

C SR review

CSR strategy: People, Planet, Proximity

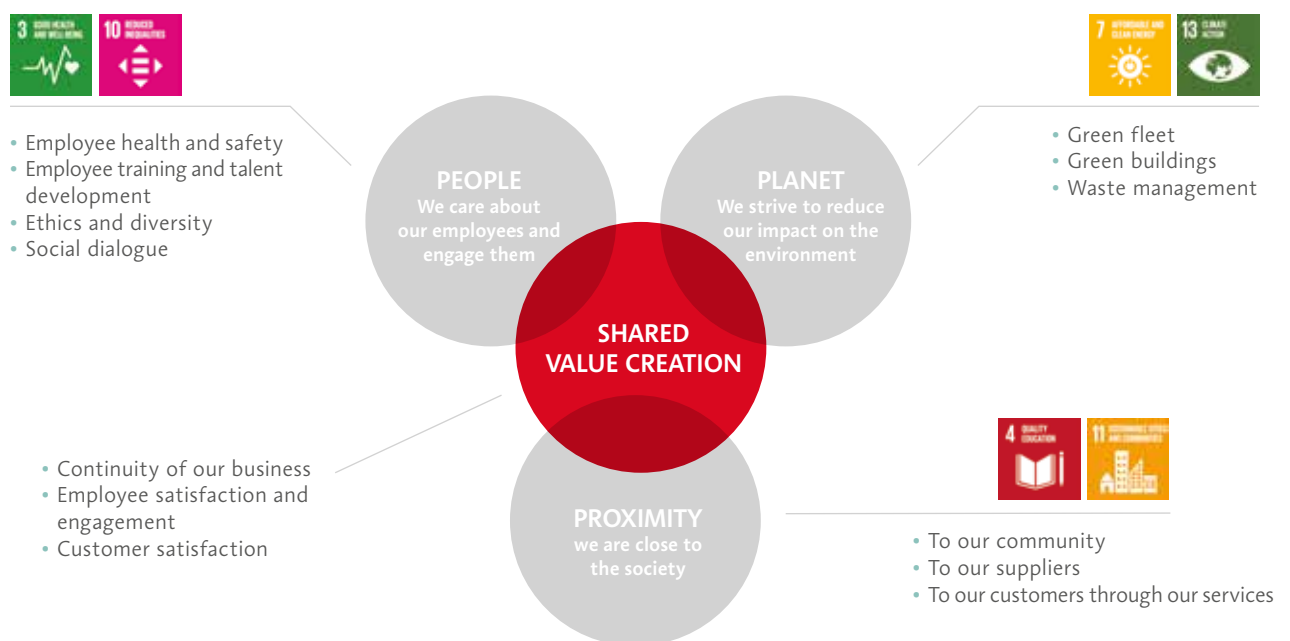
bpost has always played a major role in society. It is our duty to set an example. This is why our ambition is to make our processes and culture sustainable. In so doing, we will be able to achieve sustainable growth and our stakeholders (customers, shareholders, government, employees, suppliers, trade unions, NGOs) will recognize us as a socially responsible company. It is also important to us that our customers know that their letters, parcels and logistics are handled in a responsible way.

In 2017 we conducted a materiality assessment to identify those CSR topics that bpost and our stakeholders set most store by. This study enabled us to draw up a sustainable development strategy a year later based on three pillars:

- **People:** we care about our employees and are committed to their wellbeing.
- **Planet:** we strive to reduce our impact on the environment.
- **Proximity:** we are close to society and understand its emerging needs.

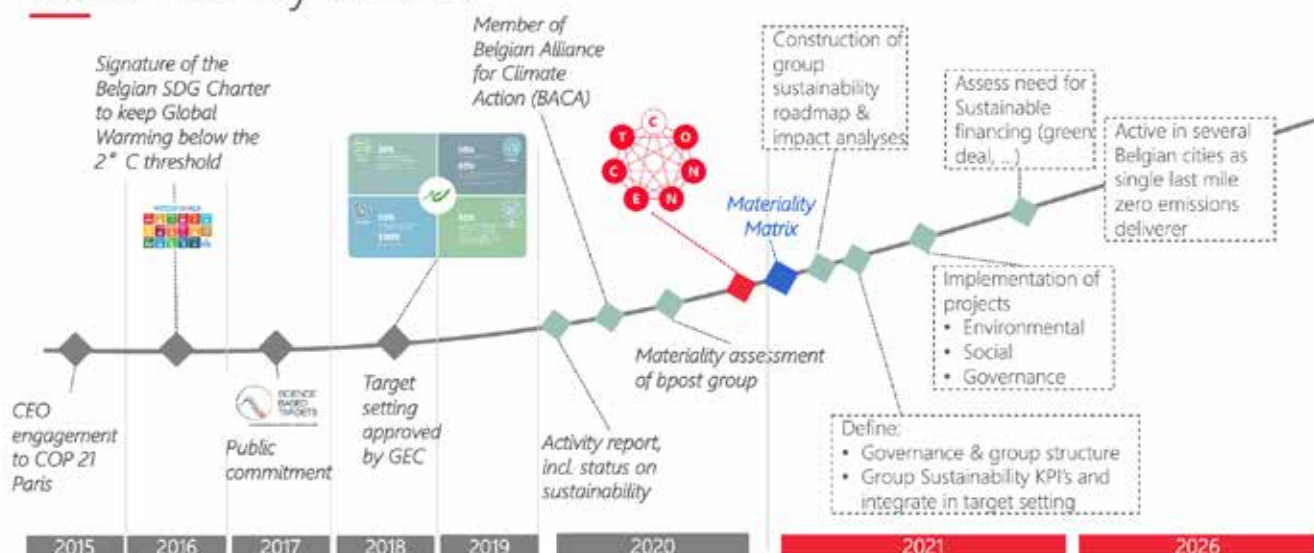
Based upon this strategy the following priorities have been determined :

For each of these pillars, we have linked our material topics and strategic KPIs on which we intend to focus:



OUR CSR PRIORITIES (MATERIAL TOPICS)	RELATED RISK & OPPORTUNITIES	STRATEGIC KPI	TARGET	RESULT 2020 VS TARGET	RESULT 2020 VS. EXTERNAL ENVIRONMENT
PEOPLE					
Employee health and safety	Injury and/or illness can generate costs for bpost as well as for the employee concerned. A preventive wellbeing policy can also help reduce stress levels and hence absenteeism.	Absenteeism	bpost Belgium has set a new quarterly Short Term Illness objective based upon business budget. The 2020 target average is 4.39.	bpost Belgium: 4.81	Due to the exceptional circumstances because of COVID-19, the Q3 figures are used for 2020 as a whole.
Employee training and talent development	Trained employees can show how work can be done more efficiently [or: Trained employees can work more efficiently] and promote employee engagement, which can improve employee retention.				
Ethics and diversity	The ethics and diversity policy affects bpost's reputation, employee engagement and retention.	Employee engagement	To exceed or meet the external benchmark for Postal & Logistics (2020 = 7.4)	2020 = 7 2019 = 6.9	In 2020 a new straightforward methodology implemented by Effectory, an external company. The four-question survey is easy to use and can be accessed by all employees. Effectory recalculated the results from previous Pulse surveys for the sake of continuity.
Social dialogue	Effective social dialogue helps prevent strikes and avoid related costs but also ensures employee satisfaction and engagement.				
PLANET					
Green fleet	A green fleet helps improve our carbon footprint and creates positive public perceptions of the company. It also generates fuel cost savings. Furthermore, it is a way to mitigate expected rising carbon taxes.	CO ₂ footprint scope 1, 2 and 3	Our Science Based Targets are: <ul style="list-style-type: none"> • 20% scope 1 and 2 GHG emissions by 2030 compared to baseline 2017: 114,395 tCO₂-eq. • 20% scope 3 GHG emissions by 2030 from upstream transportation and distribution compared to baseline 2017: 218,016 tCO₂-eq. 	2020 results: scope 1 & 2 emissions increased by 3% and scope 3 emissions decreased by 18% vs 2017, corresponding to an overall decrease of CO ₂ emissions of 11% (scope 1, 2 and 3).	The renowned independent authority the Carbon Disclosure Project screened our efforts, awarding us a B rating vs peer average C.
Green buildings	Green buildings generate energy-related cost savings and improve our carbon footprint.				
Waste management	Sound waste management creates positive perceptions of the company and improves our scope 3 carbon footprint. As such, it can also generate revenues by valorizing waste as a raw material.				
PROXIMITY					
Proximity to our society	Proximity to society is part of bpost's mission. Ignoring the local community would be detrimental to bpost's reputation.	Total sum of donations	To maintain our efforts to realize an impact.	563.000 EUR	As well as giving away more than two million free Mobile post-cards, we maintained our support for local initiatives through our Star4You program, which supports our employees who are personally engaged in local projects. More than 250 laptops were donated through DigitalForYouth to children who had no way of contacting their school and friends online.
Proximity to our suppliers	A clear overview of our supply chain helps raise efficiency and avoid supply risks (e.g. financial or supply stability). Including sustainability requirements also helps mitigate reputational risks linked to unethical behavior or environmental damage.	Share of significant tier 1 suppliers covered by our supplier code of conduct	100%	2020 = 31% 2019 = 35%	Since 2018, 31% of bpost Belgium suppliers are covered by the supplier code of conduct (now included in our general terms and conditions for all contracts). An Ecovadis survey of corporate sustainability practices in 2020 showed that no more than 39% of spend on procurements from suppliers is covered by a code of conduct.
Proximity to our customers through our services	Enhancing the customer experience and our offer improves customer retention. Developing more sustainable solutions also generates opportunities to exceed customer expectations, thus improving our market position.	Customer satisfaction	To match or exceed the level of the previous year.	2020 = 84 2019 = 82	bpost measures customer satisfaction on a 7-point scale. Other companies tend to use a 5-point or 10-point scale. Furthermore, we combine the results from residential and business customers, which makes it difficult to compare results with other companies or benchmarks. The growth in 2020 is due to the increased satisfaction of both residential and business customers.

bpost group is firmly committed to further step up their sustainability efforts



In the second half of 2020, as the first step of the new leg in our sustainability journey, we have initiated a new materiality assessment for bpost group.

This assessment will help us to ensure our strategy is focused in the right areas, to assess the changing sustainability landscape and to understand and prioritize the material topics that matter to our business and our stakeholders.

For the next steps we will use these results to evolve our sustainability strategy, to determine the relevant KPI's to engage our business units and drive our sustainability performance. We will tailor our reporting so that it aligns with the interests and needs of our stakeholders, as well as those of bpost group.

Key CSR achievements in 2020

PEOPLE

DIVERSITY & INCLUSION

Putting Diversity & Inclusion into practice is an important ambition of the CONNECT 2026 vision. In 2020 bpost welcomed 9 new colleagues in bpost Belgium and 3 colleagues in DynaGroup.

The "Duaal Leren" program in bpost offers people with distance to the labour market (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.

In the Netherlands DynaGroup works in partnership with FermWerk, accompanying people to develop their skills, increasing their employability within DynaGroup or other companies.



PLANET

MECHELEN ECOZONE, SUSTAINABILITY IN THE HEART OF THE CITY

While the technological evolution and the COVID-19 pandemic drove the growth of the postal and e-commerce business, bpost group and the city of Mechelen opened the first urban zero carbon emission parcel and letter delivery zone. A sustainable initiative that boosts customer satisfaction, air quality and innovation.

2800, the first eco-responsible postalcode

What began as a pilot project in the summer of 2019 has now become a Belgian first. bpost now delivers parcels and letters in the centre of Mechelen, the 2800 postcode area, at zero carbon emissions. It's an ambition that has been achieved by setting up a hybrid network combining delivery by a fleet of 100% electric vehicles and cargo bikes with the installation of parcel stations, open 24/7 at 49 strategic locations in the city. The aim is to encourage the inhabitants of Mechelen to walk or cycle to a nearby parcel station to pick up their parcels.

Over a two-year period this active partnership will study and implement sustainable solutions, mainly focused on the local circular economy.

Shared ambition

The partnership between bpost group and the city of Mechelen was set up under the EU Surflogh (Smart Urban Freight LOGistics Hubs) project, which targets sustainable urban deliveries. So it was only natural for the two partners to seek to achieve their shared ambition to reduce emissions.

"Mechelen has big ambitions and wants to achieve a 40% reduction in carbon emissions by 2030", says Vicky Vanmarcke, portfolio holder for transport. "The pilot projects and the partnerships with the logistics industry will be decisive in this regard. Failed home deliveries account for 8% of downtown traffic and this innovative project hands us the opportunity to bring that rate down".

"As a company we are committed to playing a leading role in sustainable e-commerce", says Jean-Paul Van Avermaet, CEO of bpost group. "This partnership with the city of Mechelen is the first step in the right direction for us, giving the people of Mechelen a scalable network of perfectly complementary and mutually reinforcing services. We obviously hope that this will also inspire many other cities. We will be starting negotiations with interested parties soon."

Urban sustainability in the broadest sense

Sustainability is one of our main concerns at bpost group, but it is not the only one. As more and more cities and towns implement responsible measures (including zero emission and pedestrian zones, traffic management plans and support for the circular economy), bpost is set on extending its range and capitalizing on the trend for sustainable partnerships to improve air quality and quality of life in several other Belgian inner cities. The goal is a full-scale trial with the aim of increasing the success rate of urban deliveries, reducing inconvenience and supporting the local socioeconomic fabric and the circular economy. As an organization, bpost has already set itself the target of replacing at least half its national fleet with zero emission vehicles, corresponding to 3,500 vehicles in total.

A THIRD FEWER TRUCK JOURNEYS WITH DOUBLE DECK TRAILERS

While the bpost truck fleet will be gradually replaced with LNG (liquefied natural gas) vehicles, the group is going a step further with its plan to buy more than 320 double deck trailers by 2030 and up to 550 over the next 20 years.

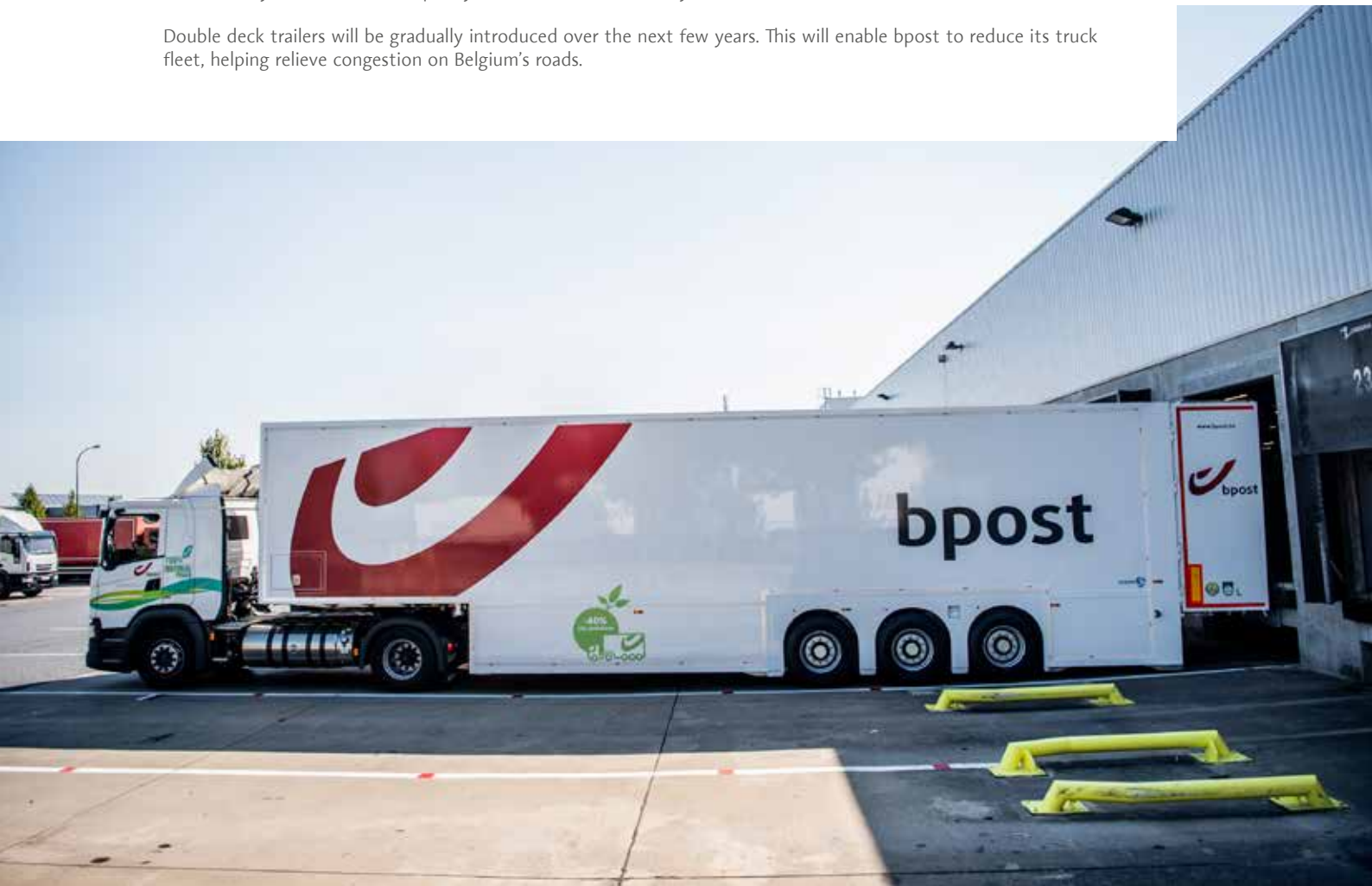
It's a Belgian first that is expected to cut by 30% the number of journeys and the distance covered for the delivery of parcels and letters by 2030. Rising to 40% by 2040.

Optimizing transport, relieving road congestion

Transport is a major challenge for bpost group. Parcel volumes are increasing at a significant rate (+ 56.2% last year) demanding a well-considered general strategy to control the impact of these activities on the environment and on transport infrastructure.

Double deck trailers are one of bpost group's tangible responses, part of a suite of sustainable solutions to support its constant growth. Standing four meters high, these DDTs have two 1.8m decks across a standard length of 13.60m. They have 60% more capacity than the trailers currently in use.

Double deck trailers will be gradually introduced over the next few years. This will enable bpost to reduce its truck fleet, helping relieve congestion on Belgium's roads.





DYNALOGIC AND WECYCLE RECYCLE MILLIONS OF KILOS OF ELECTRICAL WASTE

DynaGroup, a bpost subsidiary, also contributes to the group's sustainability strategy. As part of the partnership between its personalized logistics specialist Dynalogic and the Dutch NGO Wecycle almost 9.9 million kilos of electrical waste was collected in 2019. A spectacular result, but one that will be bested in 2020 with the increase in online shopping connected with the coronavirus pandemic.

The principle behind achieving these large volumes is simple: when delivering a new appliance, Dynalogic offers to take away the old one for recycling in an environmentally sustainable way.

THE ACTIVE ANTS ROBOTS HARNESS TECHNOLOGY TO IMPROVE SUSTAINABILITY

In October 2020 another bpost group subsidiary, Active Ants, opened its state-of-the-art e-fulfillment warehouse in Roosendaal. Robots and humans work together to pack up thousands of e-commerce parcels at the 20,000m² site.

Automation provided a huge boost to the efficiency of storage, order picking and sorting, while also improving working conditions for staff. But that's not all, because the robotization has also reduced the environmental impact of the activities. The various packaging machines are able to adapt the box size to the content, weigh them and affix a shipping label. So filler is no longer needed to prevent the contents moving around in the box. Storage is also optimized, as the robots are able to store six times the volume in every square meter, using their own power source, which reduces the power consumption in the building.



SUSTAINABILITY, A WIN-WIN SOLUTION FOR THE PLANET AND FOR THE BUSINESS

bpost group's North American subsidiary Radial has also been making great strides, working on the development of new ambitions in terms of sustainability in 2020 Implementing LED lighting in the offices. Radial also worked on raising awareness among its customers of the benefits of adopting a sustainable approach for the planet but also for their bottom line.

PROXIMITY

THUNDEROUS APPLAUSE TO COMBAT THE DIGITAL DIVIDE

In June, bpost's 26,000 employees rallied behind DigitalForYouth, a charity that helps young people who are disadvantaged by the digital divide. They raised 25,000 EUR, which is enough for a laptop for 250 young people in need.

Clapping in solidarity

The pandemic revealed how deep the digital divide is in Belgium. Young people who are unable to follow their school lessons online or do their homework are particularly disadvantaged. In response, in March DigitalForYouth.be, a charity founded in 2019 by DNS Belgium and Close the Gap, launched a big campaign to encourage businesses to donate laptops.

bpost group, which actively promotes access to education and inclusion, quickly answered the call. So in June 2020 26,000 group employees in Belgium were asked to put their hands together in the 'Make some noise' campaign.

The bpost Literacy Fund, managed by the King Baudouin Foundation, made a donation to DigitalForYouth for every decibel recorded. That resulted in a 25,000 EUR cheque, enough to fund 250 laptops.

"The wave of solidarity we witnessed exceeded our expectations," says Philip Du Bois, president of DigitalForYouth.be. "The financial aid we get from bpost covers the logistics costs of picking up and refurbishing the laptops. Thank you to everyone who took part in this campaign with such passion!"

"bpost and DigitalForYouth.be share the same values of solidarity, proximity and inclusion," says Jean-Paul Van Avermaet, CEO of bpost group. "These values are not empty words for our company or our employees. The enthusiasm shown by all employees when taking part in the 'Make some noise' campaign on June 26 was yet more evidence of that. They clapped, made music, sang... Every site made some noise to help young people stay in contact with their schools. The official presentation of this cheque is a source of pride for every single bpost group employee."

"One of the finest missions of bpost group is bringing people closer together," says Nico Cools, Chief Digital Officer of bpost group. "So it's with great pleasure that we support this DigitalForYouth.be project, which has a big impact on the lives of young people. By giving young people a laptop we bridge the digital divide a little bit and bring children into closer contact with their schools. In doing so, we contribute to the continuity of education for all, which promotes emancipation and equal opportunities. Sustainable development is very important for bpost group and, at the same time, we have chosen an ecological project: every refurbished laptop saves 18.5kg CO₂, which corresponds to a reduction of more than 4,600 kg CO₂ in total for 250 laptops".

TWO MILLION FREE POSTCARDS TO BRING BELGIUM TOGETHER

Stay at home. That was the call to action to contain the spread of COVID-19. To bring the people of Belgium closer together, at least in their minds, in 2020 bpost group launched two free card campaigns through its Mobile Postcard app. The first came during the March lockdown, with the second following in December when extended families were unable to get together to celebrate the festive season.

All told, almost two million personalized photo and video postcards were sent to addresses across the country. "Meeting up and celebrating together, which Belgians love to do, will not be possible this year. At bpost, we want to ensure that everyone stays in touch with each other. Let's think about those people we know who are left on their own. A card with friendly greetings, a personal message, does a lot of good at this time of year," says Jean-Paul Van Avermaet.



CSR consolidated statements

About our CSR consolidated statements

This CSR report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards (core option) and is structured based on our material aspects. The GRI Content Index can be found on our [website](#).

Scope and boundaries

The information used for these CSR consolidated statements was collected from internal departments and is mainly based on information available through internal reporting. The information regards the 2020 calendar year and covers all of bpost's activities, including those of its subsidiaries, unless specifically stated otherwise.

The complete list of bpost's subsidiaries can be found in bpost's Financial Consolidated Statements. We define a subsidiary as an entity in which bpost owns more than 50% of the shares and that is significant in terms of turnover and employees. Subsidiaries included for our reported data are listed below.

BPOST ENTITIES	OWNERSHIP	SCOPE	PLANET	PEOPLE	PROXIMITY
bpost Belgium (bpost SA/NV)	100%	Yes	●	●	●
Radial	100%	Yes	●	●	●
Landmark Group	100%	Yes	●	●	●
DynaGroup (incl. Leen Menken)	100%	Yes	●	●	●
Ubiway (incl. Kariboo!)	100%	Yes	●	●	●
Speos	100%	Yes	●	●	●
Apple Express	100%	Yes	●	●	●
FDM	100%	Yes	●	●	●
Active Ants	75.00%	Yes	●	●	●
Euro-Sprinters	100.00%	Yes	●		
bpost bank	50.00%	No operational control			

- Limited data available for subsidiary
- ◐ Data almost complete for subsidiary
- Data complete for subsidiary

The subsidiaries in scope are included as of the date of acquisition. If the subsidiary was acquired or sold in 2020, the data only covers the period after/before the date of acquisition/sale.

Data quality and reliability

The quality and reliability of environmental data in the CSR consolidated statements is ensured by the Environmental and Energy Department of bpost Belgium, which performs yearly data checks and analyses, develops reduction plans and works closely with the different authorities. We involved various external parties when assessing the quality of the reported data: CO₂Logic, DNV, and Deloitte.

The HR data in the CSR consolidated statement are mostly reported to external parties, such as the National Social Security Office.

In 2020, we took further action in our internal reporting processes to improve the reliability of data provided by our subsidiaries. As well as establishing the formal definitions of our indicators, we also transitioned to a digital sustainability reporting platform. This will help us build a more robust groupwide reporting process, which will facilitate data quality checks among other things.

External verification

DNV, an external body, verifies the quality of bpost's CO₂ emissions data according to the ISO 14064 Standards. Also, bpost has obtained ISO 14001 certification for its strategic sites in Belgium from AIB Vincotte. bpost wants to further formalize the data reporting process and tool of its subsidiaries before submitting its entire CSR report for external verification.

For more information related to our CSR governance and awards and partnerships, we refer to our [website](#).

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 phonenumber 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

		BPOST BELGIUM			
PEOPLE – EMPLOYEE HEALTH AND SAFETY ⁽¹⁾	UNIT	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.

Planet

As a logistic services provider, we have an impact on the environment at different levels: through our fleet's CO₂ emissions, energy consumption, employee commutes, waste production or subcontracted transport.

bpost manages and steers its environmental pillar, 'planet', using our CO₂ footprint as metric. In 2018, we set an ambitious objective for the Group: our goal is to achieve by 2030 a 20% reduction - compared to 2017 levels - in greenhouse gas emissions resulting from our activities. The "Science Based Targets" initiative approved this emissions reduction objective. This organization aims to promote corporate climate-change-related ambitions by supporting them to set objectives in line with a global temperature increase below 2° Celsius. To decrease this environmental footprint, we focus on our buildings, our fleet and our waste.

2020, our carbon footprint in scope 1 & 2 emissions increased by 3% and in scope 3 emissions decreased by 18% vs 2017, corresponding to an overall decrease of CO₂ emissions of 11% (scope 1, 2 and 3). This was predominantly due to the decrease in employee commuting, business travel and the reduction in air transport

BPOST GROUP						
	UNIT	2017 (RESTATED) ⁽¹⁾	2018	2019	2020	TREND
SCOPE 1	t CO₂ eq	82,826	87.848	88.996.30	84.834,57	
Fuel fleet	t CO ₂ eq	61,040	65.383	67.982.54	65.517,85	↘
Natural gas & heating oil	t CO ₂ eq	21,786	22.442	20.985.76	19.288,77	↘
Oil for generators	t CO ₂ eq	-	23	28,00	27,95	↘
SCOPE 2	t CO₂ eq	31,569	28,619	30,266.06	32.553.98	
Electricity (market-based) ⁽²⁾	t CO ₂ eq	30,938	28,156	29,794.00	32,054.44	↗
District Heating	t CO ₂ eq	631	463	472.06	499.54	↗
Scope 1 & 2	t CO₂ eq	114,395	116,467	119,262.36	117,388.55	
SCOPE 3	t CO₂ eq	218,016	192,390	189,320.25	179,586.32	
Subcontracted road transport	t CO ₂ eq	117,699	111,939	113,440.00	128,771.72	↗
Business travel	t CO ₂ eq	1,844	1,349	1,374.00	510.44	↘
Employee commuting	t CO ₂ eq	36,320	34,147	32,977.00	31,782.12	↘
Waste	t CO ₂ eq	6,694	6,011	3,932.25	4,651.60	↗
Subcontracted air transport ⁽³⁾	t CO ₂ eq	55,459	38,944	37,597.00	13,870.44	↘
TOTAL CO₂ EMISSIONS (SCOPE 1+2+3)	t CO₂ eq	332,411	308,857	308,583	296,975	↘

(1) The restated 2017 CO₂ footprint is based on 100% accounts for Radial's activity data (compared to 16.7% in 2017), and uses actual 2017 consumption for its electricity (instead of an estimation). In addition, retroactively, Ubiway data on company cars has been added.

(2) The market-based method reflects bpost's choices in terms of electricity supply, such as the purchase of electricity from renewable energy sources. This is set out in detail in contracts between bpost and its energy suppliers.

(3) Subcontracted air transport figures for subsidiaries were excluded

Green fleet

PLANET - GREEN FLEET ⁽¹⁾	BPOST GROUP			SUBSIDIARIES			BPOST GROUP		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Share of EURO 5 and EURO 6 standard [%]	96	98	99	97	97	100	96	98	99
Average van fuel use [l/km]	9	10	8	15	15	12	10	10	9
Average truck fuel use [l/km]	26	27	24	n/a	n/a	n/a	26	27	24
Share of last mile alternative fuel vehicles [%]	35	32	31	13	11	5	34	31	30

(1) The figures on Green fleet only contain bpost entities with a delivery fleet: bpost Belgium (bpost SA/NV, Eurosprinters, and Speos), subsidiaries (Dynamgroup).

An extensive and solid fleet is one of the most important assets for a postal and logistics company. bpost has one of Belgium's largest mail and package delivery fleets. However, this fleet is a large contributor to carbon emissions and air quality. Since bpost has decided to be a frontrunner in sustainability efforts, we are taking several measures to reduce our fleets' impact.

First of all, we are transforming our fleet by selecting vehicles with a lower -to-no carbon footprint, such as (electric) bicycles, delivery three-wheelers and electric vans.

We set up the Mechelen Ecozone in August 2020. The aim of this pilot project is emission-free letter and parcel delivery in the city. We are trialling new ways to complete this last mile in the delivery process by installing parcel locker stations for parcel pick-ups and drop-offs, using a fleet of 65 e-vans and 18 cargo bikes.

Going forward, this ambitious project may be rolled out to other Belgian cities, with another 600 e-vans slated for introduction by 2022 and the conversion of 50% of our last-mile fleet to electric alternatives (around 3400 vehicles).

bpost has introduced Non-Prior rubber stamps as an environmentally-friendly measure. This allows us to bundle the mail volumes more efficiently and, hence, make the delivery schedule more efficient and environmental responsible.

Also, we promote eco-driving with our own and subcontracted drivers and we encourage our employees to commute to work in a more environmentally friendly manner by structurally supporting alternative ways to come to work (incl. carpooling, promoting e-bikes) and/or flexible working.

Green buildings

PLANET - GREEN BUILDINGS	BPOST BELGIUM			SUBSIDIARIES			BPOST GROUP		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total energy consumption per employee [MWh/unit(s)]	5	5	5	17	16	15	8	7	7
Total energy consumption [kWh]	138,382,365	129,388,488	123,832,690	138,997,380	124,404,895	129,507,750	277,379,745	253,793,383	253,340,440
Total renewable/green electricity consumed [kWh]	67,728,515	64,235,857	63,964,618	10,548,597	10,086,633	8,892,209	78,277,112	74,322,490	72,856,827
Share of renewable electricity [%]	95	95	93	11	12	10	46	49	46
Total non-renewable/grey electricity consumed [kWh]	3,840,338	3,543,804	4,981,205	86,272,565	74,448,078	81,792,728	90,112,903	77,991,882	86,773,932
Share of non-renewable electricity [%]	5	5	7	89	88	90	54	51	54
Total natural gas consumed [kWh]	54,194,732	49,605,667	44,032,354	40,614,887	38,377,600	36,930,293	94,809,619	87,983,267	80,962,648
Total heating oil consumed [kWh]	10,110,389	9,250,382	8,146,277	1,512,050	1,457,108	1,602,398	11,622,439	10,707,490	9,748,675
Total district heating consumed [kWh]	2,470,491	2,680,653	2,654,043	-	-	240,000	2,470,491	2,680,653	2,894,043
Total fuel oil consumed for generators [kWh]	37,900	72,124	54,193	49,281	35,476	50,122	87,181	107,600	104,315
Share of renewable electricity produced [%]	5	7	7	0	0	2	2	3	3
Total renewable energy capacity installed [MWp]	4,825	4,830	6,610	0	0	0	4,825	4,830	6,610
Total surface of solar electricity capacity installed [m ²]	31,503	31,503	40,098	354	14,387	14,387	31,857	45,890	54,485
Total water consumption [m ³]	144,017	149,075	136,343	N/A	356,976.131	322,891.331	N/A	357,125.206	323,027.674

bpost is also making investments to reduce the environmental impact of all its operations, its buildings and facilities, all of which consume electricity, gas and water. Where electricity is concerned, bpost has been heavily investing in renewable electricity. Almost 100% of the electricity consumed in Belgium is renewable and we produce 7% of our electricity consumption ourselves. To do so, and to support our Science Based reduction Target, we have increased our surface to 40.000m² of photovoltaic cells in 2020. It is our ambition to further compensate the share of non-renewable electricity consumption of our subsidiaries.

Furthermore, bpost is working hard to decrease the energy we consume by improving the energy efficiency of our operations and facilities. We invest in relighting and more energy efficient heating projects, both in Belgium and abroad. Examples of investments are switching to LED lighting, upgraded heat and ventilation systems, and installing sensors and timers for more efficient use of light and heating.

For instance, bpost Belgium has two state-of-the-art low-energy buildings in Mons and the Verviers region. Also, the new Brussels X sorting center (NBX) has 100% LED lighting. This has a massive impact, since this center is by far the biggest sorting center in Belgium, with more than 70,000 m² – the equivalent of 14 football fields. Moreover, the retail stores of Ubiway are exclusively powered by renewable energy, and only LED or high-pressure lighting is installed. The Ubiway headquarters has a BREEAM in-use certificate.

Waste management

PLANET - WASTE MANAGEMENT	BPOST BELGIUM			SUBSIDIARIES			BPOST GROUP		
	2018	2019	2020	2018	2019	2020	2018 ⁽¹⁾	2019	2020
Total waste generated [t]	8,110	7,317	8,136	78,901	54,924	62,242	87,011	62,241	70,378
Total non-hazardous waste generated [t]	8,066	7,260	8,030	78,843	54,867	62,217	86,909	62,127	70,248
Recycled waste [t]	5,288	4,539	5,663	69,448	49,840	54,522	74,736	54,379	60,185
Share of recycled waste [%]	65	62	70	88	91	88	86	87	86
Residual waste incinerated for energy recovery [t]	2,778	2,721	2,368	588	525	276	3,366	3,246	2,644
Residual incinerated without energy recovery or land-filled [t]	-	-	-	8,807	4,499	7,419	8,807	4,499	7,419
Total Hazardous waste generated [t]	44	57	105	58	57	25	102	114	130

(1) A restatement of 2018 waste activity data has occurred for the subsidiary Ubiway, which in turn affects the bpost Group waste figures

bpost is conscious of the resources we use and the waste we produce and manages these waste streams responsibly. At all our locations we sort according to the different waste streams and work together with a registered waste partner for recycling (paper, drink cartons, plastic bottles, metal) or disposal with energy recovery. In Belgium, 100% of all plastic, paper and cardboard waste is recycled and 100% of our unsorted waste is incinerated for energy recovery. We aim to reach the same figures at our other locations.

Proximity

bpost is transforming into an international Omni commerce logistics group, but also values its proximity to the people surrounding the organization. We collaborate closely with both Belgian and international society, with our customers and our suppliers. We value these relationships that allow us to respond to current and future needs in Belgium and abroad. Our support to external organizations working for and with people, in Belgium and abroad, is important to us. We also encourage our suppliers to include CSR as far as possible in their business practices. For our customers, we provide them with services to facilitate their day to day lives.

PROXIMITY – STRATEGIC KPIS	UNIT	BPOST BELGIUM				SUBSIDIARIES			BPOST GROUP		
		2017	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total donations	1,000 EUR	371	349	254	563	41	52	51	390	306	614
Share of significant tier 1 suppliers covered by the Supplier Code of Conduct	%	n/a*	39*	35*	31	n/a	n/a	n/a	n/a	n/a	n/a
Customer satisfaction ⁽¹⁾	Score	86	84	82	84	n/a ⁽¹⁾	n/a ⁽¹⁾	n/a ⁽¹⁾	n/a ⁽¹⁾	n/a ⁽¹⁾	n/a ⁽¹⁾

(1) The customer satisfaction methodology used by bpost Belgium is very specific to the organization (includes both residential and business customers and is based on a 7 points scale). This makes it difficult to consolidate the outcomes with our subsidiaries. We will investigate how we can develop a common metrics in the future.

* Restatement based on standardization definition.

Proximity to society

PROXIMITY – PROXIMITY TO SOCIETY	UNIT	BPOST BELGIUM				SUBSIDIARIES			BPOST GROUP		
		2017	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total donations	1,000 EUR	371	349	254	563	41	52	51	390	306	614

bpost doesn't operate in isolation, but within society at large. This society consists of different communities, for which we are grateful: they make our work interesting and worthwhile. As bpost grows, these communities grow with us: we started as a Belgian postal operator, but our business and communities have a more international character today. To stay close to our roots, we support a number of social and biodiversity projects in Belgium.

BPOST LITERACY FUND

In 1997, the bpost Literacy Fund was established to improve literacy rates by supporting new literacy projects run by various organizations. Managed by the King Baudouin Foundation, the bpost Literacy Fund was boosted in 2009, when we started donating a part of the revenue of a Christmas stamp sale. Since then, the Fund has received about 1.5 million EUR. In 2020, it received 100.000 EUR worth of grants.

DIGITALFORYOUTH

In June, bpost's 26,000 employees rallied behind DigitalForYouth, a charity that helps young people who are disadvantaged by the digital divide. They took part in the "Make some noise" campaign, raising 25,000 EUR, enough to fund 250 laptops.

STAR4U

Star4U is a bpost initiative that encourages employees to sign up for social, cultural and environmental projects in line with bpost values. The projects are selected by a panel of bpost employees and external experts. Since the launch in 2010, bpost has backed more than 950 projects to the tune of 785,000 EUR. In 2020 bpost gave more than 70,000 EUR to 89 selected projects.

LOVEYOU

In 2020, bpost group wanted to ensure that everyone stays in touch with their loved ones during the COVID-19 lockdown. By launching two free campaigns through its Mobile Postcard app more than two million personalized photo and video postcards were sent to bring Belgium together.

BPOST FOREST

bpost helps to create natural habitats to maintain local biodiversity and flora. We contributed by freeing up for a 33-year no charge lease two pieces of land owned by bpost (one near Ekeren and another in Uccle) for a biodiversity protection initiative. Our idea is to have those pieces of land renovated to give the public access to nature. In addition, we planted a one-hectare 'bpost forest' in the Waver forest in Lier together with Natuurpunt.

CHILD FOCUS

Child Focus has been engaged with the search for missing children and the fight against child abuse since the late nineties. In 2018, in honor of its twentieth anniversary, bpost launched a stamp dedicated to the organization's hard work. bpost also started to use its post offices to help search for missing children, displaying missing persons posters on screens either locally or nationally.

GREEN DEAL BIODIVERSITY

Together with more than 110 other companies, organizations and local authorities, bpost has subscribed to the Green Deal Biodiversity. Through this voluntary agreement, we commit to taking action to enhance biodiversity and the natural value inside and outside our corporate sites over the next three years. One of bpost's actions within the requirements of the Green deal biodiversity is the installation of an insect hotel at NBX.

BEEPOST

Since 2016, in partnership with Made in Abeilles cooperative, we set up two beehives on the roofs of our Brussels head office. The idea was to promote a better use of our roofs while offering a response to the mass disappearance of bees and the associated loss of biodiversity. Hosting several bee colonies enables bpost to strengthen its environmental initiatives and to contribute to meet the challenges of biodiversity while reducing its ecological footprint.

HOUSE MARTINS

At bpost, we have a small project contributing to the survival of the House Martins in Flanders. In this region, House Martins are on the "Red Species List" and considered to be vulnerable. Due to changes in house construction and roof design, and due to building renovation, nests are being removed or destroyed and natural nesting sites are in decline. bpost contributes by placing artificial nests under the eaves of its post offices in the perimeter of colonies of House Martins, believing that this will encourage House Martins to build nests nearby. We have installed 5x2 artificial nests under the roof edge of the post office in Harelbeke, and 2x2 in Anzegem.

Proximity to our suppliers

PROXIMITY – PROXIMITY TO SUPPLIERS	UNIT	BPOST BELGIUM ⁽²⁾		
		2018	2019	2020
Share of significant tier 1 suppliers covered by the Supplier Code of Conduct ⁽¹⁾	%	39*	35*	31
Share of procurement spent on significant tier 1 suppliers screened on CSR by Ecovadis ⁽¹⁾	%	n/a	39	39
Share of paper procurement spent on paper coming from certified forests (e.g. PEFC, FSC, SFI) ⁽¹⁾	%	100	100	100

(1) This indicator is specific to the postal activities (bpost Belgium) and, therefore not monitored at our subsidiaries.

(2) We are currently working on monitoring supplier information at our subsidiaries. This data is not yet available for subsidiaries in 2021.

* Restatement based on standardization definition.

SUSTAINABLE PROCUREMENT PROGRAM

At the procurement department, we promote responsible practices in general and throughout our supply chain. Meaning we have the opportunity to work on the sourcing of sustainable solutions and building a strong and sustainable supply chain by collaborating with the right suppliers to further reduce the indirect impact. Both levels are tackled in our Sustainable Procurement Program. The Program is anchored by implementing appropriate tools and procedures.

Mainly our program will bring added value through increasing our expertise and follow-up on emerging trends and also building long-term relationships with our suppliers. The coming years our program will be yearly updated and aligned to further support bpost in its new vision CONNECT 2026.

SOURCING SUSTAINABLE SOLUTIONS

We are striving to have as many procurement contracts as possible in which sustainability was embedded in the tender process or contract.

In addition we search for best practices and expertise in our external network. Our connections help to identify opportunities and innovations that can be implemented at bpost.

SUSTAINABLE SUPPLY CHAIN

Driving sustainability throughout our supply chain is key to bring added value to bpost. Building strong relationships with our key suppliers is what we aim for. Agreeing on how to work together is therefore beneficial to both parties, as it improves our collaboration today and in the future.

bpost adheres to the highest standards of business ethics, environmental practices, social standards and working conditions. bpost does not intend to do business with third parties which do not fully comply with these standards. This is laid down in bpost's Supplier Code of Conduct and integrated in the general conditions of the contract.

Furthermore, a sustainability clause is available and used in the tender process and/or contract. The clause requires suppliers to perform a CSR risk assessment of their policies, processes and measures in place at their side. bpost has identified EcoVadis to conduct these sustainability performance assessments. During the assessment environmental (energy, water, waste, products) and social performance (health and safety, working conditions, child and forces labor), ethics and sustainable procurement policies are taking into account.

Proximity to our customers

PROXIMITY – PROXIMITY TO OUR CUSTOMERS	UNIT	BPOST BELGIUM ⁽²⁾			
		2017	2018	2019	2020
Customer satisfaction ⁽¹⁾	Score	86	84	82	84
Amount of letters for which the customers have offset their mail carbon emissions ⁽¹⁾	Million letters	159	162	164	850
Total carbon emissions offset for the customers ⁽¹⁾	CO ₂ teq.	2,404	2,533	1,809	8,000

(1) The customer satisfaction methodology used by bpost Belgium is very specific to the organization (includes both residential and business customers and is based on a 7 points scale). This makes it difficult to consolidate the outcomes with our subsidiaries. We will investigate how we can develop a common metric in the future.

(2) This indicator is specific to the postal activities (bpost Belgium) and, therefore not monitored at our subsidiaries.

Our employees are in touch with our customers daily. Because of this proximity to our customers, we maintain our awareness of their current and future needs. Since customers care about the impact they make, we offer them responsible choices. We are doing everything we can to improve our services and make our customers happy. Our U.S.-based subsidiary Radial is specialized in services related to customer care, from which we learn and which we try to implement everywhere at bpost.

CARBON METER SERVICE

With our Carbon Meter, we help our customers to make well-informed decisions that minimize their environmental impact. Depending, for example, on the type of paper, use of cardboard, size and ink, they can measure the carbon footprint of their advertising mail flows.

CARBON OFFSETTING SERVICE

We have been offsetting the carbon emissions generated by our mail handling activities since 2020. With CO₂logic, we raise financing for Gold Standard certified climate projects to cut greenhouse emissions in emerging countries. For each of these projects, we also contribute to key UN SDGs, such as climate action, life on land, sustainable communities, no poverty, or good health. This year, we invested in Safe Water for Rwanda where access to safe water and rely exclusively on unprotected wells, lakes and other open water sources that are highly susceptible to contamination. The only option to purify water is by boiling it, using firewood. This process results in deforestation and the release of greenhouse gas emissions from the combustion of wood. By providing safe water the project ensures that households consume less firewood to purify water. Therefore, it reduces greenhouse gas emissions. In total we compensated the handling of 850 million mail items, for more than 2500 of our clients., resulting in neutralizing over 8000 tons of CO₂.

PARCEL LOCKERS

We try to provide our customers with flexible and sustainable solutions. One of these solutions is parcel locker, an independent, open network of parcel lockers for retailers, online customers and couriers. Consumers can choose to ship their parcels to a locker, which they can pick up whenever convenient using their smartphone. The lockers are conveniently located at highly visited places, for example at train stations.

BCLOSE SERVICE

For socially isolated people in Belgium, our local postmen and postwomen are familiar faces and trusted people. By walking past every door every day, local postmen and postwomen can play a significant role in assessing whether older adults are socially isolated. Therefore, in some Belgian municipalities, bpost is offering the bclose service in collaboration with the local social services. After approval by the older adults, their trusted postman or woman pays them a home visit to ask some brief questions, in order to get insight into what they might need. This information provided by our bclose's services can be used confidentially to take action to help the isolated people and integrate them into community life.

DYNASURE PASSPORT DELIVERY

Thanks to our subsidiary Dynasure, Antwerp citizens can now receive their renewed passport when it suits them best. All they have to do is go to the local government office to apply for their passport, provide their digital fingerprints and sign. Then, Dynasure delivers their passport when it is most convenient for them. This makes their life a little easier, as citizens no longer have to fit their schedules around the opening hours of local government offices.

Glossary

Absenteeism

Total number of days where employees were absent in the reporting year (due to work-related occupational accidents or illness) out of the number of days worked in the reporting year times 100.

Blameworthy road traffic incidents

The number of a road traffic incidents (leading to near-miss, injury or fatality) during working hours caused by a bpost driver (employee or temporary staff of the entity performing work on behalf of the entity).

CO₂ eq. emissions

bpost Group uses the Greenhouse Gas Protocol - A Corporate Accounting and Reporting Standard (Revised Edition) as well as the joint methodology of UPU (universal postal union), PostEurope and IPC (international postal corporation) – “GHG Inventory standard for the postal sector last version 2010 standard” to collect activity data and calculate emissions. bpost Group reports CO₂ emissions only. HFCs emissions from on-site refrigeration or air-conditioning are negligibly small. Emissions from NH₄, N₂O, PFCs or SF₆ are negligible and not relevant for bpost’s activities. Therefore, the IPC GHG program has not included these emissions in the scope of emissions to be monitored. The majority of the conversion factors used are derived from IPC or provided directly by the relevant supplier.

Customer satisfaction

The bpost Belgium customer satisfaction survey is based on a 7 point scale in which level 7 and 6 designate enthusiastic customers and level 5 satisfied customers. It includes both residential and business customers.

Employee engagement

Employee engagement is determined by an independent third party via an employee engagement survey, in which the average of the question scores provides the level of engagement.

Employee turnover

The total number of employees that left the entity during the reporting period (year X), divided by the average number of employees in year X and year X-1, multiplied by 100.

Energy consumption

The total energy consumed in KWh by the buildings and by the activities within the buildings, excluding energy consumption for transportation and logistics purposes, during the reporting period. This consists of electricity, natural gas, heating oil, district heating, fuel oil consumed for generators and diesel for lift trucks.

Formal training

Planned training, instruction and/or education for employees or temporary staff, paid by bpost, during and outside working hours for the reporting period. Formal trainings are organized in collaboration with an (internal or external) educator or educational institution.

Frequency rate

The number of work-related occupational accidents that happened in the reporting year, out of the total number of hours worked in the reporting year, multiplied by 1,000,000 hours worked.

Informal training

Informal training hours are educational activities with a high degree of self-organization (there is no educator or educational institution), about content based on the individual needs of the employees and with a direct relation to the work activity.

Lost days

The number of working days employees did not come to work, due to occupational accidents involving employees, not counting any days on which the employee would not have worked (so excluding e.g. weekends, holidays, part-time days, etc.). This number did not include the day on which the occupational accident occurred.

Occupational work accidents

Total number of occupational accidents leading to a lost-time injury or a work-related fatality during the reporting period.

Severity rate

The total lost days in the reporting year out of the number of hours worked in the reporting year times 1,000 hours worked.

Significant tier 1 suppliers

Significant tier 1 suppliers are the suppliers that make up minimum 80% of the procurement spent during the reporting period.

Reference to external documents

For our Sustainability Governance, we refer to the following [section](#) on our website.

To read about how we engage with our stakeholders, we refer to the following [section](#) on our website.

bpost's Annual Report 2020 has been prepared in accordance with the GRI Standards: Core option. Our materiality analysis, materiality matrix, GRI content index for this report can be found on our [website](#).

An overview of bpost's awards and partnerships, we refer to the following [section](#) on our website.