

# 7. Social Value



**33,864**  
total employees

**38.3%**  
women in  
management

**112**

**nationalities present  
within the group**

**15.5%**

**reduction in number  
of occupational  
accidents<sup>1</sup>**

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

Here at bpost, we believe it is essential to commit every employee to our mission of being a key part of our customers' daily lives. We value the wide array of skills and competences found among our employees, as well as their loyalty, recognizing that people are key to the success of bpostgroup. We regard every employee as a member of the extended bpostgroup family – a family of more than 33,000 people across the globe, from very diverse backgrounds.

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 fulfil this duty by taking measures tailored to different countries, businesses, and business units to strengthen and anchor this culture-shaping process. In 2023, our ongoing efforts to improve made significant progress in prioritizing our people's health and safety and championing diversity, equality, and inclusion across the group:

- 29% increase in total employee training hours per FTE across bpostgroup, compared to the 2019 baseline
- 15.5% reduction in the number of occupational accidents at bpost compared to the 2019 baseline, **exceeding our 2025 target**
- 44% decrease in bpostgroup's accident rate, compared to 2022<sup>2</sup>
- 4% increase in employee engagement score, again compared to 2022<sup>2</sup>

<sup>1</sup> Compared to a 2019 baseline (bpost NV/SA), exceeding 2025 target  
<sup>2</sup> New group consolidated score since 2022.

## Our Ambition

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

- **Health and safety of our people first:** we aim to become an employer of choice by creating an environment promoting physical safety and mental well-being
- **Championing diversity, equality and inclusion (DE&I) across the group:** we aim to be an inclusive employer offering equal opportunities, where all people – whatever their ethnic or social background, religion, gender, age, ability or disability (whether visible or invisible) – feel welcomed and valued

# 7.1 Health and safety of our people first

## Progress towards our targets

AMBITION	2025 TARGET	2023 PROGRESS TOWARDS TARGET	2023 ACHIEVEMENTS	LOOKING FORWARD
To become an employer of choice by creating an environment promoting physical safety and mental well-being	<ul style="list-style-type: none"> <li>• 14% reduction in the number of accidents compared to the 2019 baseline.<sup>3</sup></li> <li>• 6.9% reduction in absenteeism compared to the 2019 baseline.<sup>3</sup></li> <li>• To achieve ‘best-in-class’ industry employee engagement.<sup>3</sup></li> <li>• To be recognized as a “great employer”.<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 15.5% reduction in the number of accidents at bpost NV/SA compared to the 2019 baseline, exceeding our 2025 target.</li> <li>• 14% increase in absenteeism compared to the 2019 baseline at bpost NV/SA due to COVID-19 and the legal framework in Belgium facilitating sick leave.</li> </ul>	<ul style="list-style-type: none"> <li>• 29% increase in employee training hours per FTE compared to the 2019 baseline.</li> <li>• 4% increase in employee engagement score compared to 2022</li> <li>• We continued to consolidate the ‘My Voice’ employee engagement survey across bpostgroup, for the second year in a row.</li> </ul>	<ul style="list-style-type: none"> <li>• Further strengthening our safety culture through new ways of working, a train-the-trainer program and onboarding action plans</li> <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>• Further roll-out of the employee engagement action plan and e-learning program across bpostgroup.</li> </ul>

<sup>3</sup> These targets are specific to bpost NV/SA.

<sup>4</sup> This target is specific to bpost Radial US.

## 7.1.1 Health and safety of our employees

### Performance Summary

METRIC	UNIT	BPOST NV/SA			BPOSTGROUP	
		2019	2022	2023	2022	2023
KPI - Absenteeism of employees due to illness <sup>5</sup>	%	7.96	9.51	9.09	n/a – new metric	8.02
Absenteeism of employees due to work-related injuries	%	n/a – new metric	0.07			
KPI – Accident frequency rate of employees	Accidents per 1,000,000 hours worked	27.14	24.65	23.76	18.72	15.22
Accident severity rate of employees	Lost days per 1,000 hours worked	0.84	0.77	0.71	0.41	0.31
Lost days of employees	Days	28,487	27,641	23,608	29,002	24,435
Occupational accidents of employees	Number	949	890	788	1,120	946
Total number of fatalities among employees	Number	2	2	0	2	0

Across bpostgroup, there was a strong focus in 2023 on boosting health and safety training for both employees and temporary staff. In Belgium, for the first time all team leaders took an online training course on safety and prevention. Moreover, we are now seeing reductions in our absenteeism rate after a challenging few years due to COVID-19 and Belgium’s legal framework facilitating sick leave.

Alongside physical illnesses, research in Belgium indicates a rising trend in the number of employees with psychosocial difficulties, a finding also reflected in company data. More specifically, we have seen a slight rise in our medium-term sick leave, in line with the labor market.

Our ongoing efforts to improve our safety culture also continue to reap results. In 2023, we saw a further significant improvement in our safety results, posting a 15.5% reduction in the number of accidents at bpost NV/SA compared to the 2019 baseline, thereby exceeding our 2025 target. Moreover, bpostgroup’s accident frequency rate for own employees decreased by 19% in 2023 compared to 2022<sup>6</sup>. The most prevalent safety-related incidents in our business are slipping, falling, tripping, and the improper use of vehicles. To limit the risk of accidents and health issues, we perform regular risk assessments. The identified risks are communicated within the organization together with clear measures to be taken. The bpostgroup prevention plan focuses on a number of specific key performance indicators to measure success: higher safety training hours, onboarding, communicating safety figures in meetings, health exams, fleet maintenance preventive actions, etc.

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 injury rate. Radial US incorporated continuous improvement practices into safety programs and held safety-specific Kaizen events to improve practices and procedures across the network. This has resulted in Radial performing better in all injury prevention KPIs (Behavioral-Based Safety observations, Safety Committee Attendance and Near-Miss Reporting) compared to the previous year.

### Key 2023 Initiatives

#### The Safety Register and Safety Performance Barometer

Several health and safety initiatives have been successfully implemented in bpost Belgium, including the use of a safety corner on the work floor. Here employees are encouraged to report any safety incident, and they can also learn about ongoing safety campaigns.

In addition, there is a Safety Register to ensure that safety checks are followed in a structured way. Important lessons can then be learned and communicated to employees.

Linked to the Safety Register is the Safety Performance Barometer. Launched in 2019, this enhanced well-being tool measures safety

<sup>5</sup> For the first time in 2023, we reported the rate of absenteeism by (1) illness and (2) work-related injuries separately. Our previous definition was the rate of unplanned absence of own employees due to work-related occupational accidents or illness during the reporting period.

<sup>6</sup> Through improved reporting efforts, we managed to consolidate health and safety scores at group level for the first time in 2022.

performance and also puts the focus firmly on the main safety indicators. By consolidating existing safety performance indicators, it provides us with insight into the overall safety performance of a specific region. From there we can prioritize where and what the greatest needs are. The tool is now fully integrated into the management performance monitoring processes

### The Safety Games

A new approach to safety training was adopted in 2022 – ‘gamification’. To refresh their memory, employees are sent two questions every day via an app on issues connected with health and safety. There are fifty questions in total, and they vary according to the season. For every correct answer, the employee-player wins ten points. The Safety Games concept is used in bpost Belgium Mail Distribution and now the Logistics Unit as well.



### Risk Reporting via POINTS

POINTS is a mobile reporting device that our postal workers can use to gather information concerning risks and incidents on the road or in the workplace. They can also highlight those areas that require action, sharing all this information with their fellow postal workers on the same round. The result is better field knowledge to support starters and replacement staff. It also provides an opportunity for planning and structural action to be taken in order to eliminate or reduce the reported risks. Feedback on the measures taken is then shared with the employees.

## 7.1.2 Employee wellbeing

### Performance Summary

METRIC	UNIT	2019 BASELINE	2022	2023
KPI – Employee engagement	%	n/a <sup>7</sup>	39.5	41.1
KPI – Total training hours per FTE	hours per FTE	34.0	39.1	44.0

It’s no secret and indeed we’re quite proud of it: we are one of the largest employers in Belgium. As such, we are intent on providing opportunities for training and education to all employees, at all times, and promoting inclusiveness for every one of us at bpostgroup. 2023 saw a dedicated focus on providing training to both employees and temporary staff, with a whopping 29% increase in employee training hours per FTE across bpostgroup, compared to the 2019 baseline. This is predominantly due to the increase in training hours for temporary staff across the group.

In 2023, 90% of bpostgroup employees received training (available in 19 different languages) on the Code of Conduct. Furthermore, our recent DE&I training courses were aimed at empowering our global bpostgroup communications team to leverage the power of language and create more inclusive and impactful messaging. A new IT security training platform required all Landmark Global Inc. employees to take quarterly and annual IT security training courses around such topics as phishing and social engineering. Finally, cognitive bias training sessions were provided at Radial North America, equipping the leadership committee and 300 people managers with valuable skills and knowledge to conduct fair and unbiased evaluations.

At bpostgroup, employee opinions and feedback are highly valued, as our employees are the drivers of our company. For the second year in a row, the “My Voice” employee engagement survey was consolidated across bpostgroup entities 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. With employee satisfaction scores varying across different regions, local teams work on development plans to build on our strengths and address development opportunities.

### Key initiatives in 2023: Well-being

#### Radial NA Mental Health and Wellness

In September 2022 Radial US launched a Mental Health & Wellness ERG (Employee Resource Group) with the aim of unlocking resources, reducing stress inside and outside the workplace, and creating a safe space in which employees can flourish. In less than a year, we were able

<sup>7</sup> New group-wide KPI since 2022. For historical data on employee engagement, scores are available for bpost NV/SA in the 2021 annual report.

to recruit and service more than 160 active members.

In honor of Mental Health Awareness Month, Radial's Mental Health & Wellness ERG introduced the 'Mental Health Awareness Challenge' last May. Over a 31-day period, in excess of 3,580 hours of 'rest and relaxation' were accumulated from employees across the entire network. Employees prioritized their well-being by engaging in a variety of non-work-related activities, among them exercise, meditation, writing a journal and reading.

Our ERG membership keeps on growing, and in the past six months alone, the total number of members has increased by 281% since its launch in fall 2022. During July 2023 we welcomed over 200 employees for our virtual monthly event, during which we explored how busy working professionals can achieve wellness. Our Mental Health & Wellness ERG continues to host various virtual events, including most recently 'Addressing Suicide Prevention' and 'How to Create Good Health through Humor'.

### Re-Connect: Pilot Project Mid-Long Term Illness

In recent years there has been a noticeable increase in the number of people affected by mid to long-term illness. This has a huge impact on our society and the wider economy. In response, bpost introduced Re-Connect, a new approach to supporting its employees. Rolled out across 3 sites, the aim of this pilot is twofold: to help bpost employees return to work and to improve their well-being. Social assistants from the psychosocial prevention service make contact with employees who have been on sick leave for 15 days and facilitate a re-connection with various stakeholders. Participation was also extended in the monthly consultation moments, whereby employees who are absent are followed up and where psychosocial support has proved to be beneficial.

Essential to addressing the complexity of problems related to absenteeism are the HR Core Meetings. During these meetings various HR experts (business partners, administration, legal, disciplinary) convene on a regular basis to discuss the different processes, tools, procedures and practices. This has enabled us to remain aligned on the many different areas impacted by absenteeism.

Thanks to the effort and cooperation of the various actors (social assistants, local management, HR) the Re-Connect pilot will be extended into 2024.

### Belgium's Biggest Team

The end of every year brings with it specific challenges, new and old. It was no different in 2023. We came through this hectic period together, achieving great things despite the strong headwinds along the way. Since 2020, parcel volumes have increased in record numbers year on year, and our 2023 volumes were the highest ever. Between Black Friday and New Year's Eve, bpost delivered more than 15 million parcels in Belgium, a massive total that included a peak of 700,000 on one day.

We took it all in our stride, because bpost employees are all part of 'Belgium's biggest team' and our valued 'Heartworkers'. You put your heart and soul into getting this task completed at this most magical time! Almost 500 office-based colleagues rolled up their sleeves to help handle these phenomenal volumes, helping with collection, input, sorting, and delivery of letters and parcels. The result? Satisfied and appreciative clients, who regularly showed their appreciation throughout this long and intense period.

## Key initiatives in 2023: Training & Development

### DynaGroup Training Academy and Experience Centers

In 2022 DynaGroup upgraded its training facilities to Experience Centers. These state-of-the-art facilities are now at the disposal of every Dynalogic Depot. There are two areas of focus: soft skills, to achieve the perfect customer experience; and hard skills, for example installing a washing machine or assembling a hospital bed at a customer site.

### The Talent Wheel Development Program

DynaGroup has its own training and talent development program: Talent Wheel. Each and every employee has their own individual talent and Dyna is keen to help them develop it.

"We believe strongly that our employees make the difference, every day! Creating this framework helps us develop our Dyna values and provides our people with the necessary programs to grow continuously in their career within Dyna."

### E-Learning HR, bpost Belgium

When managers are appointed, they receive on-site training in health





and safety tasks, duties and responsibilities, via Atalanta and 'Eye for Talent'. By introducing a compulsory 3-yearly refresher course, consisting of 10 online modules, we reach more managers and can better monitor and demonstrate who has and who has not had the training. They in turn can respond more quickly to their job-related responsibilities and can integrate these legal assignments into their daily activities. In 2023, we reached 98% of our operational managers via this E-learning initiative.

### DUO for a JOB

For a number of years already, bpost has been working together with DUO for a JOB, the Ghent-based intergenerational coaching organization. bpost offers training for experienced managers over the age of 50 to become a mentor for job-seeking young people from migrant

backgrounds, thus boosting their chances of finding employment. In 2023, 11 people were mentored by bpost managers, bringing the total to 60 since the start of the collaboration.

## 7.2 Championing diversity, equality & inclusion (DE&I) across the group

### Progress towards our targets

Diversity, equality and inclusion are core bpostgroup values and progress continues towards our immediate targets and beyond.

AMBITION	2025 TARGET	2023 PROGRESS TOWARDS TARGET	2023 ACHIEVEMENTS	LOOKING FORWARD
To be an inclusive employer offering equal opportunities, where all people – whatever their ethnic or social background, religion, gender, age, ability or disability (whether visible or invisible) – feel welcomed and valued	Increase women's representation in management to 45% by 2025 compared to the 2019 baseline	<ul style="list-style-type: none"> <li>1.5% increase at bpostgroup compared to the 2019 baseline</li> <li>9% increase at bpost NV/SA, compared to the 2019 baseline</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of DE&amp;I training courses across the group to encourage respectful workplace behavior</li> <li>Implementation of the group policy on DE&amp;I 'zero tolerance of inappropriate behavior'</li> <li>WIN membership expanded by 5% in Radial's Fulfillment Centers</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of the Women @ Sorting 100% respect campaign to 2 new distribution centers</li> <li>X and Y initiative to focus on 2024 work-life balance theme</li> </ul>

### Performance Summary

METRIC	UNIT	2019 BASELINE	2022	2023
KPI – Share of women in management positions	%	37.8	37.0	38.3
Share of women at group executive level <sup>8</sup>	%	28.6	28.6	14.3
Share of female employees	%	35.7	34.5	35.0

8 The Executive level is defined as the group Executive Committee (ExCo) as indicated in our [leadership governance](#).

Diversity is a fact. Inclusion is our choice. At bpostgroup, we strive to be an employer promoting equal opportunities within a participative culture, where all people – whatever their ethnic or social background, religion, gender, age, ability or disability (whether visible or invisible) – feel welcomed and valued.

We have more than 33,000 colleagues around the world, representing 112 nationalities, all of whom 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 are respected and valued for their skills.

We continue to invest in group initiatives such as DE&I training courses, group policy on DE&I “zero tolerance for inappropriate behavior”, the X and Y, Women’s Initiative Network (WIN), Women @ Sorting, Pride2b, as well as expanding initiatives targeting people with disabilities (all described below under 2023 key initiatives).

We can pride ourselves on being on track to achieve the 45% women in management target in Belgium; we already reached 41% in 2023, an almost 9% increase over 2019. However, there is room for improvement to increase women’s representation in management across bpostgroup subsidiaries. With the departure of a female member of the Executive Committee in Q3 2023, the women’s share in the executive committee dropped. The Board and Executive Committee of bpostgroup are making a conscious effort to promote diversity within the executive team as it continues to grow.

## Key Initiatives in 2023

### DE&I in action

#### Women@sorting – 100% respect

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.

After the success of the 2022 targeted phased action plan to promote 100% respect for women on site in our sorting center in Brussels, we have decided to roll out the project to 2 distribution centres. Based on an analysis of employee input during focus groups, we cooperated closely with management to raise awareness among the team about stamping out physical and verbal aggression by third parties and encouraging respectful behavior in the workplace. Many initiatives are in place to support the various businesses along with tools to help employees faced with aggression and to promote respectful contact. These include raising awareness, discussion groups, templates for writing a police report, individual report, etc., as well as contact with the police in the Brussels area with a view to collaboration.



#### Women's Initiative Network (WIN)

Established in 2014, the Women's Initiative Network (WIN) aims to 'empower women and their allies' by providing skills and resources to support them on their journey to becoming global thought leaders. In 2022 the annual WIN conference hosted by Radial US was a virtual event, attracting approx. 100 attendees. In partnership with Lumiere Sciences, participants got the chance to discover the seven leadership roles in every organization.

In 2023 we increased WIN membership by 5% by expanding to the Fulfillment Centers, thanks to the partnership and support of regional leads and site liaisons. The annual one-day conference held in June was attended by 50% of our members in person, and by 45 members virtually. It was an event dedicated to personal and professional development, during which members were able to increase self-awareness and learn how to interact with others more effectively and more compassionately by completing the 'Taking Flight DISC Assessment'.

#### XandY

Our Employee Resource Group XandY had a great year in 2023. The aim of this community of women in management throughout the year was to deep-dive into the topic of assertiveness and self-confidence.

There were several activities on the agenda, including a webinar around the myths that hold women back, group discussions and leadership & challenges for women. The debate on leadership and challenges was concluded with a guest lecture on the theme of balanced leadership by keynote speaker Michèle Mees, Global Ambassador for inclusion and inclusive leadership and author of *The Balanced Leader*.



### Pride2b

Pride2b is our most recent Employee Resource Group (ERG). It aims to create a community in which people feel safe, and can give and receive support around LGBTQIA+ topics. The launch at the beginning of 2023, in partnership with the non-profit organization Open@Work, coincided with bpostgroup's first participation with a dozen colleagues in the Belgian Pride in Brussels event. We are proud to be part of this initiative to promote tolerance, inclusion and diversity in the workplace.

### Young bpost

Young is a community open to young employees in management (aged 38 and below) which currently has a membership of approx. 250. In 2023 Young organized several high-impact events with the aim of getting to know bpost better. These activities included: a Meet & Greet, to connect young talent within the company to top management, and a visit to the Belgian facility of Active Ants. There was also a joint event with the Young community of Proximus.



## DE&I Training

### Radial DEI Communications Training

In 2023 a number of Diversity, Equity and Inclusion training courses were arranged for managers. These included:

- Cognitive Bias Training for the Leadership Talent Review, to equip our Managing Committee as well as over 300 people managers with valuable skills and knowledge for them to conduct fair and unbiased evaluations. By improving awareness of cognitive biases, our leaders can implement mitigating strategies to ensure a more transparent and inclusive review process. This in turn will ensure leadership talent is identified and nurtured based on true merit and potential.
- DEI Training with People Managers in Mississauga, Canada, to train some 15 leaders to actively solicit input from individuals with different backgrounds and experiences, utilize objective data and established metrics on which to base decisions and employ structured frameworks for the evaluation process, minimizing the potential for subjective judgment.
- Inclusive Communications Training for the bpostgroup Global Comms Team, to explore the importance of inclusive language in internal and external communications, and receive practical guidance on its application during crisis management situations.

### Training bpost recruiters

In 2023 bpost recruiters took the first step on their diversity and inclusion journey with a training course developed together with UNIA, an independent public institution that fights discrimination and promotes equality within Belgium. The curriculum focused on the importance of identifying unconscious bias throughout every step of the recruitment process, as well as looking at how to raise awareness among managers with a hiring role.

### TADA campaign

TADA is a non-profit organization offering extracurricular activities to young children from socially vulnerable backgrounds. The aim is to help them become familiar with Belgian society and its businesses. For the period 2023-2025 bpost has committed to opening its doors on a Saturday and giving these children the opportunity to find out all about the various jobs that are done here, such as parcel delivery, sorting, etc. Last year a total of 30 children were welcomed at our Mail Center in Schaerbeek.



## 7.3 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 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, while others are already fully operational. But what should be clear is bpostgroup's unwavering commitment to social value, both now and in the future. And one thing is clear: without our people, our employees, there can be no profit!