



To the trade unions:

BVPP, for the attention of Mr G. van Rijn and Mr E. Simons
CNV, for the attention of Mr J. Schot
FNV, for the attention of Mr P. Beuzenberg

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Human Resources
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Subject PostNL Collective Labour Agreement / Saturday Deliverers Collective Labour Agreement

Dear Sirs,

For more than 225 years, we have delivered letters and parcels for everyone. Every day, thousands of colleagues use their expertise and dedication to connect people and businesses. At the same time, we look ahead and continue to innovate our services.

Through our Breakthrough 2028 strategy, we are working towards one clear mission: **delivering the connections and solutions that help us all move forward**. We are growing our business, creating sustainable value, leading through innovation and making a meaningful impact. In this way, we are building a future-proof PostNL. For customers, colleagues and society.

We are making progress towards our strategic goals and can see that the initiatives we have launched are having an impact. At the same time, the challenges in our market are increasing. We are on the right path, but we are not there yet. This means we must continue to make clear choices about where we create value for customers, employees and PostNL.

We are about to begin negotiations on new collective labour agreements for PostNL and for Saturday deliverers. These negotiations will take place against the backdrop of PostNL's current situation and changes in the market. We want to reach agreements that are important to our employees and that contribute to a future-proof PostNL. Below, we first explain the current situation. We then outline the topics and proposals we would like to discuss during the collective labour agreement negotiations.

1. What is the current situation?

PostNL operates in a rapidly changing market that is placing ever greater demands on us. Mail volumes continue to decline structurally, while uncertainty about legislation and regulation persists. Our mail business is undergoing a major transformation. The parcel market has become less predictable, and customers increasingly expect convenience, flexibility and choice. At the same time, competition is growing, partly due to large international companies and platforms playing an increasingly prominent role in e-commerce.

Broader developments are also affecting our business. International trade flows are shifting and economic uncertainty remains. In addition, artificial intelligence is changing how consumers buy and

how businesses operate. This means we must continue to invest in technology, data and AI so that we can work smarter, simplify processes and serve customers better.

We are making progress and can see that our strategy is working. At the same time, our half-year results for 2026 show that our financial position is under pressure, with negative normalised EBIT and negative cash flow. To achieve our ambitions for 2028, we need to simplify our organisation further, increase productivity and build a competitive cost base. That is why, when announcing our half-year results in August this year, we introduced an additional cost-saving programme.

We are also investing in new delivery options. Through our renewed Out-of-Home strategy, we are building an integrated network of home delivery, parcel points and parcel lockers. This allows us to respond to changing customer needs, strengthen our competitive position and create more value across the delivery chain.

All these changes are necessary if we are to remain a healthy and relevant company in the future. At the same time, they place considerable demands on our employees. Their expertise, commitment and willingness to adapt are essential to PostNL's success. We therefore want to reach collective labour agreement arrangements that are good for employees, reflect PostNL's developments, challenges and ambitions, and remain affordable in the longer term.

2. Collective labour agreement negotiations

We want to be an attractive employer: a place where employees enjoy working, are given opportunities and can be themselves. In addition to pay arrangements, we would therefore like to discuss topics such as vitality and sustainable employability, as well as modernising the collective labour agreement. The employee benefits survey we conducted jointly shows that employees consider these topics important.

Vitality and sustainable employability

We are proud that many employees choose to remain with PostNL until retirement. At the same time, we know that different stages of life can bring different needs when it comes to staying healthy and vital at work. The collective labour agreement includes several schemes that contribute to employees' sustainable employability. We would like to discuss how the Early Retirement Scheme and the Sustainable Working Scheme can be continued under a new collective labour agreement and improved where necessary.

Different stages of life bring specific challenges. We therefore want to explore together how we can give employees more scope to temporarily or permanently take a step back when events or changes in their lives make this necessary. In this way, we aim to support a broader group of employees in remaining healthy and sustainably employable over the longer term. We believe it is important to support employees on the basis of their personal circumstances and needs, rather than solely on the basis of age. As we now have several schemes that promote sustainable employability, we want to continue the approach we began several years ago and further phase out the additional leave days based on age.

We also recognise that hormone-related symptoms, such as those associated with the menopause, can affect women's work and employability. We believe it is important that there is sufficient awareness and understanding of this within PostNL. We would therefore like to discuss how we can further raise awareness across the organisation and make it easier to talk about this subject.

Modernising the collective labour agreement

Partly in response to the employee benefits survey, we would like to discuss how we can further modernise and simplify the collective labour agreement and make it fit for the future. Our aim is to align employment conditions more closely with employees' needs, developments in the labour market and the market in which PostNL operates.

As part of this, we want to explore how we can give employees greater scope within the employee benefits package to make choices that suit their personal circumstances and needs. We also believe it is important to update the remuneration arrangements for trainees and bring them into line with current practice. Given its societal importance, we want to put the topic of reservists on the agenda so that, ahead of possible legislation, we can discuss what this could mean for our employees and for PostNL.

Additional employee benefits

- **Commuting expenses**

Employees currently receive a contribution towards commuting expenses for up to four days a week. We are seeing that employees, including those on smaller contracts, are increasingly working across five days a week. We would therefore like to discuss how the scheme can be better aligned with this pattern, while also considering what is customary in the market.

- **Student debt**

We are seeing more and more employees begin their careers with student debt. This can limit their financial flexibility at this stage of their lives. Last year's employee benefits survey also showed that this is an issue employees care about. We therefore want to explore with you how we can support employees in repaying their student debt to DUO.

Saturday Deliverers Collective Labour Agreement

Alongside the PostNL Collective Labour Agreement, we have a separate collective labour agreement for Saturday deliverers. Recruitment of new Saturday deliverers stopped several years ago, which means that the group of employees still covered by this agreement continues to shrink. It now covers just 50 employees. Maintaining a separate collective labour agreement for such a limited group is therefore no longer an obvious approach. We would consequently like to discuss ending the Saturday Deliverers Collective Labour Agreement. In doing so, we believe it is important to find an appropriate solution for the employees who are still covered by it. We want to agree how they can be transferred carefully and appropriately to another collective labour agreement, depending on the work they perform.

Pay

For our employees, we want to agree a realistic pay increase that reflects our appreciation for them while also being appropriate to PostNL's current situation.

Social arrangements

For situations in which employees are affected by a reorganisation, we have jointly agreed a social plan. Now that the social arrangement for mail deliverers has recently expired, we would like to continue discussions in the near term on a new arrangement containing appropriate provisions for mail deliverers. This arrangement is also important in view of the forthcoming changes to mail services, the next step being the introduction of delivery within three delivery days. We would also like to discuss extending the PostNL social plan, which expires on 31 August 2027.

Technical amendments

During our negotiations, we will also propose a number of substantive, technical and editorial amendments to the collective labour agreement text, prompted in part by new legislation and the new pension scheme. These will be shared with you separately.

Naturally, in addition to the topics set out above, we will discuss the matters you raise. This may lead us to submit new or revised proposals during the negotiations. I look forward to our discussions and hope that, in an open and constructive atmosphere, we can reach sound agreements together.

Yours sincerely,

Jeroen Veldstra
CHRO