

**The Postal Sector, leading the way  
in Corporate Social Responsibility**





## Table of contents

When commitment leads to creativity... - Editorial by Jean-Paul Forceville, Chairman of PostEurop	p. 7
Interview - Dominique Bailly, Chairman of the Social Responsibility circle	p. 8-9

ENSURING EMPLOYEES DEVELOPMENT			
Good working posture is a profit for everybody	Österreichische Post AG	Austria	p. 12
Acknowledging Experience	bpost	Belgium	p. 13
Metamorphosis Project	Bulgarian Posts	Bulgaria	p. 14
Social Innovations Project	Bulgarian Posts	Bulgaria	p. 15
Development of new methods and technologies	Cyprus Post	Cyprus	p. 16
Work-related road accident reduction	Le Groupe La Poste	France	p. 17
E-learning tool "Leadership and Mental Health"	Deutsche Post DHL	Germany	p. 18
Deutsche Post DHL Forum: Driving dialogue in Europe	Deutsche Post DHL	Germany	p. 19
Apprenticeship programmes	Hellenic Post	Greece	p. 20
Raise awareness on Occupational Health & Safety issues	Hellenic Post	Greece	p. 21
Selecting protective equipment with workers and their safety representatives	Magyar Posta	Hungary	p. 22
Qualified Staff for better Customer Service	AB Lietuvos Paštas	Lithuania	p. 23
Mobility PostNL : successful redeployment for mailmen	PostNL	Netherlands	p. 24
Health awareness programme	Posten Norge	Norway	p. 25
Reducing occupational accidents	Correos	Spain	p. 26
Training apprentices in a trainee-run post office	Swiss Post	Switzerland	p. 27

SUPPORTING THE SOCIETY			
Recruitment policies for the youth	Czech Post	Czech Republic	p. 30
Taking on Responsibility Together: Two Women Calling the Shots	Deutsche Post DHL	Germany	p. 31
Draw the Post of the Future	AB Lietuvos Paštas	Lithuania	p. 32
MaltaPost helps Philanthropic institutions	MaltaPost	Malta	p. 33
Ambitious ethnic diversity goals	Posten Norge	Norway	p. 34
Supplementary private health and social service institution for postal employees -Instituto de Obras Sociais (IOS)	CTT Correios	Portugal	p. 35
PostDoc school service – Swiss Post's social commitment to education	Swiss Post	Switzerland	p. 36

REDUCING OUR ENVIRONMENTAL FOOTPRINT			
CO <sub>2</sub> Neutral Delivery	Österreichische Post AG	Austria	p. 40
E-Mobility Post	Österreichische Post AG	Austria	p. 41
bpost Energy Monitoring System	bpost	Belgium	p. 42
bpost Sustainable Chain Supply	bpost	Belgium	p. 43
Recycling waste and used paper project	Croatian Post, Mostar	Bosnia and Herzegovina	p. 44
Operations of Compressed Natural Gas (CNG) vehicles	Czech Post	Czech Republic	p. 45
PostNord's Climate Fund	PostNord	Denmark & Sweden	p. 46
Carbon neutrality as a lever of increased solidarity	Le Groupe La Poste	France	p. 47
Cutting greenhouse gas emissions	Le Groupe La Poste	France	p. 48
Taking on responsibility together: the climate-friendly courier	Deutsche Post DHL	Germany	p. 49
ECO project - Energy Consumption Optimization (Progetto OCE)	Poste Italiane	Italy	p. 50
Control Room for the Energy and Maintenance Efficiency – CREME (Progetto CREEM)	Poste Italiane	Italy	p. 51
Energy saving: values and responsible actions	Poste Italiane	Italy	p. 52
DAROM (Let's do it)	AB Lietuvos Paštas	Lithuania	p. 53
Go Green and Responsible	AB Lietuvos Paštas	Lithuania	p. 54
MaltaPost for the Environment	MaltaPost	Malta	p. 55
Raising competence and awareness	Posten Norge	Norway	p. 56
Eco-portfolio project	CTT Correios	Portugal	p. 57
Training project for energy saving in the workplace	Correos	Spain	p. 58
2011-2012 Environmental Action Plan	Correos	Spain	p. 59
Sharing your ideas, our goal - Nathalie Ganzel, Vice-Chairman of the Social Responsibility circle			p. 60



## When commitment leads to creativity...

Jean-Paul Forceville,  
Chairman of PostEurop



The postal sector has been highly involved in Corporate Social Responsibility for a long period of time now and numerous concrete actions have been established by most postal operators' organisations in their respective countries. It is now time to highlight and share all the work done by the PostEurop members.

The postal sector has key reasons to be involved in social responsibility activities. First of all it has a historical role in the society; being a key player in the political, economic and social life of all European countries. Secondly, in order to adapt to the on-going transformation in the sector, postal operators need to develop innovative social policies. Thirdly the specificity of the sector with its widespread network and large infrastructures has an important impact on the environment.

There is thus an increased awareness in the entire European Union among all the main stakeholders from the sector. In particular regarding the change in customers' needs, a growing interest from public authorities for transparency and reporting compliance but also from the market and the shareholders. Postal operators have therefore a particular responsibility towards the society which they are an essential part of; this is a historical and structural responsibility which is deeply embedded in their culture.

Environmental issues are at the top of the interest, with a relevant topic regarding the new alternative fuelled vehicles. More than 40 postal companies have launched a pilot project or developed a strategy to enlarge their fleet with

alternative fuel vehicles such as electricity and compressed natural gas. But environmental subjects are also connected to new offers proposed to customers, some very interesting initiatives have been presented by our members and can be helpful to create a green product strategy.

We also clearly see that social topics are becoming more relevant in this changing period, particularly vocational training, social dialogue and occupational health. Postal operators obviously have invested a lot in training employees on several key issues like eco-behaviour, new technologies, customer orientation development... to prepare the future of postal companies.

Amongst PostEurop members we have been able to collect a wide range of good practices. The diversity of the initiatives presented underlines the dynamism and innovativeness of postal operators in the field of Corporate Social Responsibility. This brochure is a major initiative to highlight how the PostEurop Members, through concrete action, lead the way by promoting social, societal and environmental realities into everyday postal business.

I would like to thank all the members who have contributed to this common publication which was a very positive exercise to discover and promote all these initiatives.

On behalf of PostEurop, I hope this will be a useful tool to further enhance our ecological, social and societal effort today and tomorrow.



## Interview

Dominique Bailly, Chairman of the Social Responsibility circle

*“In most companies Corporate Social Responsibility activities have been identified as strategic for the company and vital for its long-term development in a competitive market.”*

### What is the main aim of this publication?

This brochure aims at better understanding the priorities of PostEurop members in the field of CSR, giving them the opportunity to promote a selection of good practices they have put in place at national level. More than 20 countries have contributed to this publication which will be widely distributed to internal and external stakeholders of the sector. Most companies have reacted very positively to this initiative and were eager to present their main policies and practices in CSR.

### What does Corporate Social Responsibility cover ?

The term Corporate Social Responsibility is commonly and always more largely used among European postal operators even if it does not always cover the same scope of activities. It is sometimes also referred to as Sustainable Development. It is also interesting to underline that numerous practices which directly contribute to the companies responsible policy are conducted without being identified as such as CSR ones.

### How are postal operators structurally organized to manage CSR issues?

A first observation is that the structural organisation of postal operators in Corporate Social Responsibility related issues is quite diverse.

In most companies, the Human Resources Department deals with most internal aspects of CSR and covers in particular training, social dialogue, occupational health & safety issues. Environmental and in some cases Societal issues are usually located in other departments.

This other department can be a CSR or a sustainable development department as such. In other cases, the CSR subjects which are not covered by the Human Resources Department, in particular environmental issues, belong to the marketing, communication or investors relations departments. This choice of organisation usually relies on the differentiation between internally and externally-oriented CSR policies. The employees' development, health and training as well as social dialogue are considered as internal issues while other CSR aspects relate more to external communication and relationships in order to promote the company's responsibility towards society.

In one company we have observed another distinction between human resources and other CSR issues with Environmental and Occupational Health & Safety issues belonging to the security unit that includes health, security and environmental issues.

Companies have in general identified experts in most of the CSR fields presented; however in some cases it seems that several topics are managed by the same expert. It has also been observed that CSR issues can be directly under the responsibility of the Secretary General or the CEO.

### Did postal operators identify one of these issues (Human Resources, Training, Occupational Health, Environmental, and Social Dialogue related activities) as strategic priorities over the past few years and also for the future?

In most companies, CSR activities have been identified as strategic for the company and vital for its long-term development in a competitive market. It appears that there are two major concerns. On the one hand, given the ongoing evolutions in the sector, there is a major interest for the internal aspects of CSR. In particular, raising employees' competences, occupational health – identified as a strategic priority in many companies- social dialogue and relations with trade unions have emerged as of particular importance. On the other hand, there is a growing development of the external aspects of CSR. Environmental issues seem to be amongst the top priorities, especially within the context of respecting national and EU legislation and developing new products and offers.

### How do postal operators communicate about their CSR commitment today?

The publication of an annual CSR report occurs in most companies. In other companies however there is no CSR or Social Report as such but some elements are included in the Annual Report. In some companies we observe that while there used to be a published CSR report, there is no longer such an independent document. The branch and international communication approach is quite new but can be an important issue for the external communication; this publication has been created for this purpose.

### How do postal companies match their CSR commitment and their development strategy?

The feedback given during the interviews and the collection of good practices clearly show that CSR initiatives directly contribute to the economic performance of postal operators. They are closely linked with the companies' strategy in order to better answer both consumers' needs and market's expectations. Social, societal and environmental policies are seen as a lever of economic development. Experts highlight the need to constantly ensure the close articulation between the different aspects of performance to guarantee the companies' long-term development.





**EMPLOYEES**

- Communication icons: speech bubble, hand pointing, hand holding a document.
- Teamwork icon: group of three people.
- Financial goals icon: piggy bank with coins.
- Accessibility icon: person in a wheelchair.
- Performance icon: person running.
- Other icons: paperclip, eye, thumbs up, person with a gear, person with a checkmark.



Occupational Health & Safety



ÖSTERREICHISCHE POST AG, AUSTRIA

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## Good working posture is a profit for everybody

The health of Österreichische Post's employees is a key element, especially for manual workers. Österreichische Post provides special information for managers and supervisors to observe health promotion as essential part of executive functions.



### ACTIONS:

Motivational presentations for all employees by occupational health doctors are proposed. Hence the need to provide information about correct working postures and handling techniques according to behavioural rules, to avoid dangerous postures or movements. Actions also include the prevention of injuries and accidents in manual handling of loads – lifting, pushing and pulling, and gymnastic exercises becoming part of working procedures. The company produces brochures with hints, sleights and exercises for typical workday, and also display posters to promote good working posture and give examples for a special exercise as part of working procedure.

### RESULTS and IMPACT:

This health care programme launched in 2007 was finalised at the end of 2012. The focal point of this programme was the offer of information lectures about correct posture and exercise at the workplace. In summary 590 events took place for more than 16,900 participants. In order to ensure the sustainability of this health programme further activities like screening of backbone are offered for interested employees at the workplaces. Starting in 2011 with screening of backbone and analyses of posture, a total of 62 events took place with about 1,000 participants who all got individual advices including a personal exercise programme.



Societal & vocational training



BPOST, BELGIUM

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## Acknowledging Experience

The world is changing and functions within bpost require other skills. Therefore bpost has decided to offer specific dedicated development tracks with certification or diploma.



### ACTIONS:

Employees need to be more flexible, deployable within bpost and learn to take their career in their own hands. Low-skilled employees also get the opportunity through a combination of an individual training plan and certification of their current experience to obtain a diploma provided by official acknowledged authorities. Two different diplomas can be obtained through a combination of distant learning and face to face coaching. The higher secondary (level 4) in 2 years and the higher professional (level 5, level just below bachelor diploma) in 3 years. For people who have no time to invest to obtain a diploma, the possibility is offered to get a European Qualification Certificate (Europass) on the basis of their current skills. Another possibility is to do a specific assessment in cooperation with the selection department of the Federal Government. In case they successfully pass the tests they get a 'Boarding Pass' for functions at the Federal Government.

### RESULTS and IMPACT:

All 18 000 postmen were invited to information sessions. 500 employees took the opportunity and started the challenge. Students who started in February 2012 will obtain their higher secondary diploma in January 2014. Fifty students started to obtain their professional bachelor degree. As of September 2015, the first students will graduate at this level. This project increases employability but employees also become more engaged, motivated and self-confident. Furthermore bpost as an organisation gains attractiveness as employer for low-skilled co-workers and enjoys more flexibility in its workforce planning.





Vocational Training



BULGARIAN POSTS, BULGARIA

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## Metamorphosis Project

The Metamorphosis Project was born after the mixed results of the Changing Post Leonardo Da Vinci Programme, the feedbacks received through mystery customer surveys, call centres, Facebook, and a dedicated mail address, regarding the quality of service in Bulgarian Post offices

**ACTIONS:**

As a result, the company was urged to elaborate a project in order to improve the quality of service, by introducing a customer-oriented approach through a new training system and improving internal communication processes. Within the framework of the project, standards for customer service have been set up. They have been implemented through trainings in communication skills, sales skills and teamwork provided by internal trainers. The next step is to guarantee that these standards are observed by regular checks at the post offices by supervisors.

The pilot phase of the project took place in the period from February to August 2012 in the city of Sofia, which is the biggest postal market in the country. Around 700 employees (heads of post offices and front office employees) have been trained. The second phase is the dissemination of the system all-around the country by training employees to be trainers (train-the-trainers approach). These trainings took place from August to September 2012 after which the trainers started training sessions in their respective regions.

**RESULTS and IMPACT:**

With a focus on the optimisation of the internal process, the identification of customers' needs and a more pro-active approach, a synergy effect is to be expected between IT and Sales, thus fostering a more customer-orientated approach.



EMPLOYEES



Training



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## Social Innovations Project

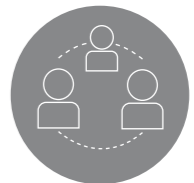
Senior and youth unemployment is a major issue today in Europe, and in the meantime, the mandatory period of working life keeps expanding. Hence the real need for companies to be responsible and find solutions to manage employing both the inexperienced but adaptable youth, and the skilled seniors who have a good knowledge of the company.

**ACTIONS:**

The Social Innovations Project, which is being implemented with EU financing, aims at creating an innovative environment and sustainable training system for continuous training of employees by their experienced colleagues. The project is targeted at employees who are over 55 years old to be trained to become trainers. The first stage of the project involves the training of around 80 employees in pedagogical skills. At the second stage of the project, they do trainings in order to transfer their knowledge and skills to younger colleagues. Another aspect of the project is the development of individual career plans for employees. Further steps are taken to develop several projects aimed at CSR issues. The projects, waiting to be approved for EU funding, cover areas like Safety at work or "On the way to work".

**RESULTS and IMPACT:**

The development and implementation of a standard for safe labour conditions, the British Standard Occupational Health and Safety Assessment Series 18001-2007 is expected from this project.



EMPLOYEES



Vocational Training



CYPRUS POST, CYPRUS

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## Development of new methods and technologies

On the basis of a well-designed development and modernisation plan, one primary target of the Cyprus Post is constant quality improvement. It aims on the one hand at satisfying customers' needs and, on the other hand, at maintaining its leading role in the market. Therefore, Cyprus Post has developed this project to develop its personnel skills and knowledge.

**ACTIONS:**

In order to develop and implement innovative working methods, technologies, and best practices as well as to change personal mentality, a Leonardo Da Vinci funded programme was conducted. It was implemented in cooperation with the Hellenic Post who designed the relevant procedures to follow. It included two days theory and eight days "on-the-job training". 40 employees, selected based on their duties, attended the programme from all levels of the personnel. The programme took place in the educational centre of Hellenic Post in Athens, with a continuous coaching by Hellenic Post. At the end of the programme there were tests and accreditations for the work done by the participants. Coming back to work, the participants were evaluated based on their results deriving from the training received. Besides, during a special event, there was a dissemination of training results to the rest of the staff. The project was awarded by the "Foundation for the Management of European Life Long Learning programme" which represents the European Union in the training sector.

**RESULTS and IMPACT:**

The development of new methods and technology programme had several positive consequences: increase of efficiency and productivity, implementation of new methods and best practices, enhancement of creativity and innovation, mentality change and adaptation to a fast changing postal environment, familiarisation with information technologies, development of social responsibility, improvement of staff personal activity and communication level between team members.



EMPLOYEES



Occupational health



LE GROUPE LA POSTE

LE GROUPE LA POSTE, FRANCE

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## Work-related road accident reduction

Work-related road accidents are the most frequent occupational accidents at La Poste. They mainly happen during the mail delivery activity. A general approach, based on the different prevention levers, was implemented to reduce the number of accidents.

**ACTIONS:**

The mobilised prevention levers are:

- mobilisation of the managers on monitoring (weekly chart of accidentology) and analysis of the occupational accidents causes to define prevention actions;
- periodical medical examinations, every two years;
- reduction of the "powered two-wheelers" (PTW) through the adaptation of current rounds with alternative solutions such as electric four-wheel vehicles (more than 600 in 2012) and e-bikes (more than 12,000 in 2012) and research on a new type of vehicle adapted to postal distribution;
- adaptation of distribution means during winter (use of cars if necessary instead of PTW, etc.);
- training of drivers on work-related safety road including familiarisation with the vehicle to be used by the agent and training of car drivers on eco-driving;
- specific communication to agents, managers and prevention professionals: weekly publication of prevention messages, prevention leaflets, etc.

**RESULTS and IMPACT:**

Since the first actions for work-related road accident reduction in 2006, the number of road work accidents with or without sick leave has decreased by 21%.



EMPLOYEES





Health & Safety

## Deutsche Post DHL

DEUTSCHE POST DHL, GERMANY

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# E-learning tool “Leadership and Mental Health”

Deutsche Post DHL regards health as a state of comprehensive physical, mental and social well-being and not merely as the absence of illness. In light of the significant increase in the frequency of mental illness, the connection between working conditions and mental disorders has been the subject of scientific, public and political debates.

### ACTIONS:

The way stress and illness are subjectively perceived is seen as being of major importance. In collaboration with the Aachen University of Technology and the Federal Ministry of Labour and Social Affairs, the group has developed an e-learning tool that supports our managers and offers scientifically based information.

Managers face a double challenge when it comes to creating a healthy work environment:

- their management style essentially defines the working environment and in turn the well-being of their employees
- managers themselves are often “stuck in the middle.”

To support managers in this key management responsibility, Deutsche Post DHL is providing an e-learning tool developed especially for them. The training sessions provide information on the topic of “Leadership and Mental Health.” Based on scientific principles, the programme provides information on stress and the correlation between leadership and health, as well as effective solution strategies for proble-

matic situations. Users receive concrete advice based on real-life examples on how to strengthen their own personal resources and protect their employees from stress-related overload.

### RESULTS and IMPACT:

The tool was launched in February, therefore results are not available at the moment.



Social Dialogue

## Deutsche Post DHL

DEUTSCHE POST DHL, GERMANY

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# Deutsche Post DHL Forum: Driving dialogue in Europe

The DPDHL Forum is a body set up by agreement in terms of the Act on European Works Council (EBRG). With this Agreement, the European Works Council (EWC) and Central Management state their willingness to engage in open dialogue and early information and consultation within the DPDHL Forum.

### ACTIONS:

The Deutsche Post DHL Forum is a joint body of Deutsche Post DHL employee representatives (European Works Council – EWC) and management representatives (European Management Forum) from 29 European countries. It is responsible for matters pertaining to the Group as a whole, or matters that affect at least two businesses or two companies in different European member states. Following a joint request by its chairpersons, the Deutsche Post DHL Forum is also informed of any measures that have a fundamental impact on employees in one of the 29 European countries and measures that have strategic implications for the business in Europe. UNI and the European Transport Workers’ Federation are each entitled to appoint a representative to participate in the regular Deutsche Post DHL Forum meetings. This promotes direct and open communication across country and language boundaries for the benefit of both the Group and its employees.

Due to the complex and frequently changing structure of the Group, the Deutsche Post DHL Forum’s organizational struc-

ture requires regular adjustments to reflect developments across the Group. To respond to this, business committees have been established, which devote themselves exclusively to issues arising in the respective business areas.

### RESULTS and IMPACT:

Further to size and organisation of the Group the DPDHL Forum in its second term of office (2008 – 2012) met 66 times. It was informed about 129 issues and was informed and consulted about 106 topics. In its current term of office (2012 -2016) the DPDHL Forum and its sub bodies already met 19 times. Further meetings in 2013 are scheduled. EWC and Central management emphasise that, in line with the guiding principle, economic and social aspects together form the basis for a future-oriented corporate policy. On the basis of the Agreement, central management and the EWC will recognise the differences in their roles, but will also work together constructively to achieve a balance of interests.





Vocational Training



HELLENIC POST, GREECE

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## Apprenticeship programmes

**Work experience has always been a crucial prerequisite for young people to have access to the labour market. Hellenic Post (ELTA), in cooperation with the Hellenic National Organisation of Manpower Employment (OAED), provides them an opportunity through Apprenticeship Programmes.**



**ACTIONS:**

Apprenticeship programmes enable students to implement theory and handle relatively practical issues, have «in vivo» experience in the workplace, develop functional and sound job behaviour, be socialised in a work environment, enrich their technical knowledge, and improve their skills in an actual work environment under the guidance of a supervisor. The student is prepared for the labour market and his/her professional perspectives are improved. In addition to this, the student is paid during the apprenticeship programme. Hellenic Post's participation in apprenticeship programmes supports the National Action Plan for employment. Apprenticeship is a Central European educational system that combines in-class education and remunerated traineeship ("on-the-job training") in enterprises of both the private and the public sector. Hellenic Post undertakes the on-the-job training for the trainees. The apprenticeship programme lasts two school years (4 semesters).

**RESULTS and IMPACT:**

Hellenic Post offered 29 trainees' posts during the school year 2010-2011 and 20 trainees in 2012-2013. These programmes provide the managers of ELTA a chance to develop their mentoring and coaching skills, related to the guidance of the students they are responsible for, while reinforcing the solidarity between the workforces of the country. By participating in apprenticeship programmes, Hellenic Post supports the National Organisation of Manpower Employment (OAED) in achieving the employment goals.



Occupational Health & Safety (OH&S)



HELLENIC POST, GREECE

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## Raise awareness on Occupational Health & Safety issues

**With 8,500 employees, Occupational Health & Safety is of vital importance for ELTA. Thus, it is important to reinforce the personnel's culture on OH&S issues. Various actions whose objectives are quantitative and qualitative identification of the risks factors have been implemented to improve working conditions and minimize occupational accidents.**



**ACTIONS:**

ELTA tracks every occupational accident and analyses the reasons and conditions for each accident that took place. Then, there is a submission of proposals to prevent similar incidents, leading to an annual analysis and a report. Meetings with the OH&S Labour Committee (including workers' representatives) are organised on a quarterly basis to exchange views on issues of safety and health protection and jointly raise the employees' awareness. ELTA also cooperates with competent OH&S institutions (ex. Hellenic Institute for Occupational Health & Safety, National Center for Scientific Research "Demokritos" etc.). ELTA sets up visits of occupational doctors and safety engineers to all ELTA facilities, in order to record the conditions of the current infrastructure, train the employees on OH&S issues and submit proposals on the improvement of their working conditions. ELTA elaborates brochures with instructions on various issues (ex. musculoskeletal disorders, noise at work, proper posture when working with a PC etc.), distributed to the personnel. They contain short and comprehensive

texts for the employees to be informed and comply with the prescribed procedures. OH&S training for managers and supervisors have also been put in place – either on site or at ELTA's Vocational Training Centre (KEK ELTA S.A.) – to raise awareness and develop compliance of their personnel with the prescribed procedures.

**RESULTS and IMPACT:**

As regards the achieved results, there has been a decrease in the number of occupational accidents, thus decreasing labour costs as well. The employees' health and working conditions have improved, and so has productivity.





MAGYAR POSTA, HUNGARY

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Occupational Health & Safety

## Selecting protective equipment with workers and their safety representatives

Magyar Posta has nearly ten thousand delivery employees and most of them perform the service on foot. The hot summer season work is performed under climate conditions that remain significantly below the optimal level. We had to find a professional and definitive solution for the problem.



**ACTIONS:**

Based on the risks and health complaints identified, measures were taken to select the appropriate protective equipment and certify its suitability in practice. With the participation of the workers' safety interest representation body, we chose to launch a wear testing pilot project. To collect and evaluate the experience obtained, we used an evaluation sheet. During sampling our aim was to make sure that wear testing truly represented the distribution of the wearers according to age, gender and geographical characteristics. Magyar Posta selected three pairs of light protective footwear with the same characteristics. The third wear testing ended with a favourable result, and from 2012 the use of the light protective footwear was introduced for delivery employees and vehicle drivers. When selecting suitable summer footwear for delivery employees the problem of skin diseases, injuries, sores and fatigue in the legs caused by hot and inadequately ventilating footwear were taken into account. This was performed

with the efficient involvement of the workers' safety interest representation body.

**RESULTS and IMPACT:**

During the introduction and use of the light protective footwear we experienced an improvement in the field of slip and fall work accidents, and employees' satisfaction. These results were discussed on national and regional corporate forums ensuring dialogue between employers and employees. This also ensures the management authentic commitment and responsibilities when performing safety tasks.



EMPLOYEES



AB LIETUVOS PAŠTAS, LITHUANIA

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Training

## Qualified Staff for better Customer Service

The initiative's objectives were to make our staff aware of the benefits of good customer service and sales opportunities.



**ACTIONS:**

Before 2011, the postal staff had never followed trainings on customer service or active sales. Lithuania Post's mystery shopper scores were in the low 70s out of a total of 100, and the employees saw themselves simply as postal operatives who worked with mail and packages. In 2011, Lithuania Post started arranging trainings from the areas of sales and customer service. Speaking of the initial actions taken in 2011, from January until May 2011, 1537 employees (out of 1600 working with customers) took part in 124 trainings on customer service standard. The trainings were conducted by a team of 27 trained volunteers. Respectively, in June 2011, 117 training sessions on the development of sales skills were arranged between July and November 2011. 6 internal trainers and 4 internal trainers-volunteers trained 1453 employees. Similar trainings were conducted in 2012 with 2321 participants.

**RESULTS and IMPACT:**

According to mystery shopper assessments, the trainings on customer service resulted in better customer service performance and increased by 16% in the period of 8 months of 2011 (73.3% in June vs. 89.4% in December 2011). The results reached 91.6% in 2012. For the mystery shopper measurements, the employee's professional skills, contact with the customer, sales of additional services, the general atmosphere in the customer service area, and other criteria were taken into account. As a result of the trainings on sales, the turnover from retail and commission sales increased by 50% in 2011 and 43% in 2012.



EMPLOYEES



POSTNL, NETHERLANDS

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Employment / Mobility programme

## Mobility PostNL: successful redeployment for mailmen

In order to reduce costs PostNL decided to replace, step-by-step, its current full-time staff with newly appointed part-time employees in mail delivery. To do this in a socially responsible way PostNL organised its own redeployment unit: PostNL Mobility. It aims at guiding employees from their existing job to a new job on a voluntary basis through a "mobility programme".



**ACTIONS:**

In response to increased competition and declining volumes of mail, which continuously reduces the turnover and profits of the company, PostNL developed multiple master plans to reduce costs through various restructuring measures. One of the most drastic measures for this is a step-by-step replacement of the current full-time staff with newly appointed part-time employees in mail delivery. This aims at considerably reducing personnel costs and enabling the company to handle and deliver the declining mail volume more flexibly. In addition PostNL planned to downsize the company, which also could include layoffs.

The company agreed to a socially responsible workforce reduction in 2007. The applicable collective labour agreement provided for early-retirement schemes for employees over 50. A large part of the downsizing, which affected full-time employees especially, was to be achieved through a "mobility programme", which aims at guiding employees from their existing job to a new job on a voluntary basis. PostNL organised its own redeployment unit: PostNL Mobility.

With this mobility programme, the company aims at preparing employees for other job opportunities and at guiding them to employment outside the company via consultations, workshops, coaching and achieving qualifications. Besides individual coaching, the programme includes 'Job-seeks-Worker' projects in which project managers can build network relationships with companies that have multiple vacancies and can offer them real good employers. Typical branches PostNL works in are: transport and logistics, public transport, security (private & public) and technique / production.

**RESULTS and IMPACT:**

Between 2006 and 2012, more than 7,000 employees have left the company voluntarily with the help of the mobility programme. To accomplish the transformation in a socially responsible way, PostNL has a social plan in place that focuses on stimulating voluntary change from the old job to a new job. This social plan helps mitigate the effects of the reorganisations and contains, among other things, measures that support the employees financially.



POSTEN NORGE, NORWAY

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Occupational Health

## Health awareness programme

Various pilot programmes launched in 2012 formed the basis for the development of a comprehensive health awareness programme. The purpose is to influence the factors promoting health both in relation to the individual's lifestyle and the psychosocial conditions at the workplace.



**ACTIONS:**

Lifestyle planning is offered to workers within the framework of the health awareness programme in order to give them the knowledge and motivation needed to take responsibility for their own health. Until now, about 1,200 workers planned their own lifestyle and made individual action plans, in addition to plans and initiatives at the group level. As a support to managers in the work to create a health promoting environment, a scheme involving health motivators who will function as driving forces in the local health work, has been established. To this date, 150 health motivators have been trained and are working in the organisation. The Group's communication channels will be used to increase health competence among managers and workers. This also concerns on taking social responsibility in order to spread knowledge to other workplaces in the public and private sectors about how to work while promoting good health.

**RESULTS and IMPACT:**

This programme has been a unique approach to work and create the conditions for a good lifestyle in a good working environment. This reduces absence due to sickness, in addition to increasing enthusiasm and well-being. The HS&E effort also provides a business-related advantage through increased productivity and profitability. In 2012, health-promoting work was a topic in the mandatory management training on Health, Safety and Environment Corporate and at the annual HS&E conference.



Occupational Health & Safety



CORREOS, SPAIN

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## Reducing occupational accidents

The employees' safety and health is a priority for Correos. That is why, together with strict compliance with the legislation in force, Correos is constantly trying to reach the ultimate objective of zero accident rate.



**ACTIONS:**

The company is committed to raise the awareness of an individual and collective responsibility in the promotion of prevention and management of risks model. As such, Correos is complying with occupational risk prevention law, services prevention regulation and other legislations. To reach the objective of zero accident rate, Correos put in place the following actions:

- Inclusion of reducing workplace accidents as a remunerated target for middle managers.
- Periodic identification and risk assessment, as well as by regular spot checks of working conditions.
- Drawing up procedures of the Prevention Plan (i.e. vulnerable workers, management procedure for IPE (Individual Protection Equipment)...).
- Training in prevention expanded to all level of the company, is the key to improve Correos' preventive policy.
- Health Monitoring Plan to ensure periodic review of the employees' health state based on the job characteristics and the risks identified for each position.
- Developing awareness campaigns for risks prevention and

control (suitable freight transport, safe driving rules and basic recommendations to prevent heat, cold, etc.).

- Extend preventive culture among suppliers, contractors, and business partners (respecting the Global Compact's ten principles) and procedure for the coordination of business activities.
- «Atenea» award, which acknowledges people and teams' commitment to the human capital policies and values focusing on decreasing accidents and absenteeism by applying best practices.

**RESULTS and IMPACT:**

In 2012, 413 risk assessment, 1,013 emergency or self-protection plans and more than 30,000 medical check-ups have been done. More than 10,700 employees have participated in Occupational Risk Prevention (ORP) training actions and 1,400 managers have been trained. Correos noticed a reduction of accident rate by 22.20% (1,102 accidents less than in 2011), a decrease of incidence rate around 17.50% and 99.84% of total accidents are minor character.



Training



SWISS POST, SWITZERLAND

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## Training apprentices in a trainee-run post office

Swiss Post runs eight trainee-run post offices across all language regions in Switzerland. Four of these post offices are in German-speaking Switzerland; two are in French-speaking Switzerland; one is Italian-speaking, in Ticino; and there is a bilingual (German-French) trainee-run post office in Bienne.



**ACTIONS:**

Since 2008, Swiss Post has been giving the opportunity to train apprentices to become retail trade experts. The apprentices perform all activities required in a post office and take up entrepreneurial responsibilities. The second and third years of their apprenticeship, they serve and advise customers in handling postal transactions and deal with administrative matters in one of the trainee-run post offices. Eight to twelve prospective retail trade experts, currently training for their Swiss federal vocational education and training diploma, work in each post office. Under the supervision and with the support of two to three advisors, they independently take care of the offices management. Training in a trainee-run post office is a once-in-a-lifetime opportunity to acquire team development and leadership skills already during training. The apprentices gain extensive self-competence as well as social and leadership skills. They put themselves forward for demanding and responsible roles after completing training.

**RESULTS and IMPACT:**

Swiss Post is having consistently positive experiences with these trainee-run post offices. The previous apprentices completed their training with top grades; the sales results remained as good as ever or even improved. Swiss Post also views the trainee-run post offices as a training platform for future managers. Many former apprentices took on responsible roles directly after completing their training (managing the main cash desk, standing in for management, etc.).





CZECH POST, CZECH REPUBLIC

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Societal

## Recruitment policies for the youth

### Implement a cooperation between Czech Post and the Association of secondary postal schools and universities.



**ACTIONS:**

Czech Post reflects the current postal market which is, due to the rapidly evolving technology, constantly changing and adapts the focus of its business activities in this market. These changes bring new challenges in the areas of product marketing, IT, logistics, project management, financial services, etc. This opens up a great opportunity not only for professionals but also for students and graduates from universities and secondary postal schools.

The aim is primarily to establish contacts with talented pupils, students and graduates with backgrounds related to the activities of Czech Post. Therefore Czech Post closely cooperates with the Association of secondary postal schools and with universities.

As for students who study the postal industry, they have the possibility to gain, as part of practical training, work experience in the postal service. Students are introduced to the real working environment and gain the experience necessary for the job upon graduation.

**RESULTS and IMPACT:**

Czech Post activities focus on job fairs, where students can consult and discuss possibilities of a cooperation during their study or career possibilities within the Czech Post. There were a total of 1,166 students from postal schools attending the practice in the Czech Post for the school year 2010/2011.



DEUTSCHE POST DHL, GERMANY

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Gender Equality / Personal Development / Societal

## Taking on Responsibility Together: Two Women Calling the Shots

### What does it mean to embrace diversity? It means recognizing the benefit of having different views and approaches and understanding that each individual is unique. At Deutsche Post DHL we strongly believe that diverse leadership yields innovation and promotes a strong and healthy company.

**ACTIONS:**

In China, women in management positions at Deutsche Post DHL are no longer a novelty. Elaina Wu and Michelle Wu oversee 230 employees at the DHL Supply Chain warehouse in Shanghai. Spare parts are stored for two key customers at the warehouse facility before they are shipped to customers around the world. But what makes this facility so different from other branches in China? The female management duo has developed a special leadership style. They strongly believe that creating a challenging yet supportive working atmosphere is the key to employee development. Elaina Wu and Michelle Wu are coming from different professional backgrounds themselves, both decided to pursue additional training and education to get the right qualification for their jobs. Therefore they offer education and training opportunities in the staff room at their warehouse and ensure that employees enjoy a variety of tasks and the opportunity to volunteer for new challenges. Roughly ten to fifteen percent of employee salaries are tied to performance and small financial rewards are awarded for the achievement of team targets.

**RESULTS and IMPACT:**

The new management style and reward scheme introduced by Elaina Wu and Michelle Wu promotes Deutsche Post DHL's goal of becoming an « employer of choice ». By supporting and motivating employees in their professional development, Elaina Wu and Michelle Wu remind their staff every day that initiative and commitment can pay off in the long run.





Societal



AB LIETUVOS PAŠTAS, LITHUANIA

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## Draw the Post of the Future

**In 2011, celebrating the World Post Day, Lithuania Post has announced a drawing contest to the children under the title Draw the Post of the Future.**



**ACTIONS:**

Hundreds of drawings received by the company from the whole country were exhibited in Vilnius main post office in autumn 2011. The young authors of the best works received special awards from Lithuania Post. The best children's drawings were used to illustrate a special Lithuania Post's calendar of 2013. Part of the money resulting from the sales of the calendar went to charity. 13 children's drawings from the contest adorned the special Lithuania Post's calendar of 2013. The calendar was available for purchase at post offices and on Lithuania Post's e-shop. Buyers of the calendar donated 50 centas to the Children's Disease Clinic under the Hospital of Lithuanian University of Health Sciences Kauno klinikos.

**RESULTS and IMPACT:**

More than 20 thousand copies of this special Lithuania Post's calendar were sold and, therefore, more than 10 thousand litas were raised for charity. The amount collected was allocated to the Children's Disease Clinic under the Hospital of Lithuanian University of Health Sciences. As it has proved to be successful, the project is likely to become traditional - in 2012, almost two and a half thousand Lithuanian children participated in the drawing contest announced by Lithuania Post at the occasion of the Post Day. The best drawings of the contestants were also used for the special Lithuania Post's calendar of 2014. Part of the funds to be collected from sales of this new calendar will be given to the same children's medical office next year.



Societal



MALTAPOST, MALTA

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## MaltaPost helps philanthropic institutions

**The aim of the Malta Community Chest Fund is to help philanthropic institutions and, more importantly, the individuals with different needs. As part of last year's fundraising 'L-Istrina' initiative MaltaPost delivered over 700 of 'Tisjir mill-Qalb' books for free.**



**ACTIONS:**

L-Istrina is a yearly event which is organised on a national scale by the President of Malta to raise funds for those in need, particularly for children suffering from a serious disease such as cancer. The Malta Community Chest Fund does not receive any funds from the Government. However, throughout the year various fundraising activities such as balls and concerts are organised by the Fund and also by the Office of the President to raise funds. The Fund also relies on the generosity of corporate companies and the general public for the collection of money. As such, MaltaPost provided a free-of-charge courier service for the delivery of 700 copies of these books which were sold online and sold copies of the 'Tisjir mill-Qalb' book from its network of 34 retail outlets around Malta and Gozo. The 'Tisjir mill-Qalb' book is the third in a series of recipe books published by the Malta Community Chest Fund which include recipes from the President's kitchen. Instead of going to MaltaPost, the money collected for this service was given

to 'L-Istrina'. Besides this, MaltaPost also sold hundreds of copies of this book within its retail outlets.

**RESULTS and IMPACT:**

Together with a donation, the money collected from the courier serviced amounted to €21,000. This was donated entirely to the 'L-Istrina' initiative.





POSTEN NORGE, NORWAY

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Societal

## Ambitious ethnic diversity goals

The internal developments programme “You make a difference”, for employees with family backgrounds from outside the Nordic area, was created to increase the diversity in Posten Norge.



**ACTIONS:**

In 2012, 12.2 % of the group’s employees in Norway had a minority background, divided between more than 70 nationalities. Today in the parent company, the share of immigrants within the staff and management is of 3.8 %. The group has a goal that 15 % of the company’s employees in Norway shall have an immigrant background by the end of 2015. In order to increase the amount of diversity in positions in corporate staff units and management in Norway, a special goal has been established that 7,5 % of employees in these position categories have an immigrant background at the end of 2015. In order to reach that goal an internal development program has been established and is particularly aimed at operational employees who have competence they are not able to use in their present positions. In total, 49 applications (73 the previous year) were received, of which 4 employees were chosen as trainees in corporate staff units and management for a year.

**RESULTS and IMPACT:**

In 2012, Posten’s internal development program “You make a difference” for employees with family background from outside the Nordic area who have competence they are not able to use in present position, started up for the second time. 4 employees (out of 49 applicants) were chosen as trainees for a year. In the previous year, 5 employees (out of 73 applicants) were chosen as trainees for a year. As a result, 6 out of 9 participants of the program have a position in corporate staff units and management at present time.



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Societal

## Supplementary private health and social service institution for postal employees- Instituto de Obras Sociais (IOS)

**IOS is a societal project in the welfare domain for employees (serving or retired) and their families, which includes both medical care and social support service provided to CTT’s beneficiaries. The social service is mainly oriented to those living in more fragile conditions – elderly, children with disabilities and/or chronic diseases.**

**ACTIONS:**

All workers employed full or part time may adhere to the regime (medical and social), enrol their families and keep on using the system through retirement. In case of death of the employee, the family members may go on using the system. Every medical specialty is available nationwide. Access to a high number of hospitals and medical centres is granted. A list of acting doctors, specialists, laboratories and health centres is kept updated. Nowadays the beneficiaries can accede to detailed and complete information through a dedicated website . The social service delivered by IOS may take either the form of individual personal support or of financial aid. Often IOS shares expenses in the areas of mental healthcare, drug addiction, alcohol abuse, etc. It allocates as well several allowances, like study, nursery school, childcare and maternity. In 1997 further full free benefits in the maternity area were



offered. IOS is financially self-sufficient. The rates for each service are below the market prices and payment is made through direct debt to the employee’s salary. To use the system each employee pays a monthly fee according to its salary (1.5% for the employee and 2% for family members).

**RESULTS and IMPACT:**

On 31 December 2012, IOS totaled 46,349 beneficiaries. Of these, 22,709 were employees and 23,640 family members. In 2012, a total of more than 1.1 million medical care services were performed by 9,221 healthcare providers and service points in the framework of 72 specialties.



SWISS POST, SWITZERLAND

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Societal

## PostDoc school service – Swiss Post’s social commitment to education

The PostDoc school service provides kindergartens and schools with teaching media on Swiss Post’s various subject areas free of charge and without advertising. Swiss Post presents itself to prospective postal customers and potential staff as a likeable service company and attractive employer.



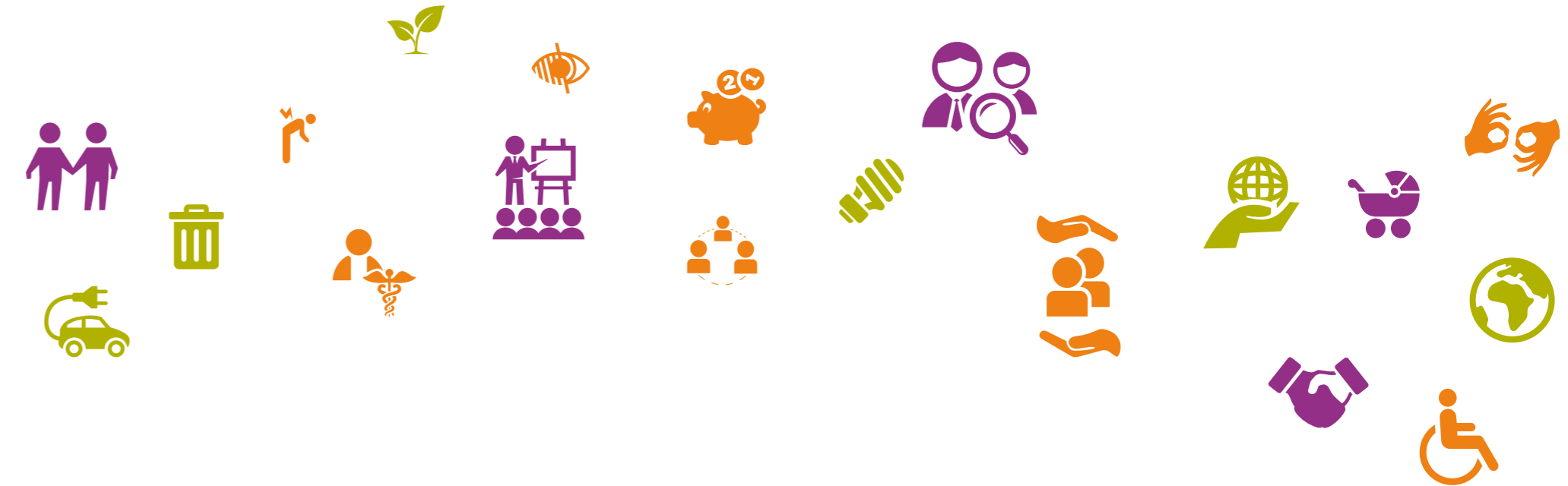
**ACTIONS:**

The production of innovative teaching materials geared towards modern teaching media is the main objective of the PostDoc school service, while at the same time respecting Switzerland’s linguistic and cultural diversity. A children’s post office, a picture book, activity sheets and educational games, amongst other things, are provided to kindergartens up to the third grade. The post office workshops, a geography game, planning a school trip and educational materials on the topic of communication are the subjects in middle school teaching aids. For the upper school the topics offered are career choice, finance and logistics. All the teaching aids have a practical bearing on school curricula and comply with modern teaching principles. Swiss Post is always the subject but any product advertising is deliberately avoided. Exciting activities such as visiting post offices and guided tours through Swiss Post’s logistics centres, hosting career information events on available courses, a DVD lending service and the distribution of further information materials round

off the offer from the PostDoc school service.

**RESULTS and IMPACT:**

During their time at school, Swiss pupils will on average work twice with teaching aids from Swiss Post. This corresponds to an annual consumption of more than 180,000 printed products. Through its strong commitment to the field of education, Swiss Post demonstrates that it recognizes its social responsibility towards the state and society far beyond its actual business activities.







ÖSTERREICHISCHE POST AG, AUSTRIA

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Environment

## CO<sub>2</sub> Neutral Delivery

All letters, parcels and direct mail items delivered in Austria by Österreichische Post are delivered in a CO<sub>2</sub> neutral manner. The initiative CO<sub>2</sub> NEUTRAL DELIVERY is being implemented in a three-phase programme.



**ACTIONS:**

The top priority is to avoid emissions in the company's core processes. Measures include the energy consumption monitoring in buildings, the introduction of efficient lighting concepts and the optimisation of the infrastructure of the buildings in which it operates. In addition, transport of mail items is carried out as environmentally compatible as possible. This is achieved on the basis of optimised route planning (i.e. avoidance of empty runs, consistent optimisation of the deployed vehicles and the reduction of kilometres). A modern vehicle fleet, regular repair and maintenance work, and on-going driver trainings also ensure eco-efficiency. Österreichische Post is also relying on alternative driving systems in its delivery process. At the beginning of 2013 it already had a total of 265 e-vehicles in its fleet. At the beginning of 2012, the company converted its entire electricity purchases into energy from renewable energy sources. The next milestone is the construction of the largest rooftop photovoltaic plant in Austria at the Letter Mail Logistics Centre Vienne in fall 2013.

All emissions which cannot be avoided at the present time are compensated by support provided to recognised and certified climate protection projects. To ensure that the targeted positive ecological effects are actually achieved, the entire initiative CO<sub>2</sub> NEUTRAL DELIVERY is being monitored and assessed by independent experts.

**RESULTS and IMPACT:**

Major successes have been achieved by Austrian Post with respect to reducing the greenhouse gas emissions and energy consumption from its business operations. Based on the broad range of measures, Austrian Post can guarantee every individual customer that his shipments are delivered in a climate-neutral manner throughout Austria.



ÖSTERREICHISCHE POST AG, AUSTRIA

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Environment

## E-Mobility Post

Electric-powered vehicles provide a major contribution into reducing greenhouse gas emission, noise and energy consumption due to the fact that electric motors operate in a much more efficient way, are emission free and generate little noise. As such, Österreichische Post is expanding its fleet of electric-powered vehicles

**ACTIONS:**

Supported by the funding programme "Klima:aktiv mobil" launched by the Austrian Federal Ministry of Agriculture and Forestry, Environment and Water Management, Österreichische Post already operated 265 electric powered vehicles in its fleet at the beginning of 2013. 247 were single-track e-vehicles along with 18 electric cars, and thus rank Österreichische Post among the Austrian trailblazers in the field of e-mobility. Österreichische Post will increasingly rely on this promising future technology. With its model region "E-Mobility Post", Österreichische Post is one of the eight models of e-mobility regions in Austria. Within this programme the company specifically plans to integrate more than 1,000 e-vehicles in its fleet by 2015. This is designed to test and research the practical use of these vehicles in the mail delivery process.

**RESULTS and IMPACT:**

Österreichische Post operates in a very energy-intensive business. This is why the priority is put on avoiding emissions, particularly in the vehicle fleet. The deployment of modern vehicles is an essential part and electric-powered vehicles comprise an ideal upgrading of its modern fleet. In this way, as the largest logistics company in Austria, we take responsibility for helping to actively avoid greenhouse gas emissions.





BPOST, BELGIUM

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Environment

## bpost Energy Monitoring System

bpost is continuously looking for improvement and new initiatives to reduce energy costs and the overall impact on the environment. In 2012, the Energy Management department started the implementation of an Energy Monitoring System (EMS) to measure, monitor and optimize energy flows in the main 50 mail centres (approximately 70 premises by 2020).

**ACTIONS:**

This new Energy Monitoring System collects energy data and uses it for three main purposes: reporting, monitoring and engagement. Data loggers have been installed in 50 main centres. The system also allows manual introduction of energy consumption for all other buildings.

EMS is a powerful tool to manage the following functions:

- Understand and analyse energy consumption
- Identify, through the analysis of energy consumption, opportunities to reduce consumption
- Reduce energy consumption by influencing the behaviour of the building users
- Generate alarms in case of abnormal consumptions
- Report on the energy consumption and track key performance indicators.
- Automatic creation and forwarding of own predefined dashboards
- Budget follow up (compare budget vs. actual consumption)
- Automatic invoice control

**RESULTS and IMPACT:**

bpost reduced its CO<sub>2</sub> emissions by 32% since 2007 and its energy consumption by 15% since 2005. More specifically for our buildings, the gas consumption for heating has been reduced by more than 40% and the electricity by 25%. This Energy Monitoring System will contribute to achieve our new energy consumption reduction targets set for 2020. bpost has also reached the top of the ranking of the International Postal Cooperation Environmental Measurement and Monitoring System scorecard.



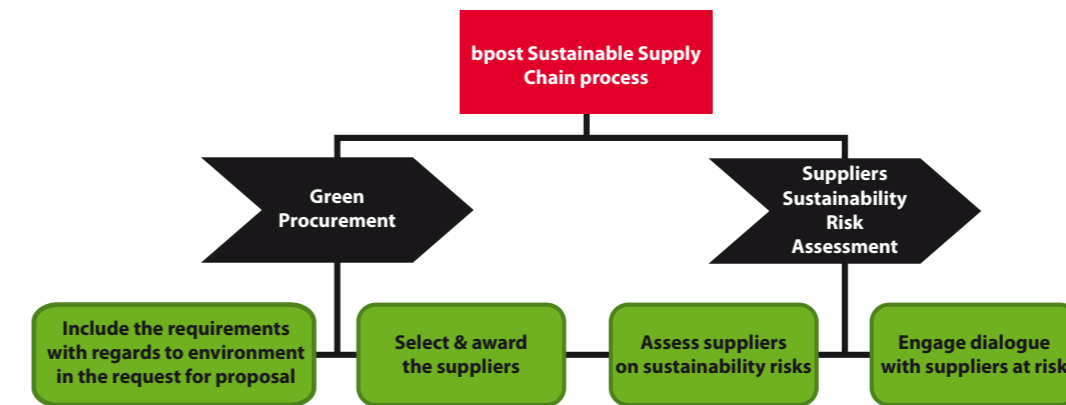
BPOST, BELGIUM

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Environment / Societal

## bpost Sustainable Supply Chain



bpost implemented a process broadening its sustainable procurement policy to address environmental (energy, water and waste) and social performances (health and safety, working conditions, child and forced labour) amongst its suppliers.

**ACTIONS:**

In the framework of the Green Post programme, bpost has been working to ensure the sustainability of its supply chain, over the past 2 years. This has been done by integrating sustainability criteria in tenders as well as introducing a contractual clause requiring suppliers to have a minimum maturity in terms of internal policies regarding sustainability. This process comprises an evaluation of environmental and social performance of bpost suppliers using the Ecovadis

platform (via www.ecovadis.com). Almost hundred suppliers are assessed every year in accordance with a CSR scorecard based on the ISO26000 requirements. The suppliers that are considered at risk (insufficient score) are requested to take necessary action to increase their score if they want to continue working with bpost. The goal is to assess sustainability risks within bpost inbound value chain and to raise awareness that bpost recognizes the sustainability efforts of its suppliers.

**RESULTS and IMPACT:**

By modeling the demand in terms of sustainable procurement, bpost reduces its environmental impact and encourages innovation amongst its suppliers towards more environmental friendly organisations and products. With this new Green Procurement process, bpost has contained the price levels and gained a higher quality level.



Environment



CROATIAN POST MOSTAR, BOSNIA & HERZEGOVINA

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## Recycling waste and used paper project

In order to preserve the environment, Croatian Post Mostar signed a cooperation contract in April 2013, relating to the collection and disposal of waste and used paper with an authorized company for recycling paper. The contract was signed in accordance with the provisions of the law on waste management and other applicable legislations regulating this area.

**ACTIONS:**

In accordance with the obligations arising under the contract on collecting waste and used paper, Croatian post Mostar has provided in its postal offices space for setting up the paper boxes for paper recycling. Since this is a pilot project, the initial stage is defined by 20 locations in which the collecting waste and used paper is organized (19 municipal post offices and Headquarters). The packaging for collection of waste paper is available internally for company's needs and also for customers in branch offices. According to the contract with a recycling company, activities of specific packaging collection of waste paper take place according to the agreed rules.

**RESULTS and IMPACT:**

The contract on collecting waste paper has only been active for one month and according to the information received by the branch office managers, in which the boxes for collection are set up, results are very positive.



ENVIRONMENT



Environment



CZECH POST, CZECH REPUBLIC

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## Operations of Compressed Natural Gas (CNG) vehicles

The present vehicle fleet of Czech Post has been undergoing a major overall review since 2011. In line with the adopted renewal strategy, Czech Post went through the testing of electric vans and now performs detailed analysis of whether it is effective to include or not this fleet of vehicles depending on the cost and plugging infrastructures.

**ACTIONS:**

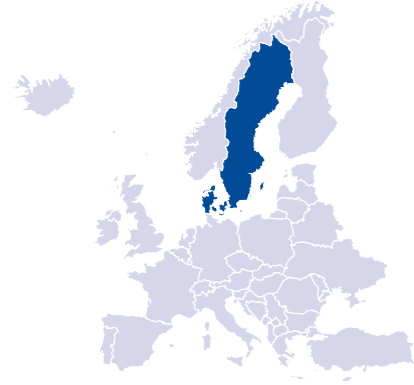
Czech Post has currently 5,500 vehicles in its fleet due to a major strategic change in 2011. The change does not only regard the typological composition of the postal fleet but also the acquisition of cars and focuses on greener and more fuel efficient vehicles. Last year's vehicle testing was significantly in favour of CNG vehicles. Therefore, Czech Post is using 412 vans, 10 trucks and 60 vehicles with Compressed Natural Gas engines today. In comparison with fossil energy fuelled vehicles, this has helped saving more than 40% of the operational costs. However, acquisitions of such vehicles are nowadays threatened by the insufficient network of plugging stations.

**RESULTS and IMPACT:**

With the development of plugging stations network, Czech Post will go on purchasing vehicles running on Compressed Natural Gas. The target set by the company is to enrich the postal fleet with 2,900 CNG vehicles. There is now a public procurement for 10 trucks and 200 vans.



ENVIRONMENT



Environment



POSTNORD, DENMARK & SWEDEN

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## PostNord's Climate Fund

PostNord's environmental objectives are amongst the most ambitious in the industry. By 2020, the Group will reduce its carbon emissions by 40%, based on 2009 figures. Extensive initiatives are needed to reach this target, and some are already planned like the Climate Fund put in place in 2009.

**ACTIONS:**

With the Climate Fund, PostNord earmarks a yearly sum for environmental initiatives to speed up the pace in the environmental work. For 2013, 100 millions of Swedish Krona have been earmarked. The amount corresponds to the cost of offsetting carbon emissions for the previous year. With three years under its belt, the Climate Fund has become an established aid in PostNord's work. Since the Climate Fund was introduced, approximately 80 activities have been set up. The majority of these are associated with the two areas carrying the greatest effect in terms of reducing our environmental impact – transport and energy consumption in premises and real estate. One project was "Grøn Adfærd", Green Behaviour Project. With probably the greatest energy-saving campaign in a Danish workplace, the employees at PostNord Danish subsidiary Post Denmark managed to reduce the electricity - and heat consumption by almost 20% in four weeks. The campaign focused on changing behaviours regarding the employee's use of energy both at work and at home.

**RESULTS and IMPACT:**

Reaching those goals requires the ideas and commitment of managers, leaders and employees throughout the entire organisation. As a result they noticed that employees want to do something positive for the environment, and through constant measurements of electricity and heat consumptions, local climate ambassadors to keep the momentum and internal competitions, the motivation among the employees has been very high.



Environment



LE GROUPE LA POSTE

LE GROUPE LA POSTE, FRANCE

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## Carbon neutrality as a lever of increased solidarity

In 2012 Le Groupe La Poste has engaged into a voluntary initiative for compensating its residual CO<sub>2</sub> emissions with the ambitious objective of ensuring the integral carbon neutrality of its mail, parcels and express activities from 2012 by financing social and environmental solidarity projects.

**ACTIONS:**

This ambitious programme includes all offers (paper, hybrid or numerical) and covers all activities' perimeter, including subcontractors, for all CO<sub>2</sub> emissions. This is managed without any additional cost for clients, private customers or companies, who will be able to promote carbon neutral sending towards their own customers. La Poste offers them a specific marking on internet. The projects are selected according to a rigorous methodology guaranteeing an environmental and societal benefit in respect of the Group values of proximity and solidarity. La Poste funds two kinds of projects:

- Compensation projects in Southern countries to enhance the people's living conditions within the framework of the Kyoto Protocol principles;
- Compensation projects in France linked to the deployment of electric vehicles.

La Poste is supported by the Carbon Investment Fund « Live- lihoods » which is dedicated to carbon compensation for serving rural communities of developing countries.



**RESULTS and IMPACT:**

This initiative is co-constructed with the employees. Each Business Unit has launched a call to vote for one of the selected projects. More than 13,000 employees of the Mail Unit have chosen to support an action in favour of populations' access to drinkable water in Kenya. ColiPoste employees have selected the project "Preservation of forest and wild life through aid programmes to local communities in Kenya" to reduce CO<sub>2</sub> emissions while generating sustainable local economic development.



LE GROUPE LA POSTE

LE GROUPE LA POSTE, FRANCE

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Environment / Training

## Cutting greenhouse gas emissions

Le Groupe La Poste is committed to fight against global warming. Two major actions illustrate its strategy: the development of the electric vehicle sector, with 10,000 delivery vehicles ordered, and the implementation of a carbon compensation programme for all mail, parcels and most of express products and services.



**ACTIONS:**

Greenhouse gas emissions reduction is widely supported by technical update. Highlights for 2012 include a commitment to mass-deployment of electric vehicles (over 1,600 light vehicles and quads have been introduced), the on-going eco-driving courses that have so far trained 72,000 postal workers including 10,000 new advanced courses as well as the further optimisation of transport plans.

In 2012, the scope of measurement was extended to include greenhouse gas emissions from international connections and to the French overseas departments. This enabled to increase the share of air transport which is a major greenhouse gas emitter.

As regards energy consumption in buildings the 2.9% decrease from 2011 to 2012 could mainly be put down due to more precise estimations of electricity consumption. Post offices have been governed by the "Sustainable development in post office refurbishment" programme since 2012. This programme sets office renovation rules in areas such as ventilation, lighting, summer temperatures and

insulation in order to improve the thermal comfort of customers and staff and maximise energy efficiency. Interesting examples are the decrease from 15% to 20% for heating and ventilation by installing a dual-flow and heat-recovery ventilation system and from 50% to 70% by fully renovating the lighting in offices with old systems.

**RESULTS and IMPACT:**

Transportation-related greenhouse gas emissions, within the traditional scope (La Poste parent company, La Banque Postale and Mediapost SA) dropped by 4.78% from 2011 to 2012. Greenhouse gas emissions fell by 7.1%, of which 60% can be attributed to technical innovations.



Deutsche Post DHL

DEUTSCHE POST DHL, GERMANY

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Environment / Sustainability / E-Mobility / Occupational Health & Safety

## Taking on responsibility together: the climate-friendly courier

In 2008 Deutsche Post DHL developed its program GoGreen in order to reduce its impact on the environment. GoGreen aims to reduce the group's CO<sub>2</sub> emissions and other aspects of its environmental footprint. The use of e-vehicles is one solution for meeting the group's standards and goals that is currently being explored.

**ACTIONS:**

Emerging from the GoGreen program is an initiative to use e-vehicles for mail and parcel delivery within Germany and for express deliveries in urban areas. Deployed primarily in cities, where reductions in local emissions and noise are both desired and increasingly expected, this use of green technology is an important step in establishing sustainable logistic solutions.

Darren Vargas, a DHL Express courier in New York City, today delivers packages and supplies of any kind to his New Yorker customers with zero CO<sub>2</sub> emissions. The Ford Transit Connect, Vargas' key work tool and one of the things he likes best about his job, is one of 30 electric vehicles that DHL Express added to its Manhattan fleet in 2011. Moreover the other 41 delivery trucks in the Manhattan station were converted to hybrid-electric engines at the same time in order to reduce CO<sub>2</sub> emissions by the fleet even further. Another noticeable benefit of the e-vehicles is their silence, especially in a busy city like New York, where noise pollution is a huge problem for local residents as well as for couriers.



E-cars thus both facilitate the daily work of DHL couriers and improve the quality of life in the communities in which they are deployed.

**RESULTS and IMPACT:**

In addition to reducing CO<sub>2</sub> emissions e-vehicles have other advantages. The diminutive size of Vargas' e-van enables it to fit in small parking spaces and therefore to cope easier with the hectic traffic of big cities such as New York. Furthermore the deployment of e-vehicles thus reduces the environmental impact of logistics solutions, minimizes health hazards including stress caused by noise pollution.





**Posteitaliane**

POSTE ITALIANE, ITALY

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Environment

## ECO project - Energy Consumption Optimization (Progetto OCE)

The Progetto OCE is developed by Poste Italiane for the saving, maintenance control and optimization of energy consumption in the company's installations and sites by the implementation of a careful facility management. Its objective is to strongly reduce energy consumption and eliminate energy waste.

**ACTIONS:**

The project on energy saving, streamlining and maintenance control was largely implemented further to a pilot phase in 2011. This has been done by monitoring some alarm signals related both to the installed air conditioning systems, and by the automatic lighting and equipment switch-off at the end of the working day.

It exploits internal potentialities offered by the existing management system for anti-attack alarming and uses the related network providing with the alarm signals. At the same time, through the remote control operation platform it is possible to configure the turning-off orders directly on the relevant electrical box.

In particular, the action consists in the remote measuring and adjustment of some indicators (status and alarm signalling), such as the heating system and CDZ /electric fans (temperature sensors, presence detector, ON/OFF status, temperature/ventilation adjustment) and the lighting system (presence and brightness sensors, ON/OFF status). Moreover, detection on anomaly status is carried out on



other equipment, such as refrigerators, heaters, boilers, UPS (Uninterruptable Power Supply) and LAN (Local Area Network) presence.

The project will develop on a long-term basis (till 2016) and will globally execute interventions in about 9,000 post offices.

**RESULTS and IMPACT:**

At the end of this activity the expected results consist of an energy saving of about 17GWh (6.3GWh in 2013), with a consequent reduction of 6,885 tons of CO<sub>2</sub> emissions.



**Posteitaliane**

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Environment

## Control Room for the Energy and Maintenance Efficiency CREME (Progetto CREEM)

The project, financed by EC funds, falls within the framework of environment protection and energy saving and aims at testing a dedicated control room for the energy and maintenance detection, with the objective of reducing electric energy consumption and related CO<sub>2</sub> emissions linked to the activity and management of the maintenance teams.

**ACTIONS:**

With this project, a demo software will be created as a decision-making support tool integrating concepts related to building maintenance and energy saving ones.

The project, launched in February 2013, involves Poste Italiane buildings in Sicily and is carried out within the framework of activities in cooperation with some partners. Starting from the analysis of the current conditions of the buildings both in terms of energy and maintenance, it will identify the indicators to be monitored, the typology of PLC devices and sensors to be installed on site and the software infrastructure to be applied for the collection of field signals. The project, with a duration of 30 months until 2015, involves about 70 sites of different sizes. It is articulated in different work phases and activities, such as data collection and analysis, problem study and definition, identification of operational methodologies and overall design, demo

software realisation, testing and result analysis, and management.

**RESULTS and IMPACT:**

The presence in the Sicilian territory will provide a representative and substantial sample of energy and environmental investigations supporting the system implementation at national level. The elaboration of collected data will facilitate profitable results in terms of energy saving and environmental impacts.





## Posteitaliane

POSTE ITALIANE, ITALY

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Environment / Training

## Energy saving Values and responsible actions

An extensive training programme has been delivered since April 2013 in order to let participants identify both behaviours that produce waste of energy and virtuous actions to reduce energy consumption both at home and at work.

### ACTIONS:

The project has targeted 87,000 people and 14,000 middle managers, almost the entire population of Poste Italiane excluding postmen and postwomen will be delivered to promote this programme. The assumption behind this project is that awareness can generate changes in unfair consumption practices. Starting from international agreements like the Kyoto Protocol and different approaches adopted all over Europe. The courses focus on Italy and on Poste Italiane cases, specifically using examples of good practice, emphasize how change can take place depending on each of us.

### RESULTS and IMPACT:

For the time being, 60% of involved employees passed the course successfully, as regards managers the percentage of success ranges about 72%. The training programme is still on-going.



AB LIETUVOS PAŠTAS, LITHUANIA

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Environment

## DAROM (Let's do it)

DAROM is a voluntary organisation promoting green thinking, citizenship, and environmental friendly attitude.

### ACTIONS:

Once per year in early spring, single individuals, families, communities and companies are invited by this organisation to devote one day to the environment and clean the waste from streets, parks, forests, etc. About 1,200 employees of Lithuania Post responded to DAROM 2013 (Let's do it 2013) invitation and joined the clean-up campaign for the third time. By issuing a special commemorative cancellation, Lithuanian post encouraged all citizens of Lithuania to join DAROM 2013.

### RESULTS and IMPACT:

The postal staff cleaned up the public areas, including parks of towns and cities, forests and other assigned places throughout the whole country. The sixth clean-up campaign in Lithuania has involved about 150 thousand people.





Environment



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## Go Green and Responsible

Lithuania Post is encouraging residents to pay special attention to waste batteries containing hazardous materials (lead, cadmium, mercury etc.) that may contaminate groundwater and damage the environment and human health.

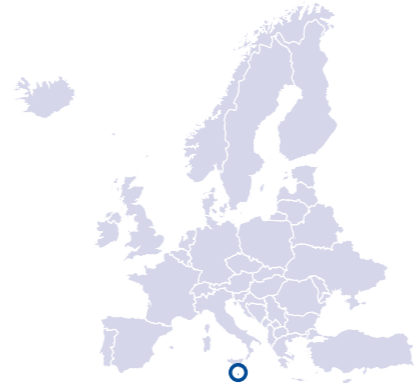


**ACTIONS:**

In cooperation with a private company, Lithuania Post made it possible for the residents to bring waste batteries to post offices and dispose of them in an ecological way. In post offices, residents can find special boxes for waste batteries disposal. The batteries are then collected and handed over for recycling to the company's partner.

**RESULTS and IMPACT:**

In 2012, more than half a ton of waste batteries was collected at post offices; hence, each post office accepted about 10kg of batteries. The project raises environmental awareness and develops waste sorting habits.



Environment



MALTAPOST, MALTA

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## MaltaPost for the Environment

MaltaPost aims at supporting the society through a reduction in the carbon footprint.



**ACTIONS:**

In order to reduce the quantity of CO<sub>2</sub> emissions, and to become environmental friendly, several measures are being implemented or encouraged, such as the installation of 216 photovoltaic panels; the installation of solar film on all Head Office windows which prevent excessive heat from entering; the recycling of waste; investment in electric vehicles for the delivery of mail; installation of energy saving lighting to most of the headquarters, and overall reduction of printing. The company is also investing in eco-friendly machinery with an AAA certification or higher and in energy star rating in the case of electronic equipment. MaltaPost has also recently changed all its vehicle fleet to minimize its overall carbon footprint.

**RESULTS and IMPACT:**

The photovoltaic panels have been installed in August 2012. So far, the units generated by these panels, between August 2012 and April 2013, are of 47,985 KW. We consider that MaltaPost shall see the full benefits of this project gradually in time.



POSTEN NORGE, NORWAY

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Environment

## Raising competence and awareness

The aim was to create an e-learning module for an environmental diploma.



**ACTIONS:**

In 2012, the Group continued its systematic work to give all employees environmental training, including the Environmental Diploma. The Environmental Diploma is an e-learning module that provides a fundamental introduction to different environmental issues. It covers information and competence on all aspects of how Posten Norge impacts the environment. This e-learning diploma includes different modules with mandatory questions and answers. It can be paused and resumed at a later stage if necessary.

In 2012, a separate module was developed for the Health, Safety and Environment (HS&E) course for new employees. The Group is also prioritizing to educate its drivers in environmentally efficient driving, using this e-learning tool.

**RESULTS and IMPACT:**

By the end of 2012 a total of 3,449 employees had completed the e-learning module. In addition, more than 700 people were in the process of completing the module. In 2012, 2,828 drivers completed the Environmental driving course.



CTT CORREIOS, PORTUGAL

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Environment

## Eco-portfolio project

CTT Correios proposes an integrated eco-solution, for both the private users (Correio Verde) and the big mailers (DM Eco), aiming at creating new revenue flows and improving the postal business CSR reputation, while reducing the environment footprint of our activity.



**ACTIONS:**

Correio Verde is a service with a dedicated branding and image, coming in various sizes pre-franked envelope, with several eco-features on top: eco-friendly inks and materials (paper and padding), recyclable and re-usable envelopes. All CO<sub>2</sub> emissions associated with the process chain are accounted for and neutralized through carbon off-set projects. Correio Verde provides 1st. class mail delivery standards, with just a slightly higher price. DM Eco is an environmentally responsible solution for big mailers (direct mail as well as unaddressed mail). It assesses the environment credentials of mailings, based on evaluation criteria defined according to the life cycle of the letter mail: campaign planning, production process, materials, end of life. Clients get scores depending on the level of the ecological excellence of their mailings. Above a certain threshold, the mailing is entitled to use a green label. Higher scores provide for higher discounts.

**RESULTS and IMPACT:**

Obtaining the green label is twofold interesting for companies: it improves their image (which increases the effectiveness of their communication and boosts their sales) and allows them to benefit from reduced tariffs. CTT also improves its reputation and, hopefully, increases mail volumes. Since the launch of the Eco-portfolio, in 2010, CTT's brand image association with social and environmental responsible behaviours has improved by some 50%, while green products volumes increased around 120-130%. DM Eco represents now up to 13% of all Direct Mail.



CORREOS, SPAIN

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Vocational training / Environment

## Training project for energy saving at the workplace

**This project aims at contributing to the energy consumption reduction in all Correos' buildings, and raising the professionals' awareness regarding the importance of the environment.**



**ACTIONS:**

This project, included in the 2011-2012 Environmental Action Plan, has been raised according to the following objectives: sensitizing all employees towards energy savings at their workplace, reducing Correos' energy consumption and providing the necessary tools and knowledge to trainees to improve their energy efficiency.

The project uses an online methodology with contents from the IDAE hosted in the Correos' training platform, with help from internal instructors responsible for boosting the involvement.

In 2012, the importance of reaching the two target groups simultaneously was taken into account. This was done by reaching the energy managers from different centres as boosters of the initiative, and then gradually by reaching the remainder Correos' employees.

All the energy managers of the centres (121 people) took part in this compulsory training, with a high level of commitment. 95% of the staff passed the contents with an approximate satisfaction index of 7.7/10 points.

A voluntary inscription process was carried out for the second group, and it was intended for all of the Correos' employees. 20,000 vacancies were offered to take the course outside the working hours. The satisfaction index obtained was 8.13/10 and it was passed by a 75% of the participants initially convened.

**RESULTS and IMPACT:**

Energy consumption data have been taken as a reference to estimate the impact. The figures show a significant saving in energy consumption with an approximate reduction of 10.3% compared to the previous year.



CORREOS, SPAIN

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Environment

## 2011-2012 Environmental Action Plan

**The framework of the Correos' 2011-2012 Environmental Action Plan (EAP) identifies the main activities having an impact on the environment, including transportation and distribution (fleet of vehicles and its emissions), treatment (packaging), delivery (mainly paper), and facility maintenance (energy, water, cleaning and air conditioning).**

**ACTIONS:**

The 2011-2012 EAP has established three main action plans: the consumption of sustainable resources (develop the corporate emissions map and improve energy efficiency of facilities and fleet), resource management (minimizing paper waste production through re-use, recycling and valuation), and management (increasing the current environmental management system scope, awareness and communication, in cooperation with IPC).

The main features of the Environmental Action Plan are:

- the Plan200 oriented to promote energy efficiency in facilities, applying efficient consumption patterns;
- the participation in the EMMS of International Post Corporation (IPC), improvements in the design of the facilities (new works & reforms);
- waste paper management and minimization (i.e. online training and materials with less use of paper);
- free service of routes to workplaces (Postal-Bus) that encourages public transport (13 cities, 20 routes and 3,543 employees);

- obligation to ensure the observance of the Global Compact and government Public Green Procurement Plan principles for the suppliers with tender requirements for the acquisition of goods and services.

**RESULTS and IMPACT:**

A 22% CO<sub>2</sub> emissions reduction has been noted compared to 2008, avoiding more than 27,000 tons CO<sub>2</sub>, meaning €2.5 million of savings.



## Sharing your ideas, our goal.

**Nathalie Ganzel,**  
Vice-Chairman of the Social Responsibility circle



This brochure of Corporate Social Responsibility best practices worked out by the CSR Circle of PostEurop is a highly valuable tool aiming at presenting the diversity of practices that are implemented within member organisations of PostEurop regarding human resources, environmental and societal issues. A special thank goes to all the experts who have contributed to its elaboration by participating to phone interviews and sending their good practices. The high rate of contributions has enabled to get a rich and diverse content.

It is also a way to highlight the investment of the sector in all the internal and external aspects of CSR. Amongst many others, interesting practices particularly relate to the development and training of employees, well-being and ergonomics in the workplace, promotion of diversity and development of tools for ensuring better energy efficiency. The initiatives presented in the brochure are company ones which include a high number of employees whose contribution is key to their success. It is also important to underline that many employees are individually involved on their free time to CSR actions. This commitment is to be recognized.

This publication aims at being widely disseminated to internal and external stakeholders from the sector in order to raise the awareness of all parties on the key role of CSR in the sector.

This collection of practices is not exhaustive but is a representative sample of actions that may inspire all 52 members and reflect the ever growing importance of Corporate Social Responsibility, an expression that has by the way become more and more common within the postal sector.

All in all, we hope that this document will foster the development of sustainable relations between experts of CSR issues in the affiliated Posts and will be a source of inspiration within and outside the sector. Every good practice is thus presented together with the associated contact details of the person in charge. Readers of this brochure are encouraged to use these contacts should they require more information on any of the topics.

Also, the collected good practices will bring food for thought to the relevant working groups within PostEurop and will be a lever for further actions.



## Many thanks to:

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*Le Groupe La Poste: p.7, p.8, p.42*

*AB Lietuvos Paštas: p.22, p.29, p.47, p.48*

*MaltaPost: p.30,*

*Österreichische Post AG: p.11, p.35*

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***Association of European Public Postal Operators AISBL  
Association des Opérateurs Postaux Publics Européens AISBL***

POSTEUROP is the association which represents European public postal operators. It is committed to supporting and developing a sustainable and competitive European postal communication market accessible to all customers and ensuring a modern and affordable universal service.

Our members represent 2.1 million employees across Europe and deliver to 800 million customers daily through over 175,000 counters.