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Seán McDonagh
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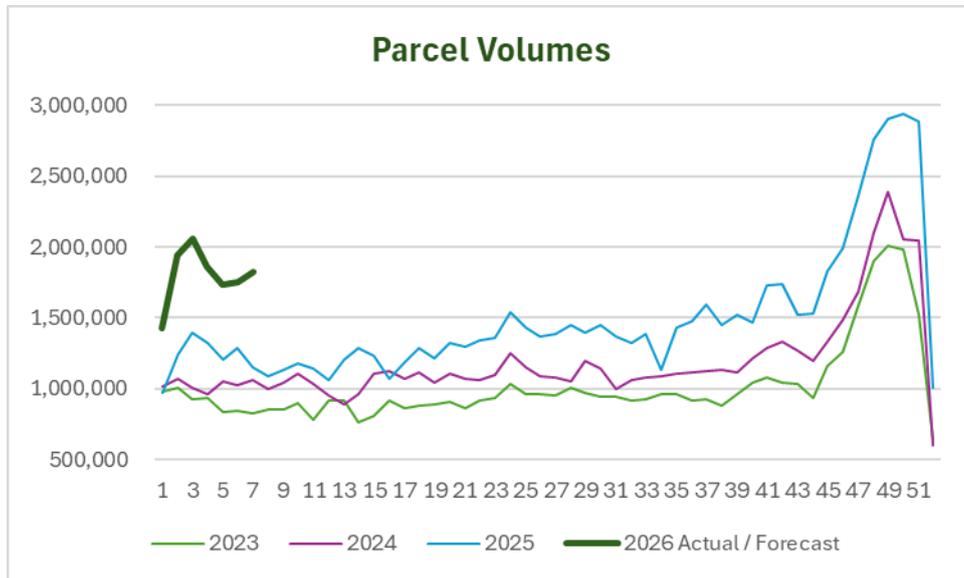
(Sent via email only)

20th of February 2026

Dear Sean,

Ireland’s online economy continues to accelerate at record pace. Today An Post delivers to 20% more people and 11% more addresses than a decade ago. Parcel volumes grew by 27% in 2025 alone, and momentum has strengthened further into 2026 with volumes increasing some 40% in January.

The company is satisfied that this level of volume will continue, albeit with the traditional periodic volatility.



As we have been transforming from predominately delivering letters to a world of online trade, our headcount has remained relatively consistent over the decade by working smarter, using lean practices and the introduction of world class technology at our processing sites.



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As we have discussed & because of the change in the e-commerce logistics delivery market in Ireland positively impacting our parcel volumes, the time is now to right-size resource our delivery & collection operations.

Quality of Service

The company recognises that the significant increase in parcel volumes has had a detrimental impact on our Quality of Service for both letters and parcels.

Right sizing our operations will support the wider company focus to return & sustain our Quality-of-Service levels to 94% next day delivery for all product streams.

The company will be re-energising various internal forums to ensure that our Quality of Service is robustly measured and managed at all levels every-day.

In recognition of the above, and as discussed in our recent engagements regarding resourcing in Final Mile, please note the following:

Recruitment

- Initial recruitment of circa 300 new employees into the Final Mile Operation. To ensure that new recruits are assigned to locations based on priority, and using data to support decisions made, the following criteria will be considered:

Area	Headlines
Volume	Site Level, Route Level All Product Streams
Service	Mails USO (PWC monitor) Parcels NDD % by Site Failed & Part Failed Routes by day by site Contacts to Customer Service by Site
Cost	OT Late Finish OT Weekends Secondary sorts, i.e. Route Sorts Absences
New Development	Address Points by Site, by Route Baseline 2023 to Current

- New employees will be recruited from an overall panel of applicants on an initial 12-month Fixed Term Contract basis. This approach allows us, in parallel, to review existing contractual arrangements in each location to determine the number of permanent roles that exist in each location and therefore the number of corresponding permanent contracts required.



- The existing Garda Vetting and Pre-Employment Medical (PEM) processes remain a requirement. The company will endeavour to expedite these processes as efficiently as possible.
- The company will progress the changes, in conjunction with CWU, in accordance with existing agreements and procedures. Where any challenge to these agreements arises, the matter will immediately be referred to the Joint Working Group (JWG) as is current practice. Details on continued engagement and governance is detailed later in this document.
- Induction/Training of staff is a key requirement and the company will ensure both are provided.

Deployment of Additional Resources

- In addition to full-time Fixed Term contracts (37.5 hours per week), the company will also look to implement a number of part-time and “nights only” fixed-term contracts.
- The “nights only” contracts will address the reinstatement of the Night Duties that were implemented during Peak on an ongoing basis and will bolster night attendance overall.
- The exact number of new recruits per location will be determined based on resourcing requirements to deal with existing volumes and projected growth. A review of current baselines, upcoming retirements and level of Long-Term Absence will be done in conjunction with this.
- Where it is agreed a duty competition is to apply to internal recruitment processes, “Pro-Term” Duty Competitions will be facilitated.
- The current planned FTE allocation is detailed as follows:

Headline	FTE Count	Commentary
Resourcing the Baseline	103	Baseline calculated in week 6
Enhanced Nights	104	Subject to local Review
2nd Wave Parcel Deliveries	131	Subject to local Review Possibility to target split duties and backfill collections
Total	338	
Create a Nationwide Panel	300	Create a pool for future flexibility & agility

Continued Engagement and Governance

- Local engagement between management and CWU is crucial to the success of our partnership model and the company believes that this approach should remain in place whilst we recruit additional employees.
- As mentioned above, the established JWG will also continue to operate during this Resource project and any matters arising that cannot be addressed locally will be referred to the JWG and / or CSG for consideration. It is noted that Frank Donoghue will co-ordinate from CWU and Garrett Byrne will co-ordinate from An Post.
- Regular progress updates will also be shared at JWG.
- The company will share the data at local level associated with the proposed changes

NRDP and Route Design

- NRDP will progress as agreed:
 - Phase 10 – 9 Sites currently progressing as per plan.
 - Phase 11 – 10 Sites, will be paused to reevaluate required resourcing and to allow a focus on recruitment & colleague deployment
- The introduction of additional resources into our DSUs is intended to reduce the current overtime dependency and to relieve some of the volume pressure on certain routes.
- The company intends to introduce dynamic routing for afternoon parcel deliveries when the capability has been delivered. As such, new entrants on reduced hours contracts will not have a “designated” route as currently applies on Saturday deliveries.
- Collections can be added to delivery routes if time allows.

Additional Considerations

- The Company and CWU are committed to ensuring implementation of the changes as quickly as possible, with a target completion of the end of May 2026.
- It is critical to the business needs that the introduction of these additional resources support ongoing productivity – the Company and CWU have agreed we will jointly monitor same.



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- The company is operating to the principle that while there will be a significant investment in hours, it is incumbent on the company & CWU to utilise and leverage existing assets, e.g. vans & scanners.
- While investing in hours, we also need to continue to develop our physical environments and our ways of working, as such:
 - A. To support colleagues, we will be progressing a capital approval for a further 47 sets of parcel sorting rollers (conveyors) for those sites with 35 or more routes, capital cost circa €300k.
 - B. We will continue with the RM 2000 bench modification to create more floor space for the safe & efficient handling and sorting of parcel volumes.
- The company would also like to engage with the CWU on an alternative to the Cessation of the Late finish agreement to explore alternatives to same.

I understand the Union will recommend the approach outlined in this letter to the Executive Council and look forward to confirmation of agreement at the earliest opportunity.

As was recently noted by Garrett Bridgeman - Managing Director, An Post Commerce - An Post's frontline staff have played a pivotal role in maintaining the flow of national and international trade throughout this exceptional period of growth. Their work has kept the country connected, and their dedication remains central to An Post's ability to scale at speed while maintaining service quality.

Finally, the company would like to acknowledge the on-going positive engagements with CWU which are a significant step on our journey to a viable future.

Kind regards

Jean Darcy
HR Director Commerce