



New Services Expression of Interest (EOI)

Australia Post, Retail Network

14 September 2026

EXPRESSION OF INTEREST

New Services

Open Market Invitation - Retail Network Service Partnership Over the Counter

EOI Reference	EOI-2026
Issued By	Retail Brand & Marketing Australia Post
Issue Date	14 September 2026
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Q&A / Enquiries	eoι@auspost.com.au
Submission	(Section 7.3)

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1. Important Notices

1.1 Nature of this Document

This Expression of Interest (EOI) is issued by Australian Postal Corporation (ABN 28 864 970 579) trading as Australia Post. It is a market sounding exercise only and does not constitute a formal tender, request for proposal, or any contractual commitment.

Australia Post reserves the right in its absolute discretion to:

- Accept or reject any response without providing reasons
- Modify, suspend, or withdraw this EOI at any time without notice
- Proceed, or elect not to proceed, to a formal RFP or RFQ process
- Engage in parallel discussions with multiple parties simultaneously
- Amend evaluation criteria or process at any time without notice

1.2 No Costs Reimbursed

All costs and expenses incurred by respondents in preparing and submitting a response are entirely at the respondent's risk. Australia Post will not be liable for any costs incurred by respondents under any circumstances.

1.3 Confidentiality

While this EOI is published on the Australia Post website for open market distribution, respondents must keep confidential any information separately designated as confidential by Australia Post, and any non-public information provided by Australia Post in connection with this EOI, except where disclosure is required by law.

1.4 Conflict of Interest

Respondents must declare any actual, potential, or perceived conflict of interest. Failure to declare a material conflict may result in disqualification.

2. Background & Context

2.1 About Australia Post

Australia Post is Australia's national postal service operator with a history spanning more than 200 years. The organisation operates more than 4,000 retail Post Office locations nationally, including essential access points in regional, remote, and outer-metropolitan communities where alternative service infrastructure is limited or absent.

Australia Post's retail network is distinguished by high foot traffic, community-embedded team members, established identity verification capability, and one of the most trusted brands in the country. This network serves communities that no digital channel alone can reach.

The network includes both Corporate Post Offices (CPOs) and a substantial number of independently owned Licensed Post Offices (LPOs). Services are delivered in partnership with local licensees, particularly across regional and remote communities. Respondents should propose service models that can be implemented consistently across both Corporate and Licensed Post Office formats.

2.2 Strategic Transformation

Australia Post is executing a strategic transformation of its retail network, evolving from a traditional postal and parcel service point into a scalable, trusted services platform open to partners from any industry. This EOI reflects that ambition and is an open invitation to any organisation regardless of sector that can deliver services meeting the four guiding principles.

Principle 1 - Frequency & Repeatability

Services must be transacted at meaningful volumes on a recurring basis to justify network-wide deployment and team member training.

Principle 2 - Operational Simplicity

Services must be deliverable at a standard retail over the counter (OTC) by trained, non-specialist team members with minimal bespoke infrastructure.

Principle 3 - Network Scalability

Services must demonstrate a clear pathway to deployment at national, state, or targeted regional scale within defined timeframes.

Principle 4 - Commercial & Community Value

Services must generate clear commercial returns for Australia Post and its Licensee network while delivering measurable community benefit, particularly for underserved populations.

2.3 Purpose of this EOI

Through this open market EOI, Australia Post invites organisations from any industry to express interest in delivering scalable, over-the-counter (OTC) services through its national retail network. This is a two-stage structured sourcing process:

- Stage 1 - EOI (this document): Market sounding, opportunity identification and suitability assessment
- Stage 2 - Request for Proposal (RFP)/Request for Quotation (RFQ): Targeted, detailed commercial and operational proposals from shortlisted respondents

Participation in this EOI does not create any commitment by Australia Post to proceed with any respondent, service offering or commercial arrangement.

3. Scope of Services

3.1 What We Are Looking For

Australia Post is open to service partnerships from any industry or sector. The categories below are illustrative examples only: they are not an exhaustive list and should not limit your response. If your service can be delivered through a trusted physical network at scale, we want to hear from you.

You are encouraged to propose services outside these categories if they satisfy the four guiding principles in **Section 2.2**. Innovation in service delivery that leverages Australia Post's unique network characteristics is explicitly welcomed.

#	Illustrative Category	Examples (Not Exhaustive)
1	Government Services	State and federal licensing, permits, regulatory lodgements, Services Australia access, court fines, electoral services, and any government-to-citizen transaction requiring trusted in-person facilitation.
2	Identity & Trust Services	Identity verification (IDV), Know Your Customer (KYC), onboarding, document certification, biometric collection, and fraud prevention across any regulated sector.
3	Assisted Digital Concierge	Facilitated completion of complex digital transactions on behalf of customers requiring in-person support spanning insurance, legal, financial, health, or government services.
4	Financial Access & Inclusion	Agency banking, cash-based services, bill payments, money transfer, remittance, and financial access for unbanked or underbanked individuals in communities where banking infrastructure has been withdrawn.
5	Visa, Immigration & Compliance	Biometric collection, document lodgement, right-to-work verification, international student onboarding, and visa support services in partnership with relevant authorities.
6	Workforce & Regulatory Compliance	Employee onboarding, licence verification, compliance documentation, right-to-work checks, and pre-employment services for employers, labour hire, and platform-based workforces.
7	Health & Wellbeing Services	Community-facing health screening, pharmacy-adjacent services, aged care check-in, allied health referrals, telehealth facilitation, and preventative health programs with national reach requirements.

8	Service Innovation (Open Category)	Any scalable, over-the-counter service not listed above that delivers clear community value, aligns with Australia Post's trusted brand, and meets the four guiding principles. We encourage bold proposals.
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3.2 Explicitly Out of Scope

The following are expressly excluded. Responses involving sale, distribution or promotion of **physical goods or merchandise will be automatically disqualified**:

- Physical goods, products, or merchandise of any kind
- Retail shelf space, FMCG distribution, or consignment stock
- Third-party parcel, freight, or logistics management
- ATM or cash vending hardware installation
- Services requiring permanent structural modification to Post Office premises

3.3 Geographic Deployment Tiers

Tier	Scope	Notes
National	All 4,000+ Corporate and Licensed Post Offices	Preferred for high-impact categories. Strongest commercial case and fastest path to RFP.
State / Territory	Single or multi-state (minimum one full state)	Acceptable for services with regulatory or demand constraints by jurisdiction.
Localised / Targeted	Specific community cluster or regional deployment	For specialist services with defined community need and strong social impact rationale.

4. Eligibility & Mandatory Criteria

All respondents must satisfy each of the following binary pass/fail criteria before qualitative assessment commences. Failure to satisfy any single criterion may result in automatic disqualification. No waivers will be granted.

Ref	Mandatory Criterion	Response
1	The respondent must propose a service-based partnership. No merchandise products are to be included in the EOI	Yes / No
2	The service can be delivered at a standard Post Office counter by trained, non-specialist post office team members without permanent infrastructure modification.	Yes / No
3	The respondent holds, or can obtain within 60 days, minimum \$20M public liability insurance.	Yes / No
4	The respondent is a validly incorporated, registered or otherwise legally constituted entity, and either holds an active ABN in Australia, or has a formal documented plan to establish an Australian presence including any required registration and ABN within 90 days of contract execution.	Yes / No
5	The respondent is not subject to any insolvency event (or equivalent in any jurisdiction) and must disclose any current or pending investigation, enforcement action, material litigation, sanctions, licence restriction or adverse regulatory finding that may affect its suitability to provide the proposed service.	Yes / No
6	The respondent has operational capability to scale within 12 months of the agreed go-live date.	Yes / No

5. Capability Questionnaire

Respondents must address all questions. Responses should be factual, specific, and evidence based.

Part A - Respondent Information

Legal Entity Name	<i>(Respondent to complete)</i>
Trading Name (if different)	<i>(Respondent to complete)</i>
ABN / ACN	<i>(Respondent to complete)</i>
Industry / Sector	<i>(Respondent to complete)</i>
Registered Address	<i>(Respondent to complete)</i>
Primary Contact Name	<i>(Respondent to complete)</i>
Title / Role	<i>(Respondent to complete)</i>
Email Address	<i>(Respondent to complete)</i>
Phone Number	<i>(Respondent to complete)</i>
Organisation Website	<i>(Respondent to complete)</i>

Part B - Service Overview

B1. Describe the OTC service(s) you propose to deliver through Australia Post's retail network. Include the problem solved, target customer, and how it leverages the physical Post Office environment. (Max 500 words)

(Respondent to complete)

B2. Which illustrative service category (Section 3.1) does your proposal most closely align with? If your service falls outside those categories, describe how it meets the four guiding principles in Section 2.2.

(Respondent to complete)

B3. Is this service currently operating in Australia? If yes, at what scale and through which delivery channels? If no, what is your launch readiness?

(Respondent to complete)

B4. What regulatory frameworks, licences, or approvals govern your entity and your delivery of your service in Australia? List all applicable requirements including state/territory-specific obligations.

(Respondent to complete)

Part C - Scale & Network Delivery

C1. Describe your over-the-counter delivery model. What staff training, hardware, systems, or software are required? What is the typical end-to-end transaction time per customer?

(Respondent to complete)

C2. Provide a high-level rollout plan including key milestones and indicative location counts at 3, 6, and 12 months post go live. Identify your minimum viable scale and end-state ambition.

(Respondent to complete)

C3. What are the critical infrastructure, technology, or regulatory dependencies that could constrain deployment velocity, and how would these be managed?

(Respondent to complete)

C4. Provide one example of a comparable service deployed through a third-party retail, branch, or agent network. What scale was achieved and what were the measurable outcomes?

(Respondent to complete)

Part D - Commercial Model

D1. Describe your proposed commercial model. How would Australia Post be remunerated? (e.g. per-transaction fee, revenue share, licence fee, government-funded, hybrid)

(Respondent to complete)

D2. What is your estimated transaction volume per Post Office location per month at steady state, and what assumptions underpin this estimate?

(Respondent to complete)

D3. What is the minimum commercial threshold (transactions per location per month) at which the partnership remains financially viable for your organisation?

(Respondent to complete)

Part E - Community Impact & Brand Fit

E1. How does your service specifically address the needs of customers in all communities including regional, remote, or underserved communities? Provide evidence where available.

(Respondent to complete)

E2. Are there any aspects of your service that could pose a risk to Australia Post's brand, community trust, or regulatory obligations? Describe your risk mitigation approach.

(Respondent to complete)

6. Assessment Approach

Australia Post will review all responses received through this Expression of Interest (EOI) process to identify service opportunities that are most aligned with the objectives of its national retail network.

Responses that meet the mandatory requirements of this EOI and provide sufficient information for assessment may be reviewed by an Australia Post panel comprising representatives from relevant business functions.

6.1 Assessment Considerations

In assessing responses, Australia Post may consider a range of factors, including but not limited to:

- Alignment with Australia Post's strategic objectives and retail network transformation ambitions
- Customer, community, and social value generated by the proposed service
- Commercial viability and potential long-term sustainability of the partnership
- Operational feasibility within Corporate and Licensed Post Office environments
- Scalability and deployment readiness across the Australia Post network
- Regulatory, legal, compliance, privacy, and security considerations
- Brand alignment, customer trust implications, and reputational risk
- The respondent's capability, experience, financial standing, and organisational maturity
- Evidence of successful delivery of comparable services or partnerships
- The extent to which the proposal supports regional, rural, remote, or underserved communities

Australia Post may also consider any other factors it considers relevant to the assessment of a proposal.

6.2 Shortlisting and further engagement

Following assessment, Australia Post may, at its sole discretion, identify a shortlist of respondents for further discussions, presentations, due diligence activities, pilot exploration, commercial negotiations, or participation in a subsequent procurement process.

Shortlisting does not create any obligation on Australia Post to enter into negotiations, award any contract, progress a proposal, or proceed with any service opportunity. Participation in later stages will be determined solely by Australia Post based on its assessment of the information provided and its strategic priorities at the time

6.3 Australia Post Discretion

Australia Post reserves the right, at any stage of the EOI process, to:

- Request additional information, clarification, or supporting evidence from any respondent
- Conduct reference checks, due diligence, or independent verification activities
- Engage with one or more respondents regarding all or part of a proposal
- Consider proposals individually or comparatively
- Progress, defer, discontinue, or combine opportunities identified through the EOI process
- Not shortlist any respondent or not proceed with any proposal

The assessment process is intended to inform Australia Post's understanding of potential service opportunities and does not constitute a commitment to undertake a formal procurement process or enter into any commercial arrangement.

7. Process & Timeline

7.1 EOI Milestone Schedule

#	Milestone	Indicative Date	Notes
1	EOI Released to Market	14 September 26	Published on Australia Post Website. Shared via social LinkedIn, newspaper and industry channels.
2	Respondent Clarification Questions Deadline	30 September 26	Submitted to ei@auspost.com.au
3	EOI Responses Due (Close)	14 October 26 (17:00 AEDT)	Via Microsoft Forms submission portal (see 7.3). Late submissions not accepted.
4	Assessment & Shortlisting	15 October 26	Internal evaluation commences
5	Shortlist Notification	1 December 26	All respondents notified. Shortlisted parties receive presentation invite.
6	Capability Presentations & Due Diligence	(TBC with shortlist)	60-minute structured sessions per shortlisted respondent
7	RFP / RFQ Issued to Shortlist	(TBC)	Stage 2 formal procurement commences

7.2 Q&A Process - Probity Protocol

To protect process integrity, all clarification questions must be emailed to ei@auspost.com.au. We encourage all organisations to also review the FAQs listed on the Australia Post Website: <http://auspost.com.au/business/services/eoi-services>. Australia Post will not respond to direct telephone or email queries outside this process. Any private communications will be redirected to the ei@auspost.com.au.

- Submit all questions to email: ei@auspost.com.au
- Subject line: EOI-2026 / Clarification / Organisation Name
- Clarification questions must be submitted by the deadline specified in Section 7.1.
- Australia Post may respond directly to the respondent who submitted the question.
- Australia Post reserves the right to decline questions received after the clarification deadline.

7.3 How to Submit Your Response

Australia Post uses a two-step digital submission process to ensure structured data capture and secure document management:

Step	Action	Details
1	Download and prepare	Download the EOI document and prepare your response, including all required information. Ensure all questionnaire sections are completed before proceeding to registration.
2	Register your interest	Complete the registration form at http://auspost.com.au/business/services/eoi-services
3	Complete and submit response	Following registration, you will receive an email containing a secure submission link. Use this link to upload your completed EOI response before the submission deadline. A confirmation message will be provided upon successful submission.

Technical difficulties with the submission portal should be directed to eoi@auspost.com.au with Subject line: EOI-2026 / Technical at least 2 business days before the deadline. Australia Post will not accept late submissions on the basis of technical difficulties reported within the final 48 hours.

8. Terms & Conditions

8.1 Probity

This EOI will be conducted in accordance with Australia Post's procurement governance framework and probity requirements. Probity Advisor may be appointed. The respondent must immediately report actual, potential or perceived conflicts at eo@auspost.com.au and must promptly provide any information reasonably requested by Australia Post.

8.2 Non-Binding

This EOI is non-binding and is issued for open market sounding, capability identification, and information-gathering purposes only. Nothing in this EOI, any response, communication, evaluation, shortlisting, presentation, due diligence activity or subsequent discussion constitutes an offer capable of acceptance, nor creates any contract, obligation to negotiate, obligation to proceed, or other binding commitment on Australia Post.

Any binding arrangement will arise when Australia Post and a respondent execute a formal written agreement.

Australia Post is under no obligation to proceed with this EOI, progress any respondent to a later procurement stage, issue any RFP or RFQ, enter into negotiations, award any contract, or implement any service or commercial arrangement.

8.3 No Representation or Warranty

Australia Post makes no representation or warranty, express or implied, as to the accuracy, completeness, currency, adequacy or suitability of any information provided in or in connection with this EOI. Respondents must make their own enquiries and rely on their own assessment when preparing and submitting a response.

Australia Post will not be liable for any loss or damage incurred by any respondent arising from reliance on information provided in connection with this EOI.

8.4 Ownership of Responses

All responses and supporting material submitted in response to this EOI become the property of Australia Post on submission and will not be returned. Respondents should clearly identify any information they consider confidential or commercially sensitive.

8.5 Confidentiality

Respondents must keep confidential all non-public information provided by Australia Post in connection with this EOI, including any information Australia Post designates as confidential. Each respondent must not disclose such information to any third party

without prior written consent from Australia Post, except to professional advisers, subcontractors involved in preparing a response or where disclosure is required by law, provided that appropriate confidentiality obligations are imposed on those recipients.

The confidentiality obligations in this clause survive the conclusion, discontinuation or termination of the EOI process and continue for a period of three (3) years from that date, or until the relevant information otherwise ceases to be confidential, whichever occurs first.

8.6 Intellectual Property

Respondents retain pre-existing IP rights. By submitting, respondents grant Australia Post a non-exclusive, royalty-free licence to use submitted information to assess the response to this EOI and negotiate any resulting commercial arrangements.

8.7 Privacy

Australia Post will collect, use, store and disclose personal information in accordance with the Australia Post's Privacy Policy and the *Privacy Act 1988* (Cth). Any personal information provided in connection with this EOI may be used for the purpose of EOI evaluation and any resulting procurement process.

8.8 Governing Law

This EOI and any dispute arising in connection with it are governed by the laws of Victoria, Australia. Each respondent irrevocably submits to the exclusive jurisdiction of the courts of Victoria and the Commonwealth courts having jurisdiction in Victoria.

8.9 Entire Process

This EOI and any formal Q&A and clarifications issued by Australia Post will constitute the complete documentation to this EOI process. No other verbal statement or representations made by Australia Post will form part of this EOI process unless confirmed in writing.

8.10 Period of Validity

All responses must remain valid and capable of acceptance for a minimum of 180 days from the submission closing date. Late submissions are not accepted. Australia Post may request an extension to this validity period by agreement with the respondent.

Australia Post may, at any time and in its absolute discretion, discontinue, vary, suspend, re-open or terminate this EOI process without liability to any respondent.

8.11 Participation Costs

All costs and expenses incurred by respondents in preparing and submitting a response are entirely at the respondent's risk.

8.12 Complaint Process

Any complaint regarding this EOI process must be submitted in writing by email to eo@auspost.com.au Subject Line: Complaint / Organisation Name promptly upon the relevant issue arising and, in any event, no later than 10 business days after the respondent becomes aware of the matter giving rise to the complaint. The complaint must set out the basis of the complaint, how the respondent claims to have been adversely affected, relevant supporting information and the resolution sought. Submission of a complaint does not require Australia Post to suspend, delay or alter the EOI process.