The An Post *enterprise story.*

Getting more value from experience.

The question isn't simply when people will retire. It's how An Post makes the most of their experience between now and whatever comes next.

✳ WHY THIS MATTERS NOW

An Post is changing at the same rate as its *workforce.*

An Post has spent decades building the skills, knowledge and experience in its workforce. As people live and work for longer, there is an opportunity to think differently about how that experience is used, supported and passed on.

Parcels and e-commerce are growing, traditional mail is declining, and the roles and skills in the business continue to change.

For a workforce of this size, later-career decisions matter.

10,271 FTEs

reported by An Post in 2025

€1.05bn

revenue reported in 2025

8,000+ FTEs

in collection, sorting, distribution and local delivery

✳ THE OPPORTUNITY

Better for people. Better for planning. Better for the *business.*

- Keep experienced people contributing where it works for them and for An Post.
- Help employees stay well and be able to do their jobs.
- Change roles or working patterns where a better fit makes sense.
- Pass knowledge and experience on before it leaves the business.
- Plan earlier for retirement, succession and other changes.

✳ REVEAL + REFRAME

The cost of drift. *Don't drift, design.*

Most organisations do not decide to lose valuable people and experience. It happens gradually. People stay in roles that may no longer suit them. Conversations about what comes next happen far too late. Knowledge leaves before it has been passed on.

Across a large workforce, those small gaps can add up.

✳ REVEAL + REFRAME

What could that mean for An *Post?*

These are not measured An Post losses. They are provisional figures based on external research and assumptions. They show why the issue is worth testing with An Post's own data.

€29.7m

potential annual productivity and capacity exposure

450 FTEs

illustrative equivalent operational capacity

€5.9m–€11.8m

potential annual value if 20–40% of the modelled gap were addressed

✳ THE WORK ABILITY INDEX

Evidence on sustainable ability to *work.*

The WAI is an established occupational-health measure of how well a person's physical and mental resources match the demands of their job.

WAI ~41.5

prepared cohort — 90–95% effective output

WAI ~31.0

unprepared cohort — 65–70% effective output

25%

capacity differential applied conservatively

✳ REFRAME THE QUESTION

From retirement planning to workforce *planning.*

Instead of asking “When will people leave?” we can start asking “What could they contribute next?”

The aim is not to keep everyone working for longer. Some people will want to retire. Others may want to stay, reduce their hours, move role, learn something new or use their experience differently.

That changes the conversation from retirement planning to workforce planning — and gives An Post more time to make choices about roles, skills, succession and knowledge transfer.

✳ REFLECT + RESPOND

From assumptions to An Post *insight.*

- Do we know what our experienced employees want from the next five to ten years?
- Who would stay if their role, hours or working pattern changed?
- Where are we at risk of losing important skills or knowledge?
- Which roles are becoming harder to sustain across a longer working life?
- Do our assumptions about older employees match what employees tell us?
- Where is there a real business cost, and where is there an opportunity?

✳ RESPOND

Three sources of *information.*

Together, these show where what people want, what An Post believes and what the workforce data shows are not the same. Futurythm calls this Workforce Longevity Intelligence.

People

Personal Pulse / 10 Personal Ps

Organisation

Professional Pulse / 10 Professional Ps

Workforce data

Age profile, absence, turnover, moves, skills, cover costs

✳ THEN ACT WHERE IT MATTERS

Find the problem or the opportunity before investing in the *solution.*

The response could be a change in working pattern, a different role, better health or work-ability support, skills development, knowledge transfer or earlier retirement planning. It will not be the same for every person or every part of the workforce.

The point is to find out where An Post has a problem or an opportunity before investing in the solution, and then measure what changes.

Design, *don't drift.*

Longer working lives are already happening. The question is whether they happen by accident or by design.

Note: financial figures are provisional scenario estimates. Full assumptions, source data and calculations are set out in the technical appendix.