

How do we create value for our stakeholders?

Our rapidly changing world presents challenges but also opportunities, which bpost takes on with enthusiasm.

Changes in the postal landscape

Fast-changing consumer requirements and behavior are driving disruptive trends in the postal landscape.



Digitization and e-substitution

Both business and consumer communications and services are increasingly taking place online, and the traditional core business of postal companies is in fast decline. For bpost this has resulted in a mail volume decline over the past years and an expected continuing decline by 2022.



E-commerce

Today 10% of global retail sales are online sales, with a growth of 20% per year in the past decade. This has resulted in a doubling of the volume of parcel deliveries by postal companies and has significantly intensified competition between parcel delivery companies. Consumers are demanding faster, more flexible and lower priced services, such as free delivery, parcel tracking and e-notifications.



Talent scarcity

Talent is a postal company's most valuable asset. But, according to the IPC, the average age of postal employees is increasing: 37% of the workforce is over 50, while only 11% is under 30¹. The required skills are changing due to the new technologies and new postal activities. Young people are quick² to switch jobs, making it harder to attract and retain talent with the right skill set.



Climate change

Because of human-driven greenhouse gas emissions, the climate is slowly changing, bringing with it risks such as natural disasters and health issues. Because of this and the risk of increasing fuel and carbon prices, there is pressure on postal companies to increase efficiency and to operate in a more environmentally friendly way.



New technologies

Self-driving vehicles, mobile applications, automated sorting, robotics and artificial intelligence are all joining the postal sector. The purpose of these technologies is to increase efficiency and improve convenience and flexibility of last-mile delivery.

Shared value KPIs



3,837.8
million EUR total operating income



82
Customer satisfaction score



4.9
Employee engagement score



308,582 Teq CO₂
Total CO₂eq emissions (scope 1+2+3)

How we answer

bpost will deliver on three strategic aspirations

Mail & Retail

Mail services to citizens and State remain a core part of our service and will continue to generate profit with a more adapted distribution model.

Parcels & Logistics Europe & Asia

Drive profitable growth in parcels in Belgium and The Netherlands and e-commerce logistics in Europe.

Parcels & Logistics North America

Optimize Radial to deliver on the investment thesis in the promising North American e-commerce market.

respecting its stakeholders

People

We care about our employees and are committed to them.

Planet

We strive to reduce our impact on the environment.

Proximity

We are close to the society and its emerging needs.

Our impact on society and the Sustainable Development Goals

By providing affordable and reliable postal service to all Belgian citizens across rural and urban areas,



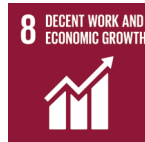
we contribute to building a resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

By sustainably diversifying, innovating and growing in e-commerce logistics services while respecting our environment,



we contribute to ensuring sustainable consumption and production patterns.

As one of the largest employers in Belgium and with employees all over the globe,



we contribute to promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

With our commitment to the Paris Climate Agreement via our Science Based CO₂ reduction Target,



we contribute to taking urgent action to combat climate change and its impacts.

By working closely together with suppliers, customers and communities,



we contribute to making cities and human settlements inclusive, safe, resilient and sustainable.

Stakeholders

Shareholders and investors

Customers

Employees and trade unions

Suppliers

NGOs and partners

Authorities