

2021



# 1. 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 our employees offer our company.

2021 continued to be a challenging year in 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. bpostgroup 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. Since the beginning of the pandemic, all government objectives are immediately translated into practical tools for operational services, both during moments of upscaling and downscaling of measures.

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. The employee engagement survey was first conducted at the end of 2020; in 2021 all business units, based on national recommendations, implemented these priority actions in their business units. The survey is conducted in the field, which was unfortunately not possible in 2021 due to the COVID-19 pandemic.

PEOPLE – STRATEGIC KPIS <sup>(1)</sup>	UNIT	BPOST BELGIUM		
		2019	2020	2021
Employee engagement	Score	6.90	7.00	n/a <sup>(2)</sup>
Absenteeism <sup>(3)</sup>	%	7.96	8.36	8.33

(1) There is no comparable data at subsidiary or at bpostgroup level.

(2) The employee engagement survey is conducted in the field, which was unfortunately not possible in 2021 due to the COVID-19 pandemic.

(3) 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.

## 1.1 Diversity and ethics

PEOPLE – DIVERSITY AND ETHICS	UNIT	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Total own employees	Headcount	26,282	27,493	27,499	7,704	8,594	8,189	33,986	36,087	35,688
Total male own employees	Headcount	17,944	18,963	18,919	3,901	4,354	4,309	21,845	23,317	23,228
Total female own employees	Headcount	8,338	8,530	8,580	3,803	4,240	3,880	12,141	12,770	12,460
Total FTE <sup>(1)</sup>	FTE	23,512	24,862	24,721	7,374	7,823	7,538	31,585	33,358	32,259
Total male FTE <sup>(1)</sup>	FTE	16,436	17,525	17,393	3,827	4,024	3,991	20,696	21,953	21,384
Total female FTE <sup>(1)</sup>	FTE	7,076	7,337	7,327	3,552	3,799	3,546	10,894	11,405	10,873
<b>DIVERSITY OF OWN EMPLOYEES (IN HEADCOUNT)</b>										
Share of female (own employees)	%	31.73	31.03	31.20	49.36	49.34	47.38	35.72	35.39	34.91
Share of women in executive level positions	%	28.57	25.00	16.67	26.42	22.58	19.06	26.67	22.86	22.41
Share of women in management positions (excl. executive level)	%	37.79	39.98	40.00	39.16	40.95	38.33	37.79	40.46	39.16
<b>HEADCOUNT BY TYPE OF CONTRACT</b>										
Total own employees with fixed term contracts	Headcount	531	1,507	1,154	384	958	958	915	2,465	2,112
Total male own employees with fixed term contracts	Headcount	313	1,064	762	245	505	489	558	1,569	1,251
Total female own employees with fixed term contracts	Headcount	218	443	392	139	453	377	357	896	769
Total own employees with open-ended contracts	Headcount	25,751	25,986	26,341	7,319	7,636	7,329.00	33,070	33,622	33,670
Total male own employees with open-ended contracts	Headcount	17,631	17,899	18,156	3,715	3,849	3,819.00	21,346	21,748	21,975
Total female own employees with open-ended contracts	Headcount	8,120	8,087	8,185	3,605	3,787	3,504.00	11,725	11,874	11,689
<b>HEADCOUNT BY FULL-TIME/PART-TIME</b>										
Total own employees contracted on a full-time basis	Headcount	19,925	21,369	20,292	6,981	7,251	7,014	26,906	28,620	27,306
Total male own employees contracted on a full-time basis	Headcount	14,617	15,719	15,013	3,672	3,782	3,769	18,289	19,501	18,782
Total female own employees contracted on a full-time basis	Headcount	5,308	5,650	5,279	3,309	3,469	3,245	8,617	9,119	8,524
Total own employees contracted on a part-time basis	Headcount	6,357	6,124	7,207	723	1,341	1,175	7,080	7,465	8,382
Total male own employees contracted on a part-time basis	Headcount	3,327	3,244	3,906	276	572	528	3,603	3,816	4,434
Total female own employees contracted on a part-time basis	Headcount	3,030	2,880	3,301	447	769	647	3,477	3,649	3,948
<b>HEADCOUNT BY AGE GROUP</b>										
Total own employees ≤ 30 years old	Headcount	4,839	5,578	5,474	1,748	2,385	1,994	6,587	7,963	7,468
Total own employees within the age group 31-50	Headcount	12,593	12,022	11,955	3,630	3,754	3,566	16,223	15,776	15,521
Total own employees within the age group 50+	Headcount	8,850	9,893	10,070	2,326	2,455	2,468	11,176	12,348	12,538
<b>EMPLOYEE TURNOVER</b>										
Employee Turnover of own employees	%	11	12	15	34	32	32	16	17	19
Employee Turnover Male of own employees	%	11	13	15	35	31	28	15	16	18
Employee Turnover Female of own employees	%	11	11	14	33	33	36	18	18	21
Voluntary Employee Turnover of own employees	%	6	6	6	20	19	27	9	9	10



ETHICS										
Number of registered complaints on unethical workplace behavior	Number	10	11	9	37	33	41	47	44	50
Number of registered cases of corruption and bribery	Number	0	0	0	1	0	0	1	0	0
Monetary amount of legal and regulatory fines and settlements above 10,000 USD linked to data breaches, corruption or environment damage	Euros	0	0	0	0	0	0	0	0	0

(1) A restatement of historical data for bpost Belgium has occurred. In 2021, bpost has implemented a new and improved software, allowing for more detailed reporting.

## DIVERSITY AND INCLUSIVENESS

At bpost, we aim to attract and retain talents 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. Our [Diversity Policy](#) is our strong engagement 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 support the ambition to spread the inclusive culture we can count on our partners. We formed partnerships with : VDAB, FOREM, Actiris, Diversicom, Emino, Actiris, UNIA, KLIQ and Allyens. These organizations are focused on getting people into work, based on personal skills and the promotion of diversity in the workplace.

bpost boost ! is working on training tracks all over Belgium with the objective to offer people in need (NEET, long-term jobseekers, persons who are far away from the labour market due to few or no qualifications, no or less knowledge of the national languages, no driver's license) the opportunity to be skilled to become a bpost employee at the end of the journey. Since 2020, 69 new colleagues joined the company thanks to our different training programs.

We have created our 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 have access to a toolbox, comprising full information, brochures, Q&A, workshops and a training catalogue. In 2021 we launched a e learning for all people managers about inclusive leadership.

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.

Since 2019 a project Diversity & Inclusion (analysis, training and anchoring) was started and is still going on with the aim of:

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

This project will be further upscaled in 2022 at various other sites.

Since 2021 we have started working groups on the topics Gender, LGBTI and Ethnic Diversity at management level. These working groups on the basis of voluntary participation help to determine the objectives, strategy and actions. A communication campaign, which also started in 2021, emphasizes inclusion on the one hand and uniform application of the zero tolerance principle on the other.

The Board of Directors and Group Executive Committee have also their role to play regarding diversity. 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, bpost also ensures maximal transparency, notably in terms of governance and decision-making processes, in accordance with the highest standards in this area (see Corporate Governance Statement section).

bpost has a zero-tolerance policy regarding violations of human rights or anti-corruption laws, in line with the Universal principles of Human Rights and the International Labor Organization (ILO) 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.

bpost decided to put diversity and business ethics forward, and thus we put to action a deep structural re-design and revision of our Code of Conduct so that our new construction would work at Group level. The Code of Conduct, which was reviewed in 2019 for the entire group, sets out the norms, values and minimal standards of behaviour and conduct expected of all our employees, contractors and consultants. These principles are reinforced by the relevant regulations, policies and procedures that are in place across bpostgroup's businesses, affiliates and ventures. The Code of Conduct is provided to all new employees as part of the onboarding process and systematically introduced in the bpost subsidiaries. It is also made available on bpostgroup's intranet and referred to during trainings. Any violations of the Code of Conduct must

be reported to the immediate superior or the reference person of the employee, or to the legal department of bpost, on a confidential basis as the case may be (contact information is included in the bpost Code of Conduct).

## 1.2 Employee training and talent development

PEOPLE - EMPLOYEE TRAINING AND TALENT DEVELOPMENT	UNIT	BPOST BELGIUM <sup>(1)</sup>			SUBSIDIARIES			BPOSTGROUP		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Total training hours per own employees	Training hours per FTE	21.1	20.49	22.29	43.78	9.21	48.40	25.90	17.43	28.39
Total training hours per temporary staff	Training hours per FTE	77.5	51.23	93.45	82.11	97.25	93.31	81.19	88.62	93.33
Formal training										
Formal training hours per own employees	Training hours per FTE	4.72	3.89	4.08	7.53	5.15	22.93	5.27	4.11	8.49
Formal training hours per temporary staff	Training hours per FTE	26.45	5.42	8.11	81.93	80.06	53.79	70.96	66.06	47.52
Informal training										
Informal training hours per own employees	Training hours per FTE	16.34	16.60	18.21	36.25	4.06	25.47	20.63	13.32	19.91
Informal training hours per temporary staff	Training hours per FTE	51.00	45.80	85.33	n/a	n/a	n/a	n/a	n/a	n/a

(1) A restatement of historical data for bpost Belgium has occurred. In 2021, bpost has implemented a new and improved software, allowing for more detailed reporting.

At bpost, the pandemic contributed to the rapid deployment of high-quality online trainings, which were a big hit among employees. In 2021 we continued to offer fully remote courses or, where the context allowed it, mixed trainings combining face-to-face and distance learning. This mix led us to design blended learning journeys that mix the ways of learning and generate better learning outcomes.

We are convinced that well-trained employees increase efficiency and can also be more engaged. That is why at bpost, we set up our own academy to help our employees developing their skills and competences. 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). In 2021 we refocused our offer to create an optimal synergy between the upskilling reskilling track and what the open offer and bgood, our online course library, can bring to employees. This ensured that employees can enjoy a learning experience that meets their needs, while guaranteeing their employability within bpost.

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.

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.

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.

In 2020, we launched bpost boost ! to materialize bpostgroup's commitment to being a socially responsible employer by being an inclusive company that offers a lifelong learning experience.

bpost boost ! moved from a small scale pilot experience in 2020, to become a larger scale initiative in 2021 with a consolidated ecosystem of partners in North and South. Within the remit of boost, agreements to train, mentor and hire NEET's and other unemployed groups have been signed with VDAB, Actiris, FOREM and the German speaking community, to help us be in direct contact with companies that are restructuring. In parallel of being a development program to train jobseekers, with in-house lifelong learning opportunities and training courses for external partners, boost will also be used launching up-and reskilling programs. In 2021, bpost boost ! for example helped 61 postmen to be reskilled to truck drivers through the internal truck drivers programme. The deployment of our vision confirms bpostgroup's commitment to being a socially responsible employer. bpost sets out several ambitions, 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.

## 1.3 Employee health and safety <sup>(1)</sup>

PEOPLE - EMPLOYEE HEALTH AND SAFETY <sup>(3)</sup>	UNIT	BPOST BELGIUM <sup>(2)</sup>		
		2019	2020	2021
<b>HEALTH AND SAFETY OF OWN EMPLOYEES</b>				
Occupational accidents of own employees	Number	949	848	1,040
Lost days of own employees	Days	29,205	34,669	33,755
Severity rate of own employees	Lost days per 1,000 hours worked	0.84	0.93	0.89
Frequency rate of own employees	Accidents per 1,000,000 hours worked	27.14	22.8	27.59
Absenteeism of own employees	%	7.96	8.36	8.33
Total number of fatalities own employees	Number	2	3	0
<b>HEALTH AND SAFETY OF TEMPORARY STAFF</b>				
Occupational accidents of temporary staff	Number	32	49	38
Lost days of temporary staff	Days	245	283	478
Severity rate of temporary staff	Lost days per 1,000 hours worked	0.13	0.10	0.27
Frequency rate of temporary staff	Accidents per 1,000,000 hours worked	17.43	18.61	21.01
Total number of fatalities temporary staff	Number	0	0	0
Total number of hours worked by temporary staff (actual)	Hours worked	1,854,468	2,641,593	1,758,621
<b>ROAD SAFETY <sup>(4)</sup></b>				
Blameworthy road traffic incidents on behalf of the entity per 100,000 km <sup>(2)</sup>	%	2.52	2.26	3.17
Shared blameworthy road traffic incidents on behalf of the entity of total road traffic incidents	%	43.15	44.25	44.22
Number of road fatalities drivers/million km (during working hours) on behalf of the entity	Number per million km driven	0.01	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) A restatement of historical data for bpost Belgium has occurred. In 2021, bpost has implemented a new and improved software, allowing for more detailed reporting.

(3) The evolution of the figures of work accidents have been conditioned over the last 3 years by two influences: 1. The COVID-19 pandemic and subsequent lockdown led to a higher number of illnesses, and 2. The very sharp rise in parcel volumes (also linked to the COVID-19 pandemic) which has led to a significant increase in occupational accidents.

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

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 work<sup>1</sup>. This is enforced by an external committee<sup>2</sup> 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 2021.

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.

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". <https://emploi.belgique.be/fr/themes/bien-etre-au-travail/principes-generaux/code-du-bien-etre-au-travail>

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

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 and gives a strong focus on leading safety indicators.

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. Moreover, we integrated safety topics in the trainings - Eye For Talent and Atalanta - both trainings are aimed at the hierarchical line, which includes an online learning refresh module to keep knowledge up to date. Employees are tested on the content of the module at the end of the training. 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 (FRAC ). The trainings focus on improving driving knowledge and skills; three different levels are proposed, depending on the current qualifications of the driver. 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 forty-minute check-up, including a cardiovascular and musculoskeletal screening every four years for all employees working in mail distribution. We also ask our employees in sorting centers to go on a bi-annual basis. In 2021, a total of 6,800 bpost employees and 590 interim workers got a medical check-up. bpost employees can also get vaccinated against the flu in the Fall, in 2021, 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. 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.

In terms of accidents at work, 2021 was a difficult year. The permanent focus on COVID-19 prevention has clearly had an effect on less attention to accident prevention. As a result, mail delivery achieved a frequency rate of 32.9, which is in line with the performance of 2019.

## 1.4 Social dialogue

PEOPLE – SOCIAL DIALOGUE	UNIT	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Average number of strike action days	strike days per 1,000 employees	1.37	1.81	1.82	0	5.70	24	1.06	2.74	6.84
Share of own employees covered by a CBA	%	95	96	95	11	11	28	76	75	76

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. This close collaboration allows us to hear and promptly react to our employees’ needs in order to mitigate social conflicts.

At the moment bpost Belgium has a collective labour agreement for 2021-2022. Under its successive 2-year CLA’s, bpost adopts recurrent and non-recurrent measures relating to purchasing power that take into account (i) the overall economic and labour market environment including expectations in terms of indexation of remuneration as a result of inflation, as well as (ii) sound management of the global wage bill in a competitive context.

What’s more, several exceptional payments were awarded to operational employees in December 2021 in response to the ongoing COVID-19 pandemic.