

People

At bpost, we believe it is essential to engage our employees in our mission to be a major part of our customers' daily lives. We value the wide array of skills, competences and unyielding loyalty they offer our company.

2020 proved particularly difficult in the context of the COVID-19 pandemic. However, the safety and wellbeing of our employees is our number-one priority and we have therefore taken a set of measures to protect them. We developed an internal tracing system with specific quarantine measures based on a personalized risk assessment. We also implemented measures specially adapted to our Mail & Retail teams to ensure that the prevention rules are properly followed. We also opened a special phoneline to answer all COVID-19-related questions of our employees. The line remains open at the time of writing.

It is our duty to provide all of our employees with the best corporate culture, safeguarding good working conditions, ethical behavior, health, safety and wellbeing at work. We achieve this by taking various actions within the different countries, businesses and business units to strengthen and anchor this culture shaping process.

By measuring the employee engagement score and absenteeism level, we are able to keep an eye on how our people feel about their jobs. Since these indicators are outcomes of our employee-related policies, such as health and safety, training and development, ethics and diversity and social dialogue, they provide good insight into our company culture and help us to make modifications when and where necessary.

PEOPLE – STRATEGIC KPIS	UNIT	BPOST BELGIUM			
		2017	2018	2019	2020
Employee engagement ⁽¹⁾	Score	n/a ⁽¹⁾	n/a ⁽¹⁾	6.9	7
Absenteeism ⁽²⁾	%	7.57	7.85	7.96	8.36

(1) New Employee Engagement score following a change of provider. There are no comparable data at subsidiary or at bpost group level.

(2) Due to different legislations and associated definitions regarding health and safety figures among our subsidiaries, we are not able to consolidate absenteeism of our subsidiaries and at group level. However, bpost does track the individual days absent for its subsidiaries, and this information is available upon request.

Diversity and ethics

PEOPLE – ETHICS AND DIVERSITY	UNIT	BPOST BELGIUM				SUBSIDIARIES			BPOST GROUP		
		2017	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total own employees	Headcount	25,460	25,770	26,282	27,493	8,060	7,704	8,594	33,830	33,986	36,087
Total male own employees	Headcount	17,269	17,585	17,944	18,963	4,162	3,901	4,354	21,747	21,845	23,317
Total female own employees	Headcount	8,191	8,185	8,338	8,530	3,898	3,803	4,240	12,083	12,141	12,770
Total FTE	FTE	23,353	23,658	24,211	25,534	7,840	7,374	7,823	31,499	31,585	33,358
Total male FTE	FTE	16,202	16,500	16,869	17,929	4,080	3,827	4,024	20,580	20,696	21,953
Total female FTE	FTE	7,152	7,158	7,342	7,606	3,760	3,552	3,799	10,918	10,894	11,405
DIVERSITY OF OWN EMPLOYEES (IN HEADCOUNT)											
Share of female (own employees)	%	32.20	31.80	31.70	31.0	48.40	49.40	49.3	35.70	35.70	35.4
Share of women in executive level positions	%	0.00	0.00	25.00	25.0	14.29	26.42	22.58	13.04	26.67	22.9
Share of women in management positions (excl. executive level)	%	35.06	36.79	37.79	40.0	37.07	39.16	40.95	36.85	38.40	40.4
HEADCOUNT BY TYPE OF CONTRACT											
Total own employees with fixed term contracts	Headcount	607	613	531	1,507	423	384	958	1,036	915	2,465
Total male own employees with fixed term contracts	Headcount	296	244	313	1,064	268	245	505	512	558	1,569
Total female own employees with fixed term contracts	Headcount	311	369	218	443	155	139	453	524	357	896
Total own employees with open-ended contracts	Headcount	24,853	25,157	25,751	25,986	7,636	7,319	7,636	32,793	33,070	33,622
Total male own employees with open-ended contracts	Headcount	16,973	17,341	17,631	17,899	3,892	3,715	3,849	21,233	21,346	21,748
Total female own employees with open-ended contracts	Headcount	7,880	7,816	8,120	8,087	3,744	3,605	3,787	11,560	11,725	11,874
HEADCOUNT BY FULL-TIME/PART-TIME											
Total own employees contracted on a full-time basis	Headcount	19,137	19,370	19,925	21,369	7,419	6,981	7,251	26,789	26,906	28,620
Total male own employees contracted on a full-time basis	Headcount	14,039	14,285	14,617	15,719	3,906	3,672	3,782	18,191	18,289	19,501
Total female own employees contracted on a full-time basis	Headcount	5,098	5,085	5,308	5,650	3,513	3,309	3,469	8,598	8,617	9,119
Total own employees contracted on a part-time basis	Headcount	6,323	6,400	6,357	6,124	641	723	1,341	7,041	7,080	7,465

Total male own employees contracted on a part-time basis	Headcount	3,230	3,300	3,327	3,244	253	276	572	3,553	3,603	3,816
Total female own employees contracted on a part-time basis	Headcount	3,093	3,100	3,030	2,880	388	447	769	3,488	3,477	3,649

HEADCOUNT BY AGE GROUP

Total own employees ≤ 30 years old	Headcount	4,205	4,497	4,839	5,578	1,901	1,748	2,385	6,398	6,587	7,963
Total own employees within the age group 31-50	Headcount	12,717	12,601	12,593	12,022	3,924	3,630	3,754	16,525	16,223	15,776
Total own employees within the age group 50+	Headcount	8,538	8,672	8,850	9,893	2,235	2,326	2,455	10,907	11,176	12,348

EMPLOYEE TURNOVER

Employee Turnover of own employees	%	10.94	10.49	10.91	12.31	40.92	33.98	32.04	17.94	16.27	16.90
Employee Turnover Male of own employees	%	11.14	10.43	11.08	12.71	39.94	34.53	30.91	16.29	15.42	16.04
Employee Turnover Female of own employees	%	10.51	10.63	10.53	11.43	41.99	33.40	33.20	20.88	17.80	18.46
Voluntary Employee Turnover of own employees	%	5.82	5.75	5.93	5.67	24.00	19.65	19.13	10.21	9.12	11.57

ETHICS

Number of registered complaints on unethical workplace behavior	Number	11	10	10	11	40	37	11	50	47	22
Number of registered cases of corruption and bribery	Number	0	0	0	0	0	1	0	0	1	0
Monetary amount of legal and regulatory fines and settlements above 10,000 USD linked to data breaches, corruption or environment damage	EUR	0	0	0	0	0	0	0	0	0	0

DIVERSITY AND INCLUSIVENESS

At bpost, we aim to attract and retain individuals from different backgrounds, cultures, perspectives and experiences by creating and supporting a collaborative, inclusive workplace culture. We are convinced diversity and Inclusion contributes to a better connection with our customers and with our workforce, to surround ourselves with the best talent in all categories of the population and to be more agile.

We designed our Diversity Policy (available on the [bpost website](#)) based on these convictions. The policy serves as a guideline to create a culture where diversity and inclusion are a daily practice and has been translated into various policies and programs.

To continue to expand our recruitment channels, we formed partnerships, among other things, with the VDAB, Diversicom, Emimo, Actiris, UNIA and Allyens.

These organizations are focused on getting people into work based on personal skills and the promotion of diversity in the workplace.

Through our "Duaal Leren" project we offer people in need (NEET, long-term jobseekers, those with few or no qualifications, those who do not speak any of the national languages, those without a driver's license) a one-year training program in which they can earn a secondary school diploma, a driver's license and a full-time job at bpost. Nine new colleagues joined the company through this program in 2020.

We have created a diversity portal, which is updated regularly, to enable our people managers to gain insight into diversity and inclusion issues, identify the applicable framework and the role they are expected to take up. They also have access to a toolbox, comprising full information, brochures, e-learning courses, workshops and a training catalogue. A new brochure and a comprehensive Q&A were added to the toolbox in 2020.

Leading@bpost is a special cultural exchange program that has been set up to help leaders at bpost group adopt a balanced leadership style.

We also partner with Duo for a Job, a Belgian organization matching young job seekers with an immigrant background to people over 50 years old. The initiative brings about high motivation, recognition and human impact, and was even awarded 'Coup de Coeur 2018' by the jury of PostEurop.

In 2019 a project Diversity & Inclusion (analysis, training and anchoring) was started with the aim of:

1. providing a clear, corporate and local framework with specific guidelines;
2. providing workable tools to support managers;
3. making diversity visible and discussable.

This project will be further upscaled in 2021 at various other sites. Additionally, we have a group of diversity ambassadors corporate and local within the organization whose function is to be a sounding board and to promote diversity and prevent discrimination.

The Board of Directors and Group Executive Committee have also their role to play regarding diversity. They do so by organizing workshops around themes of diversity and inclusion, and the Board of Directors assesses every year whether diversity within the group has improved. Also, special attention is paid to diversity in the composition of the Board of Directors and Group Executive Committee. Various diversity criteria regarding gender, age, professional background and geographic diversity are taken into account when considering candidates for vacancies. For more information on the board composition, see the corporate governance statement.

ETHICS

At bpost we are proud of our high profile in society and of the role we play. To us, good conduct is important to earn trust as part of our responsible corporate values. We believe every human deserves the same rights and, as a company, we cannot get in the way of that. As a public listed company, we also ensure maximal transparency in terms of governance and decision-making processes, in accordance with the highest standards in this area.

We adopt a zero-tolerance policy regarding violations of human rights or anti-corruption laws, in line with the Universal principles of Human Rights and the ILO (International Labor Organization) conventions. With this policy, bpost wants to prevent the negative fall-out arising from human rights violations, illegal or fraudulent acts or practices on humanity's well-being, our reputation, and the continuity of our business. If an employee witnesses a situation of misconduct, s/he can call our Speak-Up line (the contact information is included in our Code of Conduct). The Speak-Up line is connected to a person of trust, available 24 hours a day to answer any question or signal from employees.

Since 2019, we decided to put diversity and business ethics forward and therefore did a deep structural redesign and revision of our Code of Conduct so that our new construction would work at group-level. Our new Code of Conduct was launched in February 2019 for the entire group. It sets out the norms, values and minimal standards of behavior and conduct expected of all our employees, contractors and consultants at any level and in any company of the bpost group worldwide. It further enables appropriate measures when the Code of Conduct is not abided by.

Employee training and talent development

PEOPLE – EMPLOYEE TRAINING AND TALENT DEVELOPMENT	UNIT	BPOST BELGIUM				SUBSIDIARIES			BPOST GROUP		
		2017	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total training hours per own employees	Training hours per FTE	20.89	21.52	20.45	19.95	12.42	43.78	9.21	19.26	25.90	17.43
Total training hours per temporary staff	Training hours per FTE	n/a	n/a	48.06	6.20	n/a	82.11	97.25	n/a	75.58	80.18

FORMAL TRAINING

Formal training hours per own employees	Training hours per FTE	5.71	5.57	4.58	3.79	8.94	7.53	5.15	6.41	5.27	4.11
Formal training hours per temporary staff	Training hours per FTE	n/a	28.67	26.45	5.42	n/a	81.93	80.06	n/a	70.96	66.06

INFORMAL TRAINING

Informal training hours per own employees	Training hours per FTE	15.18	15.95	15.87	16.16	3.48	36.25	4.06	12.84	20.63	13.32
Informal training hours per temporary staff	Training hours per FTE	n/a	n/a	22.61	0.78	n/a	n/a	n/a	n/a	n/a	n/a

In spite of the difficulties it generated, the pandemic contributed to the rapid deployment of high-quality online trainings, which were a big hit among employees (by way of example, the participation rate at Summer Academy doubled compared with the in-person trainings in 2019 (ILT)). Remote working trainings were rolled out in record time to help employees manage themselves, manage their teams and optimize the use of digital tools. Participation rates were very high. The new ways of learning we have developed and incorporated in our daily lives are one of the legacies of the 2020 pandemic.

Developing the skills and competences of our employees is something we particularly value at bpost. We are convinced that trained employees can increase efficiency and can also be more engaged. At bpost, we have our own academy for offering employees training opportunities. Over the past years, we have taken further steps to enhance our training offer to better meet the needs of specific target groups at bpost Belgium (e.g. juniors).

Besides the job-specific training sessions, all bpost Belgium employees are offered training in communication, sales, language and leadership. For example, the Summer Academy encourages employees to work on their skills and well-being during the low season. There, they learn about a range of personal development subjects.

Since 2012, bpost Belgium has been running the “FutureMe” program. This program gives employees who do not yet have a higher secondary diploma the opportunity to obtain it via bpost. This diploma can open doors for the students: to a new job, some pursue further studies and, above all, it increases their self-confidence. bpost organizes the training in close cooperation with Adult Education Centers, pays for the training and provides support with an option for career coaching after graduation. The program combines a limited number of classroom sessions with distance learning via an online platform. This ensures that students can organize themselves flexibly. Since the start, we have reached 985 colleagues with this program. 268 colleagues obtained their diploma, 208 of whom are still working at bpost.

Senior Belgian bpost employees can apply for vacancies at other organizations through the co-sourcing platform Experience@work, bpost’s partner. The platform was created in 2015 to link up organizations that need experienced people with organizations that have an abundance of experienced people and senior employees who want to put their experience to better use. Experience@work gives these organizations the opportunity to hire senior employees at a junior pay level, and allows senior employees to use their talent, experience and expertise in a new working environment, while remaining on bpost’s payroll.

Looking at the career development of our staff, our employees receive a broad range of career development opportunities. At bpost, internal mobility is also valued. To this end, bpost has developed a solid performance management process that follows most employees over the year. As such, employees’ business objectives, performance and developments are discussed annually with the responsible manager. The agreed development plan is reviewed after six months during the mid-year review. At the end of the year, the employee and his manager review the targets set. During this process, informal touchpoints are also organized to follow-up on objectives, performance, development and career.

Alongside our own employees, we are constantly recruiting new staff. Our strong collaboration with VDAB and Forem in Belgium helps us be in direct contact with companies that are restructuring and recruiting additional staff.

The deployment of our CONNECT 2026 vision confirms bpost group’s commitment to being a socially responsible employer. bpost sets out seven ambitions in CONNECT 2026, not the least of which is “to be an inclusive company

that offers a 'lifelong learning' experience". This has led to the creation of bpost boost, a development program to train jobseekers, with in-house lifelong learning opportunities and training courses for external partners.

In bpost boost, the group is committed to ensuring sustainable employment based on continual upskilling opportunities in response to everchanging job requirements and society in general.

Employee health and safety

PEOPLE – EMPLOYEE HEALTH AND SAFETY ⁽¹⁾	UNIT	BPOST BELGIUM			
		2017	2018	2019	2020
HEALTH AND SAFETY OF OWN EMPLOYEES					
Occupational accidents of own employees	Number	918	947	944	895
Lost days of own employees	Days	30,850	30,890	28,487	27,348
Severity rate of own employees	Lost days per 1,000 hours worked	0.90	0.90	0.80	0.73
Frequency rate of own employees	Accidents per 1,000,000 hours worked	26.83	27.48	27.06	24.03
Absenteeism of own employees	%	7.57	7.85	7.96	8.36
Total number of fatalities own employees	Number	1	0	2	3
HEALTH AND SAFETY OF TEMPORARY STAFF					
Occupational accidents of temporary staff	Number	57	86	25	26
Lost days of temporary staff	Days	365	294	227	193
Severity rate of temporary staff	Lost days per 1,000 hours worked	0.19	0.14	0.11	0.1
Frequency rate of temporary staff	Accidents per 1,000,000 hours worked	29.87	42.36	22.56	12.6
Total number of fatalities temporary staff	Number	0	0	0	0
Total number of hours worked by temporary staff (actual)	Hours worked	1,908,050	2,030,019	1,663,483	2,641,593
ROAD SAFETY⁽²⁾					
Blameworthy road traffic incidents on behalf of the entity per 100,000 km ²	%	n/a*	2.40*	2.52*	2.06
Shared blameworthy road traffic incidents on behalf of the entity of total road traffic incidents ⁽²⁾	%	77.00	75.00	76.00	79.41
Number of road fatalities drivers/million km (during working hours) on behalf of the entity ⁽²⁾	Number per million km driven	0.01	0	0.01	0.01

(1) Due to different legislations and associated definitions regarding health and safety figures among our subsidiaries, we are not able to consolidate the health and safety figures of our subsidiaries and at group level. However, bpost does track the individual indicators for its subsidiaries, and this information is available upon request. Please note that there were 0 fatalities at our subsidiaries in 2021.

(2) The figures on road safety only contain the bpost entities with a delivery fleet: bpost N.V./S.A., DynaGroup and Euro-Sprinters.

* Restatement based on adjusted calculation method.

The safety and wellbeing of our employees is paramount for bpost's operations. We therefore have a strict prevention policy to avoid occupational and road accidents, stress and illness and to ensure that our employees remain safe and healthy. In this regard, we comply with and anticipate regulations, monitor risks for safety and wellbeing, and continuously strive to improve those aspects.

In Belgium, our employee wellbeing policy is based on the Federal Government's Act of August 4, 1996 on well-being of workers in the performance of their work¹. This is enforced by an external committee² that performs random compliance inspections. It also performs regular inspections for specific subjects. For instance, bpost Belgium's COVID 19 prevention measures were inspected in 2020.

Looking at our subsidiaries, the health and safety processes at Radial are compliant with OSHA (Occupational Health and Safety Act). DynaGroup, in The Netherlands, works according to the Dutch national occupational health & safety legislation (Arbo) based on health & safety Risk Inventories with associated control measures. Risk Inventories are also performed and formally assessed by an external company. Furthermore, Apple Express in Canada is compliant with OHSAS 18001 (Occupational Health and Safety Assessment Series) requirements and Ubiway and Landmark have a health and safety management system in place.

The most prevalent safety incidents in our business are slipping, falling, tripping or the improper use of vehicles. To limit the risks of accidents and health issues, we perform regular risk analyses. The identified risks are communicated within the organization together with clear measures to be taken.

We implemented several successful initiatives concerning health and safety. Examples are the use of a safety corner on the work floor, encouraging employees to report any type of safety incident, and safety communication campaigns. A Safety Register helps to follow safety checks in a structured manner. From the Safety Register, we can draw important lessons learned, which are then communicated to our employees.

To even further improve this performance and boost safety culture, bpost launched three initiatives in Belgium. The first initiative was the "Safety Performance Barometer", which is an improved well-being instrument that measures safety performance.

It works as follows: by consolidating different, already existing, safety performance indicators, we gain insight in the overall safety performance of a region and can prioritize where and for which aspects the need is greatest. The safety performance barometer is linked to the bpost Safety Register. First launched in 2019, it is now fully integrated into management's performance monitoring processes.

Secondly, we trained our employees on safety using a safety game. An application sends them two questions per day on issues related to any health and safety matter to refresh their memory. There is a total of fifty questions, and they vary depending on the season. For instance, in winter there will be questions on road safety, in summer on drinking enough water. We also included questions on healthy food. For every correct answer the employee can win ten stamps. Next to the safety games in mail distribution the tool is also used now in our logistic unit. The third initiative is an e-learning module about fire prevention for all members of a fire prevention team. These employees followed a complete online training with animations on everything related to fire prevention and safety and what to do in case of an emergency. After the training, the employees were tested on the content of the module. This e-learning has been an especially great success at our retail unit.

Road safety is also a key concern for us. We aim to eliminate road accidents. Since 2018, we run a large training project concerning road safety in Belgium. For every vehicle (including e-bicycles and internal transport), it is mandatory to receive driving training at bpost's driving school (FRAC³). The trainings focus on improving driving knowledge and skills; three different levels are proposed, depending on the current qualifications of the driver. We enhanced this successful approach in 2020. As well as specific training at the driving school, we also updated driver skills through a local 'train the trainers' approach.

We also want to make sure our employees remain healthy, and include psychosocial as well as physical aspects. To this end, bpost promotes and offers access to non-occupational medical and healthcare services, such as company doctors. Our Belgian "Health Surveillance" system provides mandatory medical check-ups for all bpost postal workers: a thirty-minute check-up, including a cardiovascular and musculoskeletal screening every four years for all

1 Belgian Law: Act of August 4, 1996 on well-being of workers in the performance of their work, "Codex over het welzijn op het werk" or "Le Code sur le bien-être". <http://www.employment.belgium.be/defaultTab.aspx?id=556>

2 "Toezicht op het welzijn op het werk" or "Contrôle du bien-être au travail": <http://www.emploi.belgique.be/cbe.aspx>

3 Formation Rationnelle et Accélérée des Conducteurs

employees working in mail distribution. We also ask our employees in sorting centers to go on a bi-annual basis. In 2020, a total of 5,550 bpost employees and 900 interim workers got a medical check-up. bpost employees can also get vaccinated against the flu in the Fall, in 2020, it was used by 2,000 employees, on a voluntary basis.

For the psychosocial wellbeing of our employees, we organize a survey to measure the level of employee engagement and organize a personalized “balance tool” so that employees can gain insight into their personal stress and motivation levels. Based on the result, we give personalized tips and tricks. Our employee Assistance Program (external psychologists) is available for more complicated individual problems. We will implement these tools on a global scale in the near future. Employees suffering from stress can ask a member of our specialized team of stress coaches for help on a voluntary basis and staff management receives psychological training on recognizing signs of distress in their employees. Also, we have a security line, which our employees can call anytime 24/24 7/7.

Moreover, we have a manager responsible for advising and integrating ergonomics in the work environment, both in the office, in our sorting centers and for our postmen. This led to the decision to switch from bikes to trikes a few years ago. We also measure the different lighting and air quality settings (including humidity) to improve the working environment.

We are delighted to be able to say that, in spite of the extremely difficult circumstances created by COVID-19, the accident frequency rate at three of our operating units has fallen significantly. We achieved our best result in mail delivery (27 vs 33 in 2019), while our NBX logistics and parcel sorting center also performed better than the previous year.

Social dialogue

PEOPLE – SOCIAL DIALOGUE	UNIT	BPOST BELGIUM				SUBSIDIARIES			BPOST GROUP		
		2017	2018	2019	2020	2018	2019	2020	2018	2019	2020
Average number of strike action days	strike days per 1.000 employees	1.55	2.60	1.40	1.81	0	0	5.70	1.98	1.06	2.74
Share of own employees covered by a CBA	%	n/a	96	95	95.3	5	11	11	74	76	75

bpost works hard to promote wellbeing and good working conditions for all employees and thus stays aware of our employees’ needs. Aspects such as working hours and wages are in line with legislation and we respect our employees’ Freedom of Association rights.

Since bpost is an autonomous enterprise with the Belgian state as its largest shareholder, its articles of association explicitly provide for a structure and processes at various levels to facilitate efficient negotiations, consultations and information sharing. To foster constructive dialogue and relations with the unions, bpost Belgium has its own Joint Committee and several other forums. Moreover, two senior-level directors have been appointed, which demonstrates our management’s involvement in the social dialogue. This close collaboration allows us to hear and promptly react to our employees’ needs in order to mitigate social conflicts.

bpost Belgium last collective labor agreement has been extended until the end of June 2021.

bpost Belgium has begun negotiating a new collective labor agreement for 2021-22. The aim is to finalize this new agreement by the end of June 2021 at the latest.

Two exceptional payments were awarded to operational employees in June and December 2020 in response to the pandemic.