

2021



# Sustainability review

## Materiality assessment: acting on material topics

Driven by increasing attention from authorities, capital markets, clients, consumers, and employees economic, social, and ecologic sustainability is an important imperative for bpostgroup. We strive to create value for all stakeholders and aspire to understand and act upon material topics for our business and our stakeholders.

In the first half of 2021, as the first step of the new leg in our sustainability journey, bpostgroup completed a new materiality assessment. The assessment will help us to ensure our strategy is focused in the right areas, to assess the changing sustainability landscape and to identify, understand and prioritize the material topics that matter to our business and our stakeholders.

We followed a structured four-phased process to determine bpostgroup's material topics:

### Phase 1: Context analysis

The materiality assessment started with a context analysis of the business landscape in which bpostgroup operates. During this context analysis, a peer review in the area of materiality assessments and materiality communication was performed. A longlist of material topics was then compiled based on the Global Reporting Initiative standards, the ISO 26000 guidelines and other commonly accepted sustainability frameworks.

Qualitative interviews were also conducted with Group Executive Committee members and other top executives of bpostgroup to identify potential material topics for bpostgroup.

### Phase 2: Stakeholder engagement

In this phase we identified all relevant stakeholders for the materiality exercise. Internally we wanted to focus on the Group Executive Committee and management, unions of bpost and staff employees per subsidiary of bpostgroup. Externally, consumers, corporate clients and public sector, suppliers, the financial community and civil society were targeted.

### Phase 3: Collection and prioritization of material topics

Based on the input gathered from the context analysis, a longlist of material topics relevant to bpostgroup was reduced to a more manageable list of 28 topics.

To help determine the right priorities when it comes to our new sustainability strategy, a web-based survey in several languages was sent to a broad group of our selected stakeholders. In the survey each stakeholder could indicate per selected material topic to what extent they consider to be a priority for bpostgroup. More than 1,400 diverse stakeholders from 13 different countries contributed to the survey. The high response rate emphasized the importance our stakeholders attach to sustainability and why it is key for us to have a robust sustainability strategy.



In addition, we held one-on-one interviews with key account clients of bpostgroup to discuss the collected responses in depth.



### Phase 4: Development and finalization of the materiality matrix

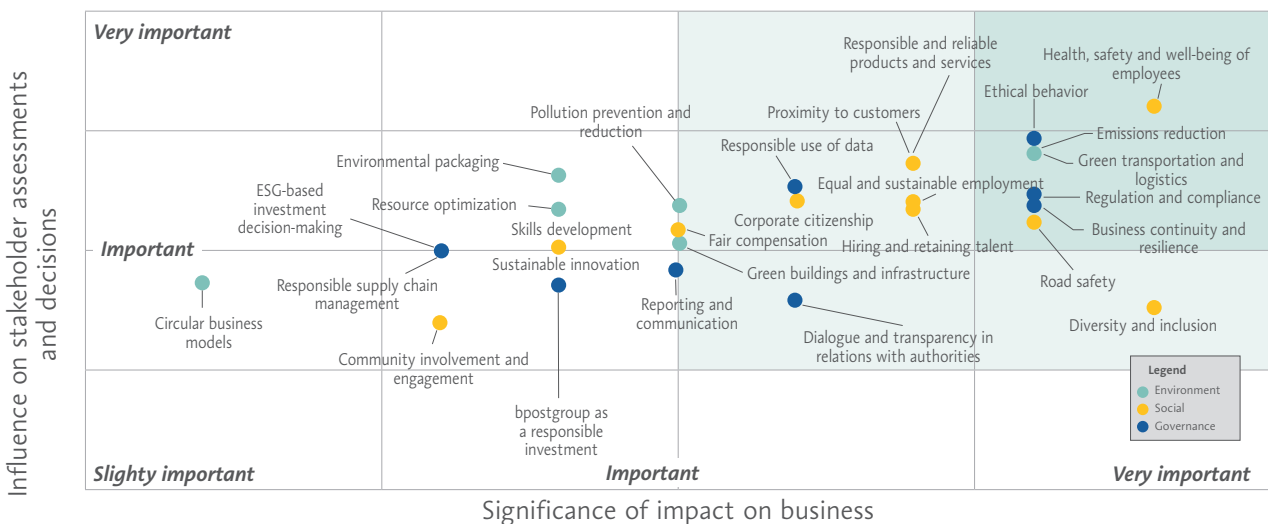
All the input was then aggregated, analysed and processed, resulting in a draft materiality matrix and an interactive materiality dashboard. In addition, the main findings and conclusions were set out in a report.

Finally, in a workshop with the Group Executive Committee 11 key material topics for bpostgroup were selected, covering the Environment, Social and Governance categories.

Subsequently, the outcome of the materiality assessment has been integrated in the update of the new bpostgroup corporate strategy.



The full materiality matrix of bpostgroup is presented below.



## New sustainability strategy to future-proof our business

In the second half of 2021, the group sustainability team has worked with business and support units to define a new group sustainability strategy and roadmap with new ambitions, KPIs and targets towards 2040.

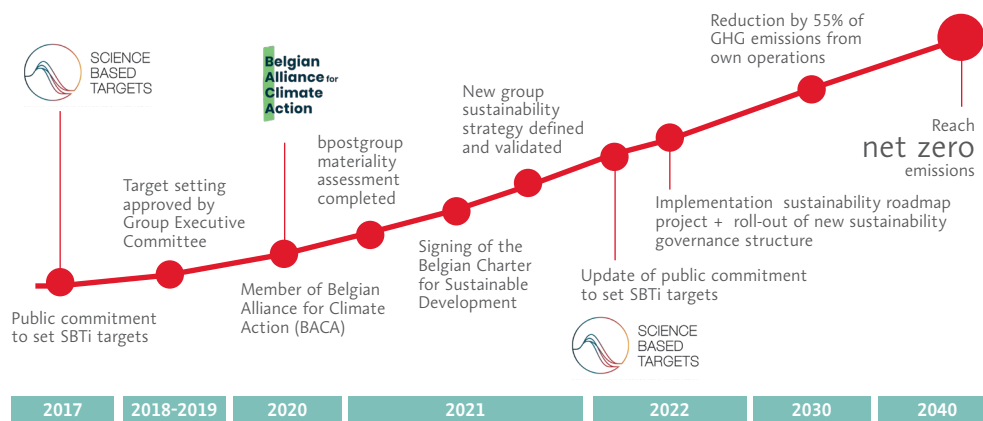
The three main ambitions that underpin bpostgroup's sustainability strategy are:

1. Reach net-zero emissions by 2040, and reduce 55% emissions by 2030 compared to 2019 in our own operations (in line with the 1.5 degree Celsius pathway).
2. Install a new social contract with employees and society.
3. Maintain a healthy profitability of the company to secure its future and that of its employees.

## bpostgroup is further stepping up sustainability efforts

A new roadmap with ESG initiatives and dashboards will be implemented in the course of 2022. The group sustainability team will be working at group level to shape and integrate the ESG agenda further and support the businesses in execution against their targets. In 2022 a new sustainability governance structure will also be rolled out. We will further tailor our future reporting so that it aligns with the interests and needs of our stakeholders, as well as those of bpostgroup.

### BPOSTGROUP IS FURTHER STEPPING UP SUSTAINABILITY EFFORTS, WITH AN ACTION PLAN TOWARDS 2040



## Sustainability Charter between bpost and the Belgian Federal Government in place

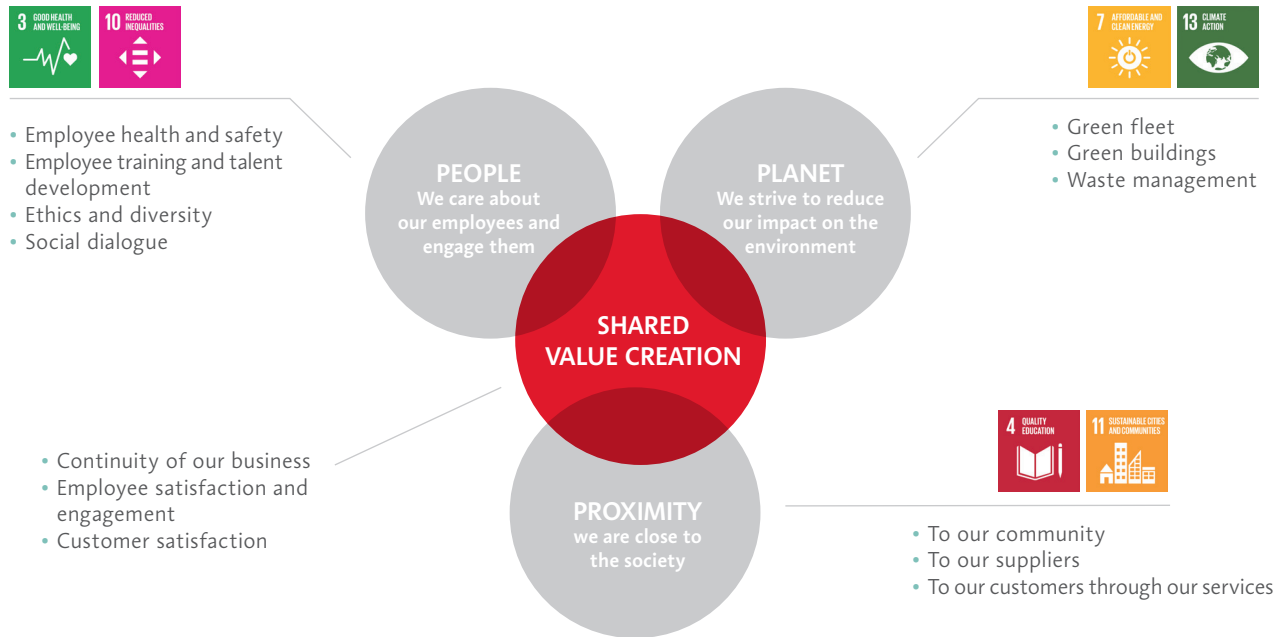
In 2021, bpost and the Belgian Federal Government signed a Sustainability Charter together with the 7<sup>th</sup> Management Contract between bpost and the Federal Government. In the Sustainability Charter they committed themselves to play a leading role in three fundamental areas:

- A reduction of GHG emissions in line with the 1.5-degree scenario: **limiting the company's impact on the environment**, in particular in the context of the growth of e-commerce.
- A social level playing field: introducing an inclusive work environment that provides **opportunities for learning, personal development, growth and career advancement for every employee**, regardless of their origin, gender, career, skills and personal challenges, by ensuring the **continuous improvement of the well-being of its employees**.
- Sustainable profitability: maintaining a **healthy profitability of the company**, so that it can **secure its future and that of its employees**.

# Key sustainability achievements in 2021

The new material topics and strategic KPIs will be implemented in the course of 2022 and will be reported on in the next Annual Report. In the current report we have linked the 2021 achievements to the former framework, including the following three pillars and priorities:

- 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.



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

OUR 2021 SUSTAINABILITY PRIORITIES	RELATED RISK & OPPORTUNITIES	STRATEGIC KPI	TARGET	RESULT 2021 VS TARGET	RESULT 2021 VS. EXTERNAL ENVIRONMENT
<b>PEOPLE</b>					
<b>Employee health and safety</b>	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 2021 target average is 4.71%.	bpost Belgium: 2021: 5.01% 2020: 4.81%	Due to the successive waves of the COVID-19 pandemic (specifically Omicron in 2021), there was an increase in the Short Term Illness objective versus the target.
<b>Ethics and diversity</b>	The <u>ethics and diversity policy</u> affects bpost's reputation, employee engagement and retention.	Employee engagement	To exceed or meet the external benchmark for Postal & Logistics	bpost Belgium: 2021: * 2020: 7	*The Effectory 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.
<b>Social dialogue</b>	Effective social dialogue helps prevent strikes and avoid related costs but also ensures employee satisfaction and engagement.	Average number of strike days	2021 = 1.00	bpost Belgium: 2021: 1.82 2020: 1.81	There are no specific external factors that influenced the KPI result in 2021. bpost continued a strong and effective dialogue through 2021.

PLANET					
<b>Green fleet</b>	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 <sub>2</sub> footprint scope 1, 2 and 3	Our Science Based Targets* are: <ul style="list-style-type: none"> <li>• 20% scope 1 and 2 GHG emissions by 2030 compared to baseline 2017: 114,395 tCO<sub>2</sub>-eq.</li> <li>• 20% scope 3 GHG emissions by 2030 from upstream transportation and distribution compared to baseline 2017: 218,016 tCO<sub>2</sub>-eq.</li> </ul> * These targets were set in 2017. At the end of 2021, we set new targets towards 2040, which we will report on as of 2022.	2021 results: scope 1 & 2 emissions increased by 12% - and scope 3 emissions decreased by 22% - compared to 2017, corresponding to an overall decrease of CO <sub>2</sub> emissions of 10% (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.  bpostgroup's Ecozone project - an emission-free letter and parcel delivery across several Belgian city centres - won the "Environmental Achievement of the Year" award at the Parcel and Postal Technology International Awards in Vienna in October 2021.
<b>Green buildings</b>	Green buildings generate energy-related cost savings and improve our carbon footprint.				
<b>Waste management</b>	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					
<b>Proximity to our society</b>	Proximity to society is part of bpost's mission. Ignoring the community would be detrimental to bpost's reputation.	Total sum of donations	To maintain our efforts to realize an impact.	535,527 EUR	2021 was a challenging year for people around the world. bpost actively participated by raising awareness for first line support for COVID-19 through a special stamp "Stronger Together". The proceeds were donated to the Solidaire Zorg fund. bpost also supported victims of the Belgian floods with dedicated postal services, ensuring people continued to receive their mail. Over 140 employees who fell victim to the floods were also financially supported.  The Star4U program, a flagship bpost community initiative, provides financial support to employee volunteering projects; in 2021 bpost supported over 100 projects across Belgium and beyond.
<b>Proximity to our suppliers</b>	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%	bpost Belgium: 2021 = 34% 2020 = 31%	In 2021, 34% of bpost Belgium suppliers are covered by the supplier code of conduct. The supplier code is included either in the contract and/or in the general terms and conditions.  57% of our procurement spent with significant tier 1 suppliers is screened by Ecovadis on sustainability practices.
<b>Proximity to our customers through our services</b>	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.	bpost Belgium: 2021 = 83 2020 = 84	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 small decrease in 2021 is due to the decreased satisfaction of both residential and business customers.

# Key Sustainability initiatives in 2021

## People

### bpost boost !, training for sustainable and inclusive employment

Through bpost boost !, bpost gives all its employees as well as jobseekers opportunities to realise their potential and learn new skills to drive their career. The program allows participants to combine classroom learning with in-house training to earn their upper secondary school diploma, a driver's license or even a permanent contract. In 2021 bpost boost ! registered no fewer than 597 candidates.

### Diversity & Inclusion

At the end of 2021 the Group Executive Committee (GEC) approved a commitment to Diversity and Inclusion. Each member of the GEC has unequivocally signed up to promote a respectful and inclusive working environment in which every form of racism and discrimination is firmly dealt with.

### Belgium's biggest team

The meteoric success of e-commerce has a direct impact on the parcel volume, especially during the end-of-year peak. Between Black Friday and New Year's Eve bpost delivered no fewer than 11 million parcels, including no fewer than 622,000 on 1 December. No problem, because bpost employees are all part of 'Belgium's biggest team'! To ensure we could handle these phenomenal volumes, 650 office-based colleagues rolled up their sleeves to help collect, input, sort and deliver letters and parcels. A rewarding experience and a sign of solidarity that enabled them to get hands-on experience on the ground and meet colleagues with different backgrounds.

### Developing competences at Leen Menken

Dynalogic employees in the Netherlands benefit from HD2.0, a human development project centred on training, education and access to information. Its implementation is expected to facilitate the integration of Microsoft Teams, LMS365 and employee coaching at the brand new experience centres. Initially launched as a pilot project at Dynalogic, HD2.0 will be rolled out gradually to other business units of DynaGroup.

A similar pilot project, focussed on personal development, was launched at Leen Menken in 2021 and will be offered to all employees in the course of 2022.

## Planet

### Green fleet

In 2021 bpost quadrupled the number of electric cars it has on the road. When regular bikes, e-bikes and e-scooters are taken into account, environment-friendlier vehicles now make up almost 40% of the last-mile fleet.

### Ecozones, Belgian city centres choose eco-friendly delivery

Since the pilot project was launched in Mechelen in 2019, several Belgian cities have committed to creating their own Ecozone. Places like Namur, Leuven and Mons, pedestrianised Brussels, Bruges, Ostend and Louvain-la-Neuve are at different stages on their journey towards this shared goal: no-emission collection and delivery of letters, parcels and newspapers. This is made possible by a new type of urban logistics.





Comprising a dense network of collection points (post offices, post points and parcel points), parcel lockers and a fleet of 100% green vans and bikes, for example. Cutting the number of car journeys generates two benefits for cities and city-dwellers by improving the air that they breathe and making their lives easier. Besides the reduction in noise and traffic, researchers at Vrije Universiteit Brussels (VUB) estimate that bpost has slashed its carbon emissions by 97% in the Mechelen Ecozone.

The project also won the Environmental Achievement of the Year category at the Parcel and Postal Technology International Awards hosted in Vienna in October 2021.

### Sustainable uniforms

Every year almost 286,000 items of uniform are distributed to customer-facing agents in Belgium. A large volume that has prompted bpost to take a fresh look at the materials used to produce and ship these items. That's why the waterproof jacket given to new hires is made from polyester recycled from plastic bottles, T-shirts and polos are made from recycled polyester and organic cotton, and individual plastic packaging has been dispensed with in favour of more eco-friendly alternatives.

### Green Postal Day, sustainability in the postal sector

On 17 September 2021 bpost took part in the third Green Postal Day. On this day of joint action, 16 postal operators from around the world reiterated their commitment to creating a more sustainable, more environmentally friendly society.

Ten years ago, postal operators were among the first to launch a sector-wide programme to measure and reduce CO<sub>2</sub> emissions through the International Post Corporation's Sustainability Measurement and Management System (SMMS).

Despite the hike in volumes due to the pandemic and the spiralling success of e-commerce, they have constantly intensified their efforts and announced more challenging sustainability ambitions over time.

### Responsible consumption at bpost, Radial and Leen Menken

bpost has installed banks of solar panels covering more than 42,000m<sup>2</sup> on the roofs of its buildings in Belgium. They produce 6.2GWh of energy per year, which is 10% of bpost's total energy need and equivalent to the annual consumption of around 1,590 Belgian households.

But there's more. In 2020 and 2021, the sorting centres in Charleroi, Liege, Antwerp and Ghent were equipped with LED lighting covering some 170,000m<sup>2</sup>. This cut electricity consumption for lighting at the sorting centres in Flanders and Wallonia by no less than 51% and achieved a 1,000-tonne reduction in annual CO<sub>2</sub> emissions.

DynaGroup's food logistics subsidiary Leen Menken reduced its plastic consumption by adopting a new ultra-thin wrapping packaging film, which can save up to 25% of plastic use for wrapping.

Radial Poland is committed to switching to green energy, automating the lighting at its warehouse and modulating its energy consumption by moving the thermostat further from the doors and lowering the temperature by three degrees.

In North America as well, Radial is examining the best ways to reduce its ecological footprint. Its Rialto, California site has a rooftop 500kW solar panel installation covering more than 44,000m<sup>2</sup>.

### Active Ants robots in Willebroek

bpostgroup subsidiary Active Ants opened its first Belgian fulfilment centre in Willebroek in September 2021. Storage, order picking, packing and sorting are all fully automated there. As well as providing the best working conditions for employees, robotization also reduces 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 on average six times the volume in every square meter and reuse their own energy, which substantially reduces power consumption in the complex.





## Sustainable real estate at the heart of DynaGroup's strategy

In 2021 DynaGroup invested time and effort to create a roadmap aligning its real estate plans with its sustainability strategy.

One example is Dynalogic's new Bleizo Logistics Center, certified BREEAM Very Good, which opened in Bleiswijk. Next to this the company is building a completely new built-to-suit distribution centre in Amsterdam, with this gasless building Dynalogic takes the next step in sustainability and gets ready for future growth.

Leen Menken also renovated its offices in the Netherlands in the course of the year. It was the ideal opportunity for the DynaGroup subsidiary to replace gas-powered heating with a system that recovers heat from the cooling system.



## Proximity



### Solidary with flood victims

In response to the July floods bpost implemented a free 12-week mail forwarding service for stricken households. bpost also worked flat out to reopen the post offices affected by the disaster in order to resume services to inhabitants as rapidly as possible.

In house, NPO Actisoc, bpost and numerous colleagues raised a total of 225,000 EUR to support 144 directly affected employees.

### Sustainability charter and management contract

On September 14, 2021, bpostgroup CEO Dirk Tirez, chair of the board Audrey Hanard and Minister for Public Enterprises Petra De Sutter signed the seventh management contract and the first sustainability charter in the history of the group.

Among other things, the management contract provides for the maintenance of 350 ATMs across the territory of Belgium, with at least one ATM in each municipality where no other operator is present. At the end of 2021 bpost had 525 ATMs through the kingdom.

The engagements set out in the sustainability charter are both ambitious and multidirectional, as they target economic, social and environmental sustainability. Targets have been set for reduced carbon emissions, the continuity of postal operations and e-commerce logistics, and continuous employee development.

### **“Together stronger”, 25,000 EUR donated to the Solidarity Care Fund**

The limited-edition “Together stronger” postage stamp was issued in January 2021 in response to COVID-19. This thematic stamp pays tribute to our joint efforts to fight the pandemic. The King Baudouin Foundation’s Solidarity Care Fund received 30 cents for every sheetlet sold, with the total ultimately hitting 25,000 EUR. The Fund was set up in spring 2020 to support residential care institutions – hospitals, rest and care homes, and centres for disabled people and people in need of psychiatric care – in their efforts to deal with the challenges generated by the pandemic.



### **St Nicolas’s secretary’s office**

For many years now, bpost has given children the opportunity to send a letter or drawing to St Nicolas just by posting it in a red post box without a stamp. A secretary’s office staffed by volunteers is set up to answer all mail and send each child a small gift. The secretary’s office handled more than 300,000 letters and drawings in 2021.

### **bpost and DynaGroup support engaged employees**

Many employees do voluntary work for charities that provide a great service and generate great value for society. bpost is delighted to encourage this engagement through Star4U, a funding programme that rewards initiatives that are in line with the group’s values. A panel of judges comprising three bpost employees, assisted by three external experts, selects the candidate applications and decides what financial support will be given. Since launching in 2010 Star4U has given more than 870,000 EUR to 1,054 projects.

DynaGroup runs the social2gether programme, in which employees can recommend charities they feel are worthy of support. The final selection is made on the basis of employee presentations and personal stories. In 2021 social2gether championed EpilepsyNL, Ronald McDonald Children’s Fund, Tour du ALS, Wilhelmina Children’s Hospital, Hartekind Foundation and Leen Menken chose Food Banks Netherlands.

### **Donation matching at Landmark Global**

The group’s international subsidiary Landmark Global has set up an action programme to support the local communities in which it operates. Although the pandemic ruled out some charity events, Landmark Global did launch its first donation matching programme. Employees can make a donation to the charity of their choosing through GivingTrax. Landmark Global then matches that donation (within the budget limits for the year in question).

### **Leen Menken promotes local suppliers**

At Leen Menken, 74% of purchases are made with DynaGroup or regional suppliers. This helps reduce transport-based carbon emissions and has a positive economic impact on the region by boosting the local job market.

# Sustainability consolidated statements

## About our Sustainability consolidated statements

This Sustainability 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 Sustainability consolidated statements was collected from internal departments and is mainly based on information available through internal reporting. The information regards the 2021 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 Global	100%	Yes	●	●	◐
DynaGroup (incl. Leen Menken)	100%	Yes	●	●	◐
Ubiway	100%	Yes	●	●	◐
Speos	100%	Yes	●	●	◐
Apple Express	100%	Yes	●	●	◐
FDM	100%	Yes	●	●	◐
Active Ants	75%	Yes	●	●	◐
Euro-Sprinters	100%	Yes	●		
bpost bank	50%	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 2021, 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 Sustainability 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: CO<sub>2</sub>Logic, DNV, and Deloitte.

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

In 2021, we further improved our internal reporting processes to improve the reliability of data provided by our subsidiaries. As well as refining the formal definitions of our indicators, for the second year in a row used a global digital sustainability reporting platform to collect and validate bpost ESG across bpostgroup entities worldwide. The tool has enabled us to build a robust group-wide reporting process.

## External verification

DNV, an external body, verifies the quality of bpostgroup's CO<sub>2</sub> 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 is working to further formalise the data reporting process and tool of bpost subsidiaries before submitting the Sustainability report for external verification.

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

# 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 phoneline 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.

## 2. Planet

As a logistic services provider, we have an impact on the environment at different levels: through our fleet's CO<sub>2</sub> emissions, energy consumption, employee commutes, waste production or subcontracted transport.

bpost manages and steers its environmental pillar, 'planet', using our CO<sub>2</sub> 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. In the second half of 2021, we defined a new group sustainability strategy and roadmap with new ambitions, KPIs and targets towards 2040. The new roadmap is set to kick off in 2022, with an ambition to reach net-zero emissions by 2040, and reduce 55% emissions by 2030 compared to 2019 in our own operations (in line with the 1.5 degree Celsius pathway).

To decrease this environmental footprint, we focus on our buildings, our fleet and our waste. In 2021, our carbon footprint in scope 1 & 2 emissions increased by 12% and in scope 3 emissions decreased by 22% vs 2017, corresponding to an overall decrease of CO<sub>2</sub> emissions of 10% (scope 1, 2 and 3). This was predominantly due to the decrease in air transport.

	UNIT	BPOSTGROUP			TREND
		2019	2020	2021	
<b>SCOPE 1</b>	<b>T CO<sub>2</sub>e</b>	<b>88,996.30</b>	<b>84,834.57</b>	<b>95,083.32</b>	
Fuel fleet	t CO <sub>2</sub> e	67,982.54	65,517.85	72,992.68	↗
Natural gas & heating oil	t CO <sub>2</sub> e	20,985.76	19,288.77	22,064.83	↗
Oil for generators	t CO <sub>2</sub> e	28.00	27.95	25.81	↘
<b>SCOPE 2</b>	<b>T CO<sub>2</sub>e</b>	<b>30,266.06</b>	<b>32,553.98</b>	<b>32,837.38</b>	
Electricity (market-based) <sup>(1)</sup>	t CO <sub>2</sub> e	29,794.00	32,054.44	32,384.26	↗
District Heating	t CO <sub>2</sub> e	472.06	499.54	453.12	↘
Scope 1 & 2	t CO <sub>2</sub> e	119,262.36	117,388.55	127,920.70	
<b>SCOPE 3</b>	<b>T CO<sub>2</sub>e</b>	<b>189,320.25</b>	<b>179,586.32</b>	<b>169,889.23</b>	
Subcontracted road transport	t CO <sub>2</sub> e	113,440.00	128,771.72	118,902.31	↘
Business travel	t CO <sub>2</sub> e	1,374.00	510.44	512.98	↗
Employee commuting	t CO <sub>2</sub> e	32,977.00	31,782.12	31,090.88	↘
Waste	t CO <sub>2</sub> e	3,932.25	4,651.60	3,287.12	↘
Subcontracted air transport <sup>(2)</sup>	t CO <sub>2</sub> e	37,597.00	13,870.44	16,095.95	↗
<b>TOTAL CO<sub>2</sub> EMISSIONS (SCOPE 1+2+3)</b>	<b>T CO<sub>2</sub>e</b>	<b>308,583</b>	<b>296,975</b>	<b>297,810</b>	↗

(1) 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.

(2) Subcontracted air transport figures for subsidiaries were excluded

Compared to 2020, we observe that our scope 1 is increasing due to a higher activity of our delivery fleet, as well as a higher natural gas consumption to heat our buildings due to a colder year in 2021. We also observe that our scope 3 is decreasing, which is mainly due to the phasing out of 2 entities from the bpostgroup, namely Imex & the Mail Group. In addition, our scope 2 remains stable. Overall, we observe that the total carbon footprint is stable compared to 2020.

### 2.1 Green fleet

PLANET - GREEN FLEET <sup>(1)</sup>	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Share of EURO 5 and EURO 6 standard [%]	98	99	99	97	100	100	98	99	99
Average van fuel use [l/km]	10	8	9	15	12	10	10	9	9
Average truck fuel use [l/km]	27	24	27	n/a	n/a	n/a	27	24	27
Share of last mile alternative fuel vehicles [%]	32	31	33	11	5	6	31	30	33

(1) The figures on Green fleet only contain bpost entities with a delivery fleet: bpost Belgium (bpost SA/NV, Euro-Sprinters, and Speos), subsidiaries (DynaGroup & Leen Menken)

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 one of the greenest logistics players where we operate, we are taking several measures to reduce our fleets' impact.

First, 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.

The Mechelen Ecozone was launched in 2019; since then bpost has expanded the Ecozone to several Belgian city centres, including Namur, Leuven, Mons, the Brussels pedestrian area, Bruges, Ostend or Louvain-la-Neuve. The aim of this 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 50 parcel locker stations for parcel pick-ups and drop-offs, using a fleet of 65 e-vans and 30 e-bikes with e-trailers. The Ecozone project won the "Environmental Achievement of the Year" award at the Parcel and Postal Technology International Awards in Vienna in October 2021.

Going forward, this ambitious project will be further rolled out to other Belgian cities, with up to 60 trailers installed at the end of 2021, and another 170 trailers will be added in 2022. Moreover, another 1200 e-vans are slated for introduction in 2022. Finally, bpostgroup has set a target of 100% zero-emission last mile delivery by 2030, and 100% of in-house truck fleet on alternative fuel by 2030.

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 (including carpooling, promoting e-bikes) and/or flexible working.

## 2.2 Green buildings

PLANET - GREEN BUILDINGS	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Total energy consumption per employee [MWh/unit(s)]	5	5	5	16	15	17	7	7	7
Total energy consumption [kWh]	129,388,488	123,832,690	133,290,829	124,404,895	129,507,750	129,507,750	253,793,383	253,340,440	262,798,579
Total renewable/green electricity consumed [kWh]	64,235,857	63,964,618	59,664,506	10,086,633	8,892,209	8,362,113	74,322,490	72,856,827	68,026,619
Share of renewable electricity [%]	95	93	88	12	10	9	49	46	41
Total non-renewable/grey electricity consumed [kWh]	3,543,804	4,981,205	7,857,191	74,448,078	81,792,728	89,411,459	77,991,882	86,773,932	97,268,650
Share of non-renewable electricity [%]	5	7	12	88	90	91	51	54	59
Total natural gas consumed [kWh]	49,605,667	44,032,354	53,732,548	38,377,600	36,930,293	40,435,357	87,983,267	80,962,648	94,167,905
Total heating oil consumed [kWh]	9,250,382	8,146,277	9,311,547	1,457,108	1,602,398	1,034,489	10,707,490	9,748,675	10,346,036
Total district heating consumed [kWh]	2,680,653	2,654,043	2,654,016	-	240,000	-	2,680,653	2,894,043	2,654,016
Total fuel oil consumed for generators [kWh]	72,124	54,193	71,021	35,476	50,122	19,463	107,600	104,315	90,483
Share of renewable electricity produced [%]	7	7	10	0	2	2	3	3	4
Total renewable energy capacity installed [MWp]	4.830	6.610	7.298	0	0	0.153	4.830	6.610	7.451
Total surface of solar electricity capacity installed [m <sup>2</sup> ]	31,503	40,098	42,917	14,387	14,387	14,387	45,890	54,485	57,304
Total water consumption [m <sup>3</sup> ] <sup>(1)</sup>	149,075	136,343	139,751	356,976,131	322,891,331	140,805	357,125,206	323,027,674	280,556

(1) The 2021 water consumption has significantly reduced due to a revision of all subsidiaries water consumption.

Compared to 2020, we observe an increase of natural gas consumption due to a colder year in 2021. We also see that the production of renewable electricity is increasing, with more solar panels being installed.

bpost is 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. bpost has also installed banks of solar panels covering more than 42,000m<sup>2</sup> on the roofs of its buildings in Belgium. They produce 6.2 GWh of energy per year, which is 10% of bpost's total energy need and equivalent to the annual consumption of around 1,590 Belgian households.

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. In 2020 and 2021, the sorting centres in Charleroi, Liège, Antwerp and Ghent were equipped with LED lighting covering some 170,000m<sup>2</sup>. This cut electricity consumption for lighting at the sorting centres in Flanders and Wallonia by no less than 51% and achieved a 1,000-tonne reduction in annual CO<sub>2</sub> emissions. Additionally, 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.

## 2.3 Waste management

PLANET - WASTE MANAGEMENT	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
	2019	2020	2021	2018	2020	2021	2019	2020	2021
Total waste generated [t]	7,317	8,136	10,090	78,901	62,242	54,036	62,241	70,378	64,127
Total non-hazardous waste generated [t]	7,260	8,030	10,021	78,843	62,217	54,034	62,127	70,248	64,055
Recycled waste [t]	4,539	5,663	7,551	69,448	54,522	44,327	54,379	60,185	51,878
Share of recycled waste [%]	62	70	75	88	88	82	87	86	81
Residual waste incinerated for energy recovery [t]	2,721	2,368	2,471	588	276	5,467	3,246	2,644	7,938
Residual incinerated without energy recovery or land-filled [t]	-	-	-	8,807	7,419	4,240	4,499	7,419	4,240
Total Hazardous waste generated [t]	57	105	69	58	25	2	114	130	71

Compared to 2020, we observe a high share of recycled content, over 80%. Hazardous waste continues to be an extremely low amount with a decrease in 2021. In parallel, the total waste generated has decreased in 2021.

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.

## 3. 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 sustainability as far as possible in their business practices. For our customers, we provide them with services to facilitate their day to day lives.

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 environmental projects in Belgium.

PROXIMITY - STRATEGIC KPIS	UNIT	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Total donations	1,000 Euros	254	563	439	52	51	97	306	614	536
Share of significant tier 1 suppliers covered by the Supplier Code of Conduct	%	35	31	34	n/a	n/a	n/a	n/a	n/a	n/a
Customer satisfaction	Score	82	84	83	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>

(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.

### 3.1 Proximity to society

PROXIMITY - PROXIMITY TO SOCIETY	UNIT	BPOST BELGIUM			SUBSIDIARIES			BPOSTGROUP		
		2019	2020	2021	2019	2020	2021	2019	2020	2021
Total donations	1,000 Euros	254	563	439	52	51	97	306	614	536



2021 was a challenging year for people around the world. bpostgroup actively participated were possible by raising awareness for the first line support in COVID through a special stamp Stronger together. The proceeds were donated to the Solidaire Zorg fund. Bpost also helped with the victims of the flood with special postal services ensuring people could keep receiving their postal mail. Over 140 employees who fell victim of the floods were also financially supported. Our Star4U program motivates our employees in their volunteering by supporting over 100 projects across Belgium and beyond.

### 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 mEUR. In 2021, it received 90,000 EUR worth of grants.

### 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 1000 projects. In 2021 bpost gave more than 100,000 EUR to 100 selected projects.

### 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.

### 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 aim 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.

## 3.2 Proximity to our suppliers

PROXIMITY – PROXIMITY TO OUR SUPPLIERS	UNIT	BPOST BELGIUM <sup>(2)</sup>		
		2019	2020	2021
Share of significant tier 1 suppliers covered by the Supplier Code of Conduct <sup>(1)</sup>	%	35	31	34
Share of procurement spent on significant tier 1 suppliers screened on CSR by Ecovadis <sup>(1)</sup>	%	39	38	57
Share of paper procurement spent on paper coming from certified forests (e.g. PEFC, FSC, SFI) <sup>(1)</sup>	%	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.

### 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 vision.

### 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 Sustainability 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.

## 3.3 Proximity to our customers

PROXIMITY – PROXIMITY TO OUR CUSTOMERS	UNIT	BPOST BELGIUM		
		2019	2020	2021
Customer Satisfaction <sup>(1)</sup>	Score	82	84	83
Amount of letters for which the customers have offset their mail carbon emissions <sup>(2)</sup>	Million letters	164	850	824
Total carbon emissions offset for the customers <sup>(2)</sup>	CO <sub>2</sub> teq.	1.81	8.00	7.88

(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 OFFSETTING SERVICE

We have been offsetting the carbon emissions generated by our mail handling activities since 2020. With CO<sub>2</sub>logic, 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 824 million mail items, for more than 2,047 of our clients, resulting in neutralizing over 8,000 tons of CO<sub>2</sub>.

## PARCEL LOCKERS

We try to provide our customers with convenient and sustainable solutions. One of these solutions are parcel lockers, an independent, open network of parcel lockers for online retailers, consumers and couriers. Consumers can choose to drop or ship their parcels to a locker, which they can pick up (24/7) whenever convenient using their smartphone (or e-mail). The lockers are conveniently located at highly visited places, for example at train stations and supermarkets.

## 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.

## 4. EU Taxonomy

### 4.1 Introduction

This section reports on the key performance indicators required under Regulation EU 2020/852<sup>1</sup> and the related Delegated Acts<sup>2</sup> (the EU Taxonomy). The EU Taxonomy was enacted by the European Commission to support the objective of directing capital towards sustainable activities. Reaching this objective is essential to meet the EU ambition of becoming climate neutral by 2050.

The EU taxonomy is a classification system defining which economic activities can be considered environmentally sustainable. An environmentally sustainable activity is one that:

- Is included in the EU Taxonomy Climate Delegated Act (i.e., is an “eligible activity”);
- Meets the technical screening criteria to prove substantial contribution to one or more environmental objectives (detailed below);
- Does not significantly harm any of the other environmental objectives (detailed below);
- Complies with minimum safeguards<sup>3</sup> (related mainly to human rights, anti-corruption and anti-bribery matters).

The six environmental objectives included in the EU Taxonomy are:

- climate change mitigation;
- climate change adaptation;
- the sustainable use and protection of water and marine resources;
- the transition to a circular economy;
- pollution prevention and control;
- the protection and restoration of biodiversity and ecosystems.

As a logistics and postal company, we strive to reduce our impact on the environment on several levels. Therefore, we consider that reporting on our contribution to the environment also through the EU Taxonomy is the most transparent way to keep our stakeholders informed on where we stand in our sustainable journey.

The application of the EU Taxonomy will be progressive. For the financial year 2021, bpostgroup only has to report on its share of eligible and non-eligible activities and assess its potential contribution only for two first of the six environmental objectives: climate change mitigation and climate change adaptation<sup>4</sup>.

### 4.2 bpostgroup EU Taxonomy eligibility assessment process

An ‘eligible economic activity’ is one that is described in the EU Taxonomy, regardless of whether it meets all the technical screening criteria laid out for that activity. Therefore, an ‘eligible’ activity is not necessarily one that is environmentally sustainable, it is one with the potential to be environmentally sustainable if it complies with all the four steps outlined in Section 4.1 (which will be then considered an ‘aligned’ activity).

The evaluation of our eligible activities under the EU Taxonomy involved the following steps:

- a) Looking for a match based on bpostgroup’s main NACE Code (H53.10 - Postal activities under universal service obligation). This resulted in a match with activity 6.6 Freight transport services by road.
- b) Reviewing the description of the activities under our NACE Code<sup>5</sup>.
- c) Further screening our activities and matching them with other activities described in the EU Taxonomy (besides activity 6.6 listed above).
- d) The result of this second screening led us to identify the following eligible activities performed by bpostgroup:
  - i) 6.4 Operation of personal mobility devices, cycle logistics
  - ii) 6.5 Transport by motorbikes, passenger cars and light commercial vehicles
  - iii) 6.15 Infrastructure enabling low-carbon road transport and public transport (transshipment infrastructure). We have considered all of our sorting centers in the EU as part of the transshipment infrastructure included in the description provided by the EU Taxonomy.

The eligibility analysis was performed by collaborating with and involving each of the three business units (Mail & Retail, Parcels & Logistics Europe & Asia and Parcels & Logistics North America) as well as the Corporate and Support Units which carried out the mapping exercise detailed above.

At the moment of preparation, we consider Parcels & Logistics Europe & Asia and Parcels & Logistics North America e-commerce logistics

<sup>1</sup> Regulation EU 2020/852 of the European Parliament and of the Council, published in the Official Journal of the European Union on the June 22, 2020.

<sup>2</sup> The Climate Delegated Act (Commission Delegated Regulation (EU) 2021/2139 of June 4, 2021) and the Disclosure Delegated Act (Commission Delegated Regulation (EU) 2021/2178 of July 6, 2021).

<sup>3</sup> The minimum safeguards shall be procedures implemented by a company that is carrying out an economic activity to ensure the alignment with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organisation on Fundamental Principles and Rights at Work and the International Bill of Human Rights.

<sup>4</sup> The criteria for the other four environmental objectives are expected to be officially approved at the end of 2022.

<sup>5</sup> The EU Taxonomy includes a reference to NACE codes (Revision 2) on each activity. However, such references are only indicative and does not prevail over the specific definition provided in the text of the Climate Delegated Act.

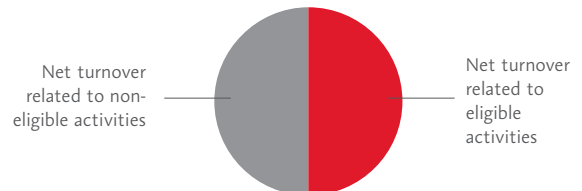
activities not in explicit scope of the EU Taxonomy. Therefore, adopting a prudent approach, we are considering the activities of all of our e-commerce fulfillment centers as non-eligible. However, we note that there is little guidance from the EU on the interpretation of what is included in a specific activity, and there are still many 'open points'. This analysis has been made based on our best interpretation efforts.

Below we detail the three KPIs showing the share of our eligible and non-eligible activities in our net revenue, capital expenditures (capex) and the limited scope of operational expenditures (opex).

## 4.3 EU Taxonomy KPIs

### 4.3.1 Turnover

- Net turnover related to eligible activities: 50.22%
- Net turnover related to non-eligible activities: 49.78%
- **Total:** 100%



#### Numerator

The numerator includes all net revenue related to the economic activities listed below:

- 6.4. Operation of personal mobility devices, cycle logistics
- 6.5. Transport by motorbikes, passenger cars and light commercial vehicles
- 6.6. Freight transport services by road
- 6.15. Infrastructure enabling low-carbon road transport and public transport

From this list, only activity 6.15 could be considered as enabling, as referred to in Article 10(1) point (i) of Regulation (EU) 2020/852.

We avoided double counting by following our financial reporting process; each unit provided the information separately, based on the classification of activities. Total net revenues were then aggregated and validated by the finance consolidation team.

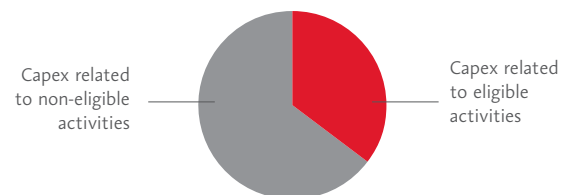
In line with our eligibility analysis, the numerator does not include revenue from e-fulfillment center activities.

#### Denominator

The denominator is the total operating income for the financial year 2021, as seen in the consolidated income statement included in the financial consolidated statements.

### 4.3.2. CAPEX

- Capex related to eligible activities: 35.48%
- Capex related to non-eligible activities: 64.52%
- **Total:** 100%



#### Numerator

The numerator includes: (i) capex linked to the taxonomy-eligible activities listed in Section 4.3 above and (ii) capex linked to expenses related to other Taxonomy-eligible economic activities, following Section 1.1.2.2 of Annex I of the Disclosure Delegated Act. The total EU Taxonomy-eligible capex is mainly calculated from the following economic activities:

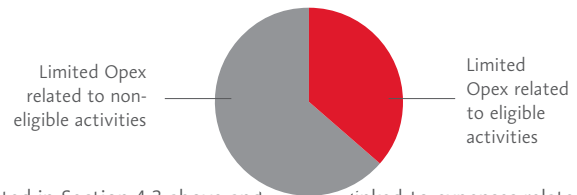
- 6.4. Operation of personal mobility devices, cycle logistics
- 6.5. Transport by motorbikes, passenger cars and light commercial vehicles
- 6.6. Freight transport services by road
- 6.15. Infrastructure enabling low-carbon road transport and public transport
- 7.2. Renovation of existing buildings
- 7.5. Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings
- 7.7 Acquisition and ownership of buildings

#### Denominator

The denominator is comprised of bpostgroup total capex (investments made in the financial year 2021), as seen in note 6.17 property, plant and equipment and note 6.20 intangible assets of the financial consolidated statements.

### 4.3.3. OPEX

- Limited Opex related to eligible activities 36.43%
- Limited Opex related to non-eligible activities 63.57%
- **Total 100%**



### Numerator

The numerator includes: (i) opex linked to the taxonomy-eligible activities listed in Section 4.3 above and (ii) opex linked to expenses related to other Taxonomy-eligible economic activities, following Section 1.1.3.2 of Annex I of the Disclosure Delegated Act.

We should note however that the opex concept under the EU Taxonomy follows the limited definition of the regular financial notion of opex. According to Section 1.1.3.1 of Annex I of the Disclosure Delegated Act, the expenses allowed to be considered as part of the opex KPI are direct non-capitalized costs from: research and development, building renovation measures, short-term leases, maintenance and repair, and other day-to-day expenses for the servicing of property, plant & equipment.

Out of those concepts, bpost was able to identify short-term leases and maintenance and repair expenses (under the bpost accounts 'rent and rental costs' and 'maintenance and repairs', respectively).

The total EU Taxonomy-eligible 'limited' opex is mainly calculated from the following economic activities that meet the reduced definition stated above:

- 6.4. Operation of personal mobility devices, cycle logistics
- 6.5. Transport by motorbikes, passenger cars and light commercial vehicles
- 6.6. Freight transport services by road
- 6.15. Infrastructure enabling low-carbon road transport and public transport
- 7.3. Maintenance and repair of energy efficiency equipment
- 7.4. Installation, maintenance and repair of charging stations for electric vehicles in buildings

### Denominator

The denominator is the opex for the financial year 2021 exclusively linked to the total category amounts for 'rental and rental costs' and 'maintenance and repairs'.

## 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).

### CO<sub>2</sub> eq. emissions

bpostgroup 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. bpostgroup reports CO<sub>2</sub> emissions only. HFCs emissions from on-site refrigeration or air-conditioning are negligibly small. Emissions from NH<sub>4</sub>, N<sub>2</sub>O, PFCs or SF<sub>6</sub> 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 2021 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