

## 7. Social Value



**34,509**

**number of  
employees**

**37%**

**women in  
management**

**117**

**nationalities  
represented across  
group**

**8.9%**

**decrease in  
accident rate**

**>600**

**People with large  
distance to the labour  
market trained to a job  
through bpost boost**

At bpost, we believe it is essential to engage every employee in our mission to be a major part of our customers' daily lives. We value the wide array of skills, competences, and loyalty of our employees, and recognize that people are key to the success of bpostgroup.

2022 was the third year in a row where the COVID-19 pandemic had a major impact on wellbeing, and operational activities, with the first quarter being particularly impacted. Fortunately, the rest of the year was less affected, and we took the opportunity to get back on track with a more normalized wellbeing policy.

It is our duty to provide all 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. We regard every employee as part of the extended bpostgroup family, which encompasses more than 34,000 people across the globe, from very diverse backgrounds.

**“Be a reference in social sustainability  
in all markets we operate in.”**

## Our Ambition

bpostgroup's ambition is to be a reference in social sustainability in all markets we operate in, with a focus on three material areas where bpostgroup can have a significant impact:

- **Health & Safety of our people first:** Become an employer of choice by creating an environment promoting physical safety and mental well-being
- **Be a career lifter for our employees:** Be a career lifter, especially for short-schooled labor, by offering high quality employment and up-skilling and re-skilling programs, creating career paths within or even outside bpost
- **Champion Diversity, Equity and Inclusion across the group:** Be an employer of inclusion and equal opportunity, where all people of every ethnicity, social background, religion, gender, age, and ability or disability – visible or invisible – feel welcomed and valued

## 7.1 Health & Safety of our people first

### Progress towards our targets

AMBITION	2025 TARGET <sup>1</sup>	2022 PROGRESS TOWARDS TARGET	2022 ACHIEVEMENTS	LOOKING FORWARD
Become an employer of choice by creating an environment promoting physical safety and mental well-being	<ul style="list-style-type: none"> <li>Reduction in number of accidents by 14%.</li> <li>Reduce absenteeism to 6.9%.</li> </ul>	<ul style="list-style-type: none"> <li>8.9% reduction in accidents compared to 2019 baseline.</li> <li>Absenteeism is increasing due to COVID-19 and a general rising trend in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Verbal aggression prevention program extended to mail operations</li> <li>Data analytics exercise in the field of absenteeism</li> <li>Further development of a safety performance barometer</li> <li>Mental wellbeing program for operational managers</li> </ul>	<ul style="list-style-type: none"> <li>Further strengthening safety culture through new way of working, train the trainer program and onboarding action plans</li> <li>Roll-out mental wellbeing program</li> </ul>

### Performance Summary<sup>2</sup>

METRIC	UNIT	BPOST			BPOSTGROUP <sup>2</sup>
		2019	2021	2022	2022
KPI – Absenteeism of own employees	%	7.96	8.33	9.51	6.64
KPI – Frequency rate of own employees	Accidents per 1,000,000 hours worked	27.14	27.59	24.65	21.49
Severity rate of own employees	Lost days per 1,000 hours worked	0.84	0.89	0.77	0.58
Lost days of own employees	Days	29,205	31,200	27,641	29,002
Occupational accidents of own employees	Number	949	1,054	890	1,120
Total number of work-related fatalities of own employees	Number	2	1	2	2

Since 2020, absenteeism levels are on the rise, a trend that continued throughout 2022. COVID-19 continued to impact bpost's absenteeism levels, especially at the beginning of the year due to the Omicron peak. The year-end was marked by a particularly high number of viral infections and other season-related diseases, combined with a lower readiness for preventive vaccination campaigns including COVID-19 and flu.

<sup>1</sup> These targets are specific to bpost.

<sup>2</sup> Group-wide health and safety figures are disclosed for the first time given the challenges of consolidating varying local health and safety definitions across our global operations. Historical figures for bpost can be found in the appendix 'non-financial consolidated statements'.

Next to physical illness, research in Belgium indicates a rising trend in the number of employees combatting psychosocial difficulties, which is also reflected in the company data. In addition, the broader social framework plays an important role in the increase in absentee rates, as 2022 was marked by economic and social crises.

The relatively low intensity of the Covid pandemic allowed us to put much more focus back on safe working behavior. This resulted in remarkably better safety performance indicators, especially during the first three quarters of the year. The most prevalent safety incidents in our business are slipping, falling, tripping, or the improper use of vehicles. To limit the risk 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.

What can be achieved by this kind of focus is demonstrated by bpostgroup's American entity, Radial US, which performed 80% better than the US national average for injury rate. Radial US integrated continuous improvement practices into safety programs and held safety-specific Kaizen events to improve practices and procedures across the network. Radial improved in all injury prevention leading indicator categories (Behavioral Based Safety observations, Safety Committee Attendance and Near Miss Reporting) compared to the previous year.

## Key 2022 Initiatives

### The Safety Register and Safety Performance Barometer

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

The 'Safety Performance Barometer' is an improved well-being instrument that measures safety performance and gives a strong focus on leading safety indicators. It works by consolidating existing safety performance indicators, through which we gain insight into the overall safety performance of a region. This allows prioritization of where, and what 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 the management performance monitoring processes.

### The Safety Games

In 2022 we trained our employees on safety using 'gamification': 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, which vary depending on the season. For every correct answer the player wins ten stamps. As well as in Mail Distribution, the Safety Games concept is also now used in our Logistics unit.



### Psychosocial wellbeing of our employees

At bpost, we want to make sure our employees remain healthy, including psychosocial as well as physical aspects. Our 'Health Surveillance' system provides mandatory medical check-ups for all bpost postal workers. To measure the psychosocial wellbeing of employees, we survey their level of engagement. In addition to our employee Assistance Program, external psychologists are available for more complicated individual problems. There is also a confidential line, which employees can call anytime – 24/24, 7/7. These tools will be implemented on a global scale in the near future.

### Mental Health and Wellness Employee Resource Group (ERG)

In October 2022, in honor of Mental Health Awareness Month, Radial US launched a second Employee Resource Group dedicated to this subject. Mental health and wellness is for everyone, and Radial US' mission is to provide services that promote health and well-being, foster self-regulation, and remove the stigma around mental health – by initiating a positive movement to speak up and reach out.

## 7.2 Be a career lifter for our employees

### Progress towards our targets

This progress towards targets is expressed across bpostgroup, as can be seen when comparing past achievements with ambitions going forward:

AMBITION	2025 TARGET <sup>1</sup>	2022 PROGRESS TOWARDS TARGET	2022 ACHIEVEMENTS	LOOKING FORWARD
Be a career lifter, especially for short schooled labor by offering high quality employment and up- and re-skilling programs, creating career paths within or even outside bpost	<ul style="list-style-type: none"> <li>Be recognized as a “great employer”</li> <li>To reach “best-in-class” industry employee engagement</li> <li>Develop up- and reskilling journeys for bpost employees to support internal mobility.</li> </ul>	<ul style="list-style-type: none"> <li>Radial US and Landmark Global US score well above US benchmark in employee engagement</li> <li>17.8% increase in employee training hours per FTE, compared to 2019 baseline.</li> </ul>	<ul style="list-style-type: none"> <li>For the first time, we aligned the “My Voice” employee engagement survey across bpostgroup</li> <li>In 2022 bpost upskilled 80 employees to truck drivers</li> <li>bpost boost will have trained and guided more than 600 unemployed to a job through nontraditional channels since the start</li> <li>Dynagroup launched a Training Academy and Experience Center with a focus on soft skills required for customer trainings</li> </ul>	<ul style="list-style-type: none"> <li>New Hire Orientation &amp; Onboarding Program Pilot and expansion of employee resource groups to increase employee engagement and retention at Radial US.</li> <li>Roll out of employee engagement action plan and e-learning program based on national results of My Voice survey across bpostgroup.</li> </ul>

### Performance Summary

METRIC	UNIT	2019 BASELINE	2021	2022
KPI – Employee engagement <sup>4</sup>	%	-	-	39.5
<b>EMPLOYEE TRAINING AND DEVELOPMENT</b>				
KPI – Total training hours per FTE	hours	32.8	29.8	38.5
<b>EMPLOYEE TURNOVER</b>				
Total Employee Turnover of own employees	%	15.7	19.0	16.3
Voluntary Employee Turnover of own employees	%	4.5	10.5	10.2
<b>NEW EMPLOYEE HIRES</b>				
Total new employee hires <sup>5</sup>	Number	-	-	4,319

At bpostgroup, the opinions and feedback of our employees are greatly valorized, as our employees are the drivers of the company. For the first time, we aligned the “My Voice” employee engagement survey across the group to gain a deeper understanding of how employees feel and perform inside the company. The survey is conducted on a bi-annual basis with frequent pulse checks in between, and results are benchmarked according to the region and industry. Employee satisfaction scores vary across different regions and local teams work on development plans to reinforce our strengths and address our development opportunities.

Results show that overall, respondents are satisfied with their jobs and proud to work for bpostgroup. U.S. subsidiaries Radial and Landmark Global Inc., as well as Asian Landmark Global (APAC) score well above the regional benchmarks. Within European entities, respondents perceive their job as meaningful and feel secure about their job. Results also point to a low risk of retention. That said, there is room for improvement on European employee engagement scores which we address regularly during our pulse checks through scaling mobility programs, and increasing employee trainings.

We see a positive trend in employee turnover across bpostgroup which has decreased by 14% compared to last year. Over the course of 2022, efforts to increase employee engagement and retention through the roll out of action plans, mentorship programs and new hire orientation and onboarding programs, detailed in the key achievements below.

<sup>4</sup> New group-wide KPI since 2022. For historical data on employee engagement, scores are available for bpost in the 2021 annual report.

<sup>5</sup> New metric

## Key Initiatives in 2022

### Support engaged employees

Many employees do voluntary work for charities that provide a great service and generate high value for society. bpost is delighted to encourage this engagement through Star4U, a funding program 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 Star4U in 2010, bpost has backed 1,158 projects, and donated more than 955,000 EUR. In 2022, Star4U donated nearly 85,000 EUR to more than 104 selected projects.

### Belgium's biggest team

The skyrocketing success of e-commerce had a direct impact on parcel volumes, especially at the end-of-year peak. Between Black Friday and New Year's Eve, bpost delivered around 11 million parcels, including no fewer than 622,000 on 1st December alone. That was 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.

### bpost boost

'bpost boost' was launched in 2020 with the objective of helping jobseekers into the labor market, to realize their potential and develop the skills needed to start their career. The first focus is to help them get started at bpost, but the company takes its societal role seriously and recognizes that it's important to teach general skills that can also be used outside of bpost.

The first projects in bpost boost were Dual Learning, Formation en Alternance (FALT) and IBO, and in 2022, 89 candidates started in one of these programs:

- **Dual Learning /FALT** is a program for unemployed people with low opportunities in the labor market because of a lack of skills and training. The program allows participants to combine classroom learning to earn their high school degree, driving lessons to obtain their driver's license, and an internship at bpost in Sorting and Distribution. After a successful track, candidates receive a contract as a mail person at bpost.
- **IBO (Individuele Beroeps Opleiding in Flanders) or PFI (Plan Formation-Insertion in Wallonia)** are training programs for jobseekers registered at VDAB or Le Forem. During the IBO, which usually takes between 4 to 13 weeks, they get on-the-job training to be a mail person or truck driver, following which they receive a contract. IBO programs are also available for candidates with only a basic level of Dutch, who are offered assistance from a language coach during the IBO period.

### FutureMe

Since 2012, bpost has been running the FutureMe program. This gives employees who do not yet have a high school degree the opportunity to obtain it via bpost. Having a degree can open doors for employees, and the possibility of applying for a new job, for example in Retail. Some pursue further studies and above all, it increases their self-confidence. bpost organizes the training in close cooperation with centers for adult education (CVO), 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, ensuring that students can organize their time flexibly. In 2022, fifty employees started the journey to their future selves.

### Language Factory

We need language to communicate with clients and colleagues, to understand safety briefings and work instructions, and to give and receive feedback and evaluations. A good understanding of the local language opens doors, but for some populations, language is also one of the biggest barriers. With Language Factory, bpost boost tackles the language needs of employees and new candidates by offering language courses and coaching. Simplifying documents in order to make them understandable for employees with a limited knowledge of the local language is also part of Language Factory, which provides all kinds of tools to support employees and management.

### DynaGroup Training Academy and Experience Centers

In 2022 DynaGroup invested in the further development of training facilities, upgrading them to Experience Centers. Every Dynalogic Depot can now make use of these state-of-the-art training facilities. The focus is both on the soft skills required for a perfect customer experience, as well as hard skills such as installing a washing machine, or assembling a hospital bed at a customer site.

### The TalentWheel development program

TalentWheel is the overarching training and talent development program within DynaGroup. Every employee has their own talent, and Dyna has a passion to make fans of our employees: "We believe strongly that our employees make the difference, every day! Creating this framework helps us developing our Dyna Values and providing our people with the necessary programs to grow continuously in their career within Dyna."



## Young bpost

As a bottom-up, cross-functional and independent initiative, Young bpost aims to be a voice of empowerment for the youngest generation at our company. We support attracting and retaining young people and facilitate transversal network building, all while expanding our members' horizons on topics within and outside of bpost.



## 7.3 Champion Diversity, Equity & Inclusion across the group

### Progress towards our targets

Diversity, Equity and Inclusion are core values across the bpostgroup and progress continues towards our immediate targets and beyond into the near future.

AMBITION	2025 TARGET	2022 PROGRESS TOWARDS TARGET	2022 ACHIEVEMENTS	LOOKING FORWARD
Be an employer of inclusion and equal opportunity, where all people of every ethnicity, social background, religion, gender, age or disability – visible or invisible – feel welcomed and valued	Increase women representation in management to 45% by 2025	<ul style="list-style-type: none"> <li>6.2% increase of women in management at bpost</li> <li>Overall group women in management is at 37%.</li> </ul>	<ul style="list-style-type: none"> <li>Rolled out “100% respect” campaign across the group (in 19 languages)</li> <li>Implemented DE&amp;I trainings for management</li> <li>Events and communities to promote female representation (XandY, WIN)</li> <li>Published a new group policy on DEI “zero tolerance for inappropriate behaviour”</li> </ul>	<ul style="list-style-type: none"> <li>bpost to become a member of the open@ work inter-company network</li> <li>Mentorship program at Radial US: Learning &amp; Development team to increase succession management and professional development amongst women population</li> </ul>

### Performance Summary

METRIC	UNIT	2019 BASELINE	2021	2022
KPI – Share of women in management positions <sup>6</sup>	%	37.8	38.5	37.0
Share of women at group executive level <sup>7</sup>	%	28.6	16.7	28.6
Share of female employees	%	35.7	34.9	34.5
Total number of nationalities (of employees) represented in the workplace <sup>7</sup>	Number	-	-	117

Diversity is a fact. Inclusion is our choice. At bpostgroup, we strive to be an employer of equal opportunity with a participative culture, where all people of every ethnicity, social background, religion, gender, age or disability – visible or invisible – feel welcomed and valued.

We have more than 34,000 colleagues around the world, representing 117 nationalities, who put our know-how at the service of our clients and society every day. We make every effort to create an environment where everyone can be themselves, and respected and valued for their skills.

<sup>6</sup> The historical data for women in management and women at group executive level has been corrected. In the past, the share of women at executive level was representative of “top management” at each subsidiary level. In order to avoid any confusion the Executive level has now been defined as the group Executive Committee (ExCo) as indicated in our [leadership governance](#).

<sup>7</sup> New metric

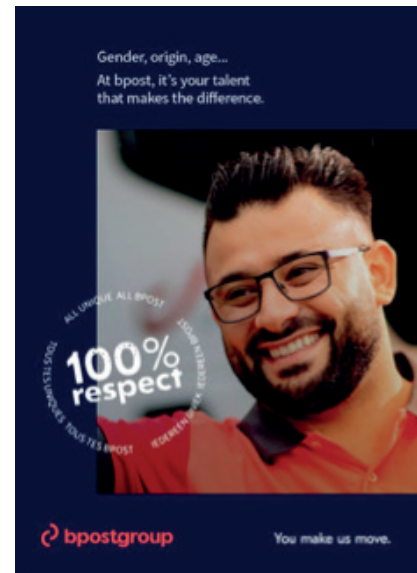
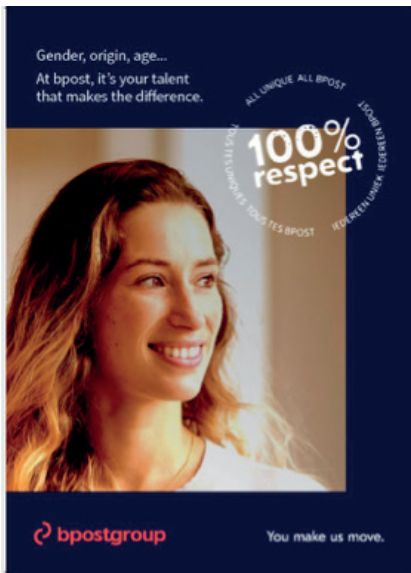
We can pride ourselves to be on track to achieve the 45% women in management target in Belgium, however there is room for improvement to increase representation of women in management across the group. We continue to invest in initiatives such as the Women's Initiative Network (WIN) and "Women at Sorting", as well as expanding a number of initiatives towards LGBTQI+ and people with disabilities described below.

## Key Initiatives in 2022

### 100% respect, All unique, All bpostgroup

As engaged and committed employees are the drivers of company success, we strive for a respectful culture with engaged and committed people, and the 100% Respect campaign was launched in 2022 with this in mind. Inclusiveness translated into "All unique, all bpost", a slogan that became reality through workshops, focus groups, and communication and awareness campaigns that were rolled out across all bpost-group entities in Europe, Asia, and North America.

At Landmark Global US, employees printed world maps to display at all warehouse locations, and were invited to add a pin to their country or area of origin. This has been a tangible way to show how diverse we are within our work force and also to spark conversations about diversity.



### Women at Sorting – 100% respect approach

Assisted by a multidisciplinary team and the psychosocial service, management at our sorting facilities have implemented a targeted phased action plan to support inclusion and respect for women on site at the sorting centers. An action plan was rolled out in 2022 with the launch of 'All unique, all bpost' refocusing on sexism, awareness, and training by the diversity and inclusion manager and psychosocial prevention advisor.

### XandY initiative

XandY is a bpost community of managers aiming to boost diversity, equity and inclusion, and to empower women in managerial positions. The network brings together a community of female, male and non-binary colleagues in the company. The aim is to connect, inspire and develop women managers with the support of men and members of the Board and Exco. Two events were held in 2022 with great success.





### Women's Initiative Network (WIN)

In 2022, Radial US hosted the annual Women's Initiative Network conference virtually. With around 100 attendees, we partnered with Lumiere Sciences to discover the seven leadership roles within any organization, including those who establish long term strategies, and those who acquire information to validate organizational credibility – among many other roles!

Established in 2014, WIN's primary mission is to empower all members on their journey to success by providing skills and resources to become global thought leaders.

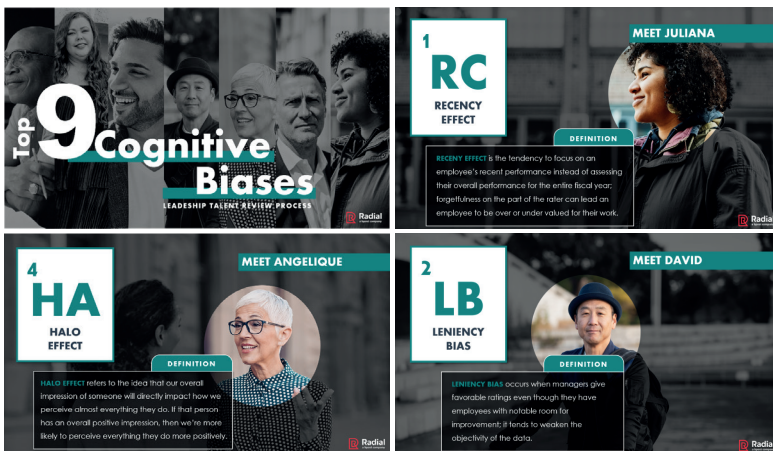
### Pride2b

At bpostgroup, we envision a harmonious workplace where employees are welcome and respected as they are. Their differences reflect our clients and the society in which we operate, and we see such differences as an asset. We ensure equal treatment and opportunities, non-discrimination and mutual respect. We believe in the strength of inclusive diversity and culture. We perceive DEI as the foundations of belonging, engagement and well-being at work, and the Pride2bpost working group focuses on the inclusion of LGBTQI+ workers. An internal audit has been conducted with the support of an external expert partner, and priorities have been set for the coming years. bpost is now set to become a member of the open@work inter-company network.



### Disability initiatives

In 2022, we established strong partnerships with the Diversicom and Emimo organizations to support the inclusion of colleagues with disabilities. Specific processes have been put in place and are being implemented.



### DE&I People Manager Training

In 2022, Radial US trained over 400 People Managers across the entire network. The curriculum was focused on the importance of identifying unconscious bias in the workplace, understanding the differences between equity and equality, and establishing psychological safety in the workplace.

Similarly in Belgium, people managers started their diversity and inclusion journey with a training developed together with UNIA.

## 7.4 In summary: Social Value at bpostgroup

Social Value runs through every aspect of bpostgroup's activities, where being an employer with a positive impact on society is fundamental. The examples we have looked at here are just some of the many initiatives which we are developing globally to benefit our employees, and society at large. Some of the changes we are undertaking will take time to really take hold, others are already fully operational, but what should be clear is bpostgroup's unwavering commitment to Social Value, right now, and going forward.