resources to cope with and manage changes further increasing their resilience.

The project provides an excellent opportunity to share the results for future trainings on stress management in the postal sector within project partners, PostEurop members and with external European stakeholders (EC, 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, Swiss Post and the observers are DPDHL, InoSalus, PostNord, Hrvatska Posta, Posta Romana, Bulgarian Posts, Cyprus Post and Turkish PTT.

The project kicked off in January 2014 and was followed by the first multilateral visit of the project held in France from 19-21 March. Other multilateral visit meetings are scheduled for Greece in October 2014, Switzerland in January 2015 and the Final Conference will be held in France in May 2015.



‘The project aims to motivate postal organizations to “invest” in occupational health and safety issues and allows each partner to share best practices and the possibility to adjust and improve the quality of their existing trainings. The project will offer a platform involving external stakeholders (universities, health organization) with a high legitimacy.’

Antonino Scribellito
PostEurop



DEVELOPING A QUALITY POSTAL SERVICE in Digital Age Project

PostEurop and the European Commission Employment, Social Affairs and Inclusion DG signed a grant agreement in December 2012 to fund the “Developing a Quality Postal Service in Digital Age Project” conducted under the PostEurop Corporate Social Responsibility Activities circle (CSR-C). The project was completed in February 2014.



In the framework of the Social Observatory of the postal sector initiative launched in 2007, this project was aimed at continuing the process of monitoring of the postal sector evolution that started with the Social Observatory initiative in 2008/2009. During a time of profound change in the postal sector, there is a need to adapt to better work processes. It seemed therefore necessary for the European social partners of the sector to have a closer analysis on how this transformation impacts the operators' work organization and the postal sector's environment. A few significant initiatives initiated by operators and trade unions on key topics were analysed in depth in order to share some common lessons for all.

Listening sessions were conducted from April to December to enable an effective mutual learning process and dialogue. The six listening sessions focused on:

- > Work organization in retail
- > Work organization in parcels
- > Work organization in sorting
- > Main challenges in the postal sector today
- > Innovative utilization of networks and Universal Service
- > Social regulation

The final conference of the project organised in February 2014 was a large event attended by employers and unions

from the EU-28 Member states as well as cross-industry European social partners, the commission and external experts. It gathered more than 60 participants from 24 countries. This meeting enabled the sharing of the results of the listening sessions to a wider audience but also to conduct a reflection on future challenges. The final round-table which gathered the European Commission, PostEurop and UNI Europa representatives as well as the Committee chair and vice-chair enabled to open the debate on these challenges ahead.

The final report of the project has been prepared and gathers the main findings from the sessions and the final conference as well as presents analytical synthesis, the main conclusions and lessons learned.



SAFEPOST Project

SAFEPOST is funded by the European Commission DG Enterprise and Industry and coordinated by PostEurop. SAFEPOST Project Partners include Iceland Post, Correos, Hellenic Post and Groupe La Poste with ongoing extended partnership amongst other interested PostEurop Members such as Poczta Polska and Posta Romana.



The SAFEPOST project working group was created in 2013 as part of the PostEurop security and Customs Transversal. It aims at gathering PostEurop members who are SAFEPOST Project partners, as well as those who are interested in being part of the project implementation process as an associate partner, in order to support the efficient implementation of the project, following the PostEurop Strategy.

The project began on 1 April 2012 with the identification of main security threats, the key players and security gaps in postal operations. Several deliverables have been produced based on the valuable feedback and inputs from the PostEurop members who are actively involved. A comprehensive project review with the European Commission was held on 27 November 2013 in Vilnius, Lithuania. The review meeting had been very successful with deliverables D1.1 Generic Postal Business Model and Report on associated Security Gaps and Threats, D1.2 Stakeholders Requirements and Regulatory Analysis, D1.3 Security Technology assessment and forecasting, D1.4 Project Requirements Specification and Success Criteria and D7.1 SAFEPOST Web Portal were officially approved by the European Commission.

The Postal Security Forum held on 28 November also in Vilnius included all postal security supply chain stakeholders such as the UPU; European Commission DG TAXUD; DG MOVE and

International Post Corporation (IPC) representatives to present the Postal Security Technical Challenges, latest technical developments and technical security projects in their respective organizations.

SAFEPOST enhances the security and safety of approximately 1.6 million postal employees in the EU by mitigating the risk of explosives, radioactive materials, biological weapons, and dangerous chemical substances causing health or life-threatening incidents with the personnel operating the postal networks. The project supports the reduction of theft in the postal system, through more accurate mail identification and tracking capabilities, as well as by introducing training and creating a strong transparent, co-operative culture. SAFEPOST is an EU scale project that allows better integration of European R&D, and facilitating transfer of skills and knowledge across member states.



The PostEurop Neighbourhood Programme (PNP)

The PostEurop Neighbourhood Programme (PNP) is a wider concept of “ACCORD II” and the beneficiaries are Members from South Eastern Europe (SEE) and Eastern Europe Countries. This programme will support the new transversal Best Practice - Wider Europe.

The main objective of the PNP in the mutual interest of the European Postal Operators and neighbouring countries is to promote:

- > 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 also linked to the UPU regional Development Plan 2013-2016 through the implementation of several UPU-PostEurop Projects:

PNP – UPU – PostEurop Project 1

PostEurop Quality of Services Project Process Reviews (PR) and Process Assessment (PA) – (RCC countries)

PNP – UPU – PostEurop Project 2

Quality of Service and supply chain improvement Project – an integrated regional approach (SEE countries)

PNP – UPU – PostEurop Project 3

PostEurop Quality of Service and supply chain Improvement Project in Europe and CIS Region – RCC

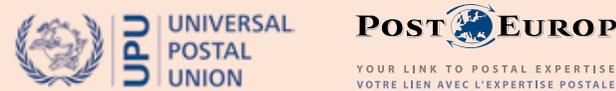
PNP – UPU – PostEurop Project 4

Accounting and Remuneration improvement Project in Europe and CIS countries



UPU PostEurop “Quality of Service and Supply chain improvement” - an integrated regional approach

UPU – PostEurop Project Improvement of Quality of Service - an Integrated Regional Approach “PostEurop Methodology”: Process Reviews and Process Assessments are carried out to support PostEurop Members that are non-IPC Members to improve the overall cross-border Quality of Service level.



RCC Countries

As stated in the UPU Doha Postal Strategy, the global supply chain's efficiency and integrity should be continually improved through an integrated and coordinated approach to addressing the issues facing the circulation of postal items. Key among these is security threats, customs requirements and loss of service quality in certain segments.

The PostEurop – UPU 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. The implementation strategy takes into account the effectiveness of the audit missions conducted within the framework of 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 national operations.

SEE countries

The “Quality of Service and supply chain improvement in the countries of SEE” was launched as part of the strategy implementation during the UPU Doha Postal Strategy adopted in the 25th UPU congress.

The Project methodology takes into account coherent and integrated activities and supports the implementation of up-to-date technology, measurement systems and other quality of service tools in the participating countries. It also enhances supply chain and quality of service competence and promotes the reliability and sustainability of the postal network and global performance in this area. It emphasizes the need for close interaction between the UPU and PostEurop members involved in the project.



‘The opening up of the postal markets over the years has led to a shrinking market share for postal operators. In view of stagnating volumes of letter mail, parcels and other UPU products, the question of quality of service has become crucial, with customers now able to turn to other service providers for their needs. Therefore improved quality of service through the use of new technologies and services such as e-commerce has therefore become essential.’

Antonino Scribellito
PostEurop

EUROPE AND CIS REGION - RCC

Various processes must be performed within the global postal supply chain to convey a postal item from the sender to the addressee efficiently and reliably. This means getting an item securely from origin to destination as quick as possible, with seamless and transparent coordination between all stakeholders concerned.

For the postal operators in the region, quality remains an absolute priority, as confirmed by RCC and PostEurop during the regional prioritisation process from 2013 until 2016. Strengthening quality of service capacity should allow for improvements to the overall quality of postal services and to operations along the entire supply chain. The project will run with an aim of promoting the reliability and sustainability of the regional postal network by enhancing end to end quality performance as well as by sharing best practices specifically among the countries in the region.



UPU - POSTEUROP PROJECT “Accounting and Terminal Dues improvement in Europe and CIS countries Project”

Improvement to the remuneration systems between designated operators is an important issue because fair and just systems can create stability in a postal operator’s management, leading to better quality of service and ultimately building customer trust.

The Regional Development Plan for Europe and CIS countries (2013-2016) indicates that activities in this area should focus mainly on ensuring the exchange of information, experience and expertise in order to develop and strengthen cooperation between the parties concerned, therefore facilitating the establishment of fair and efficient remuneration systems between designated operators. The duration of the UPU-PostEurop Project is from July 2014-February 2015.

A joint UPU/PostEurop/RCC two day seminar 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 was held in Latvia, in August 2014. The aim of the seminar was to contribute to the debate on the related issues, to help the specialists achieve a good knowledge of the UPU provisions on remuneration, and to train them on implementing the operational and accounting requirements relating to format separation of mails.



5 POSTEUROP'S ORGANISATION

Management Board



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



Aimé Theubet*
Swiss Post
Switzerland



Sergey Dukelskiy
State Enterprise Russian Post
Russian Federation



Jan Sertons
PostNL
Netherlands
Vice-Chairman of the Board



Troels Thomsen
Post Danmark A/S
Denmark



Marjan Osvald
Pošta Slovenije
Slovenia



Jurgen Lohmeyer
Deutsche Post AG
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Ciprian Bolos
C.N. Posta Romana S.A.
Romania



Jan Smedts**
bpost
Belgium



David Pilkington
Royal Mail Group PLC
United Kingdom



Nuri Deliorman
Turkish PTT
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* Aimé Theubet joined the Management Board in August 2014 replacing Ronny Kaufmann of Swisspost

** Jan Smedts joined the Management Board in March 2014 replacing Yves van Onsem of bpost

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PostEurop Organisational Structure

5 Committees
29 Working Groups

Last update 30.06.2014

This organisational structure is based on the PostEurop Strategy.



www.posteurop.org/StructureAndOrganisation





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La Poste de Monaco

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e Jean-luc.delcroix@laposte.fr
www.lapostemonaco.mc

35. Montenegro / Monténégro
Pošta Crne Gore

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81000 Podgorica
Montenegro
e info@postacg.me
www.postacg.me

36. Netherlands (The) / Pays-Bas
PostNL

P.O. Box 30250
2500 GG Den Haag
The Netherlands
t +31 70 334 44 24 – f +31 70 334 44 54
www.postnl.post

37. Norway / Norvège
Posten Norge

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e kundeservice@posten.no
www.posten.no

38. Poland / Pologne
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e rzecznik@poczta-polska.pl
www.poczta-polska.pl

39. Portugal
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www.ctt.pt

40. Romania
Posta Romana S.A.

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www.posta-romana.ro

41. Russian Federation
FSUE Russian Post

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Russian Federation
t +7 495 956 99 50 – f +7 495 956 99 51
www.russianpost.ru

42. San Marino
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f +378 0549 992 760
e info.telecomunicazioni@pa.sm
www.poste.sm

43. Serbia
Public Enterprise Post of Serbia

Takovska 2
11000 Belgrade
Serbia (Republic of)
t +381 113232999 – f +381 113340502
www.posta.rs

44. Slovakia
Slovenská Posta a.s.

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www.correos.es

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e mail.support@posten.se
www.posten.se

48. Switzerland

Swiss Post
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e commuk@post.ch
www.post.ch

49. Turkey
Turkish PTT

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51. Vatican City
Vatican Post

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