

CSR review

CSR strategy: People, Planet, Proximity

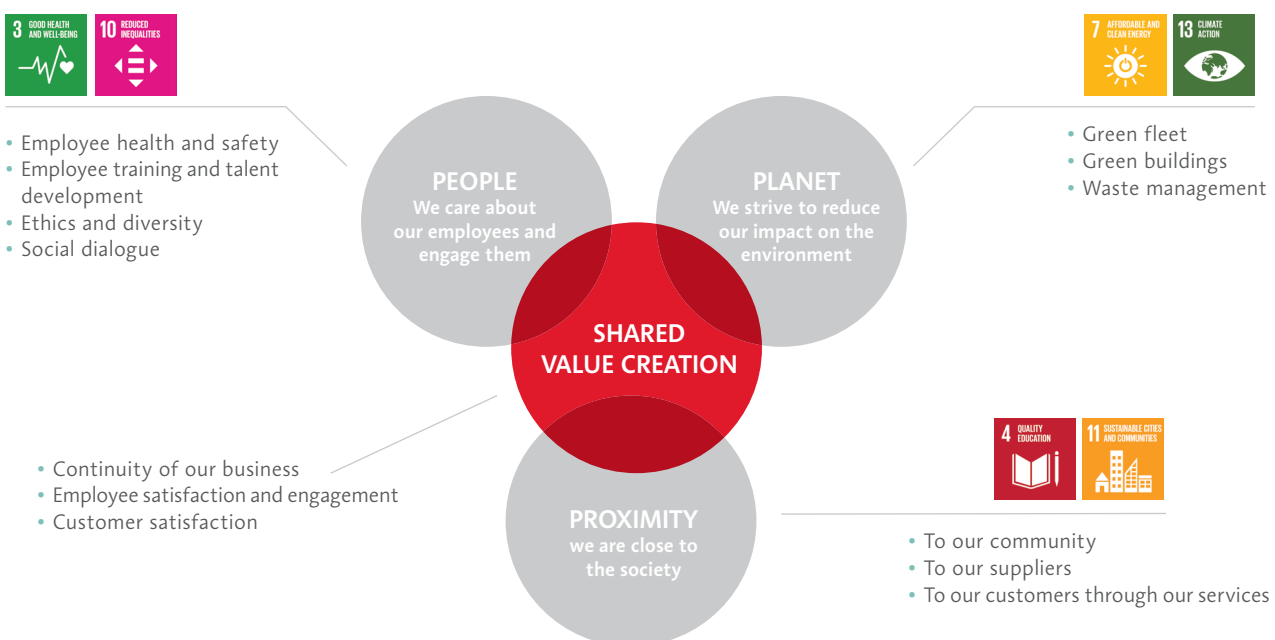
bpost has always played a major role in society. It is our duty to set an example. This is why our ambition is to make our company's processes and culture sustainable. In so doing, we are able to achieve a sustainable growth and be recognized by our stakeholders (customers, shareholders, government, employees, suppliers, trade unions, NGOs) as a socially responsible company. It is also important to us that our customers know that their letters, parcels and logistics are processed in a responsible way. One of the key examples of bpost's striving for sustainable growth is the sustainability loan it took out at the end of 2017. The interest rate of this 300 million EUR revolving credit facility (RCF) changes according to bpost's sustainability rating as determined by an external party. The loan was the first of its kind in Belgium and incentivizes our organization to become even more sustainable.

Together with our stakeholders, we performed a materiality assessment, based on which we defined our CSR strategy structured in the three following pillars:

- **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.

More about our materiality assessment methodology and our stakeholder dialogue can be found on our [website](#).

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



OUR CSR PRIORITIES (MATERIAL TOPICS)	RELATED RISK & OPPORTUNITIES	STRATEGIC KPI	TARGET	RESULT 2019 VS TARGET	RESULT 2019 VS. EXTERNAL ENVIRONMENT
People					
Employee health and safety	Cases of injury and/or illness can represent a cost for bpost as well as for the employee concerned. Also, a preventive well-being policy can help decrease stress levels and hence, absenteeism.	Absenteeism	The 2019 target for bpost Belgium was a 5% decrease compared to the 2018 result.	bpost Belgium: 7.96%	According to a Securex study ¹ , the Belgian average absenteeism rate was 7% in 2018.
Employee training and talent development	Trained employees can demonstrate an increase in efficiency and promote employee engagement, which can improve employee retention.				
Ethics and diversity	The ethical and diversity policy affects bpost's reputation, its employees' engagement and retention.	Employee engagement	To exceed or meet the Belgian national benchmark on engagement (2018: 5.10).	Results 2019: 4.91	The company Pulse performed a study over the 2014-2017 period in which they surveyed 81,000 employees from 215 Belgian companies. The overall engagement rate was then corrected using specific criteria (e.g. work type, age) and a factor from the KUL university. This research shows that the national benchmark for employee engagement is 5.10.
Social dialogue	An effective social dialogue helps prevent possible strikes and related costs but also ensures employee satisfaction and engagement.				
Planet					
Green fleet	Having a green fleet helps improve our carbon footprint and brings about a positive public image of the company. It also generates fuel cost savings. Moreover, it is a way to mitigate expected rising carbon taxes.	CO ₂ footprint scope 1, 2 and 3	<ul style="list-style-type: none"> -20% scope 1 and 2 GHG emissions by 2030 compared to baseline 2017: 114,395 tCO₂-eq. -20% scope 3 GHG emissions by 2030 from upstream transportation and distribution compared to baseline 2017: 218,016 tCO₂-eq. 	Results 2019: scope 1 & 2 emissions increased by 4% and scope 3 emissions decreased with 13% vs 2017 allowing an overall decrease of CO ₂ emissions of 7% (scope 1, 2 and 3).	bpost has been recognized top 3 greenest postal operator by the IPC. Every year, IPC's Environmental Measurement and Monitoring System (EMMS) measures the carbon emissions of a group of twenty postal operators worldwide.
Green buildings	Green buildings generate energy-related cost savings and improve our carbon footprint.				
Waste management	A sound waste management brings a positive image 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					
Proximity to our society	Proximity to society is part of bpost's mission. Forgetting the local community would be detrimental to bpost's reputation.	Amount of donations		306,000 EUR donations	
Proximity to our suppliers	Having a clear overview of our supply chain brings efficiency and helps avoid supply risks (e.g. financial or supply stability). Also, including sustainability requirements 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%	100%	Since 2018, 100% of bpost Belgium suppliers are covered by the supplier code of conducts (now included in our general terms and conditions for all our contracts). Ecovadis surveyed companies on their procurement practices in 2019. From this survey, it appears that not more than 45% of the companies spend 64% or more of their procurement volume on suppliers covered by their sustainable procurement policy.
Proximity to our customers through our services	Enhancing our customer experience and improving our offer improves customer retention. Moreover, developing more sustainable solutions gives an opportunity to go beyond customer expectations, thus improving our market positioning.	Customer satisfaction	To exceed or meet the level of previous year (2018 bpost Belgium: 84).	bpost Belgium: 82	bpost measures customer satisfaction on a 7-point scale. Other companies tend to use a 5-point or 10-point scale. Moreover, we mix results of both residential and business customers in our approach. This makes it difficult to compare results with other companies or benchmarks.



Presentation of the new full-electric “Colibus” vehicle for ergonomic parcel delivery

20% cut in CO₂ emissions by switching to an electric fleet



Key CSR achievements in 2019

bpost opened Belgium’s most eco-friendly distribution center in Mons

On February 15, 2019 bpost’s first green bpost distribution center was inaugurated in Mons. The optimally insulated building is equipped with solar panels and distribution of letters and parcels in Mons will be done by electric vehicles. These innovations enable bpost to achieve significantly better energy performances at the Mons distribution center, with electricity consumption cut by 18% and gas consumption by 55% compared with average consumption at the other distribution centers. By 2030 bpost has set itself the goal of reducing the CO₂ emissions from its activities by at least 20%, with at least 50% of its fleet to be fully electric.

Since 2007 bpost has cut its CO₂ emissions by almost 40%. And the company’s efforts to reduce its environmental footprint have not gone unnoticed. That being said, bpost remains fully aware of the impact of increasing parcel deliveries. In order to continue to work in the same environmentally friendly way, and keep its position as one of the most sustainable logistics companies, bpost has set new CO₂ reduction targets for 2030.

20% CUT IN CO₂ EMISSIONS BY SWITCHING TO AN ELECTRIC FLEET

As one of Belgium’s leading companies, bpost wishes to play a pioneer role in environmental protection and has set itself the goal of reducing CO₂ emissions from its activities by at least 20% by 2030. This ambition is in line with the climate targets adopted under the 2015 Paris agreement. This

has also been approved by the “Science Based Target” initiative, which helps companies to establish consistent targets based on the path set by the Paris agreement.

To succeed, bpost will replace 50% of its diesel fleet with an electric alternative by 2030. Twenty new electric vans have already been taken into service at the “green” distribution centre in Mons for the delivery of parcels and letters. Some 600 new electric vans will be deployed across Belgium by 2022, which will increase to more than 3,400 by 2030.

PRESENTATION OF THE NEW FULL-ELECTRIC “COLIBUS” VEHICLE FOR ERGONOMIC PARCEL DELIVERY

bpost runs Belgium’s biggest electric fleet and broadened it with the Colibus, a first for the Belgian parcel



bpost Antwerp sorting center roofs now covered with 8,000m² of solar panels

market. Colibus is a full-electric vehicle, specially designed for the parcel market to replace average-sized diesel vans in urban areas. This vehicle is able to carry more than 100 parcels.

The new Colibus is not only clearly more environmentally friendly than the existing vans. It is also safer and more ergonomic in use, as the driver can either exit through the door on the left (as in a traditional vehicle) or through a door towards the cargo space and then through a door on the right, closer to the ground. This is an improvement in ergonomic terms, as drivers no longer need to turn while exiting, which reduces the physical stresses on their body.

bpost is the first postal operator in Europe to take the Colibus into service, following a ten-month pilot.

bpost Antwerp sorting center roofs now covered with 8,000m² of solar panels

On February 12, 2019 the solar panel system on the roof of bpost's sorting center in Antwerp was officially inaugurated. It is the fourth sorting center to run on solar energy.

3,700 photovoltaic panels were installed and have a capacity of 1 MWh. With the new system in Antwerp, bpost now has solar panels covering a total surface area of 33,000 m² on various buildings in Belgium, which clearly makes it one of the leading solar energy producers in Belgium.

To date, bpost has installed 12,460 photovoltaic panels for bpost on the roofs of the sorting centers in Ghent, Liège, Charleroi and Antwerp. The

four systems have a total capacity of 3.2 MW, the equivalent of the annual consumption of around 900 households, and should generate CO₂ emissions savings of more than 1,200 tons per year.

3,700
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CSR consolidated statements

About our CSR consolidated statements

This CSR 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 CSR consolidated statements was collected from internal departments and is mainly based on information available through internal reporting. The information regards the 2019 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 S.A./N.V.)	100%	Yes	●	●	●
Radial	100%	Yes	●	●	◐
Landmark Group	100%	Yes	●	●	◐
DynaGroup (incl. Leen Menken)	100%	Yes	●	●	◐
Ubiway (incl. kariboo!)	100%	Yes	●	●	◐
Speos	100%	Yes	●	●	◐
Apple Express	100%	Yes	●	●	◐
FDM	100%	Yes	●	●	◐
Active Ants	63.6%	Yes	●	●	◐
CityDepot	100.0%	Yes	◐	◐	◐
Euro-Sprinters	100.0%	Yes	●		
de Buren	51.0%	Not material based on FTE			
bpost bank	50.0%	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 2019, the data only covers the period after/before the date of acquisition/sale. This is the case for the subsidiary CityDepot (activities sold in November 2019).

Data quality and reliability

The quality and reliability of environmental data in the CSR 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: CO2Logic, DNV, and Deloitte.

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

In 2019, we took further actions in our internal reporting processes in order to improve the reliability of data provided by our subsidiaries. To this end, we formalized the definitions of our indicators and started the process to better align the CSR reporting at group level through a unified online reporting platform. As a consequence, we made some restatements concerning data published. This process will among other things facilitate the quality checks of the data.

External verification

DNV, an external body, verifies the quality of bpost's CO₂ 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 wants to further formalize the data reporting process and tool of its subsidiaries before submitting its entire CSR report for external verification.

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

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.

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. For instance, the bpost Code of Conduct was revised in 2018 to align our values within all bpost subsidiaries.

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.

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PEOPLE – STRATEGIC KPIS	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
Employee engagement ¹	Score	4.90	n/a ¹	4.80	n/a ²	n/a ²	n/a ²	n/a ²
Absenteeism ²	%	7.96	7.85	7.57	n/a ²	n/a ²	n/a ²	n/a ²

1 No engagement survey has been performed in 2018. The 2019 bpost Belgium survey has been performed in Q1 2019.

2 Due to different legislations and associated definitions regarding health and safety figures among our subsidiaries, we are not able to consolidate the figures at group level.

People - Employee health and safety

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PEOPLE – EMPLOYEE HEALTH AND SAFETY	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
HEALTH AND SAFETY OF OWN EMPLOYEES								
Occupational accidents of own employees	Number	944	947 ³	918	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Lost days of own employees	Days	28,487	30,890	30,850	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Severity rate of own employees	Lost days per 1,000 hours worked	0.80	0.90	0.90	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Frequency rate of own employees	Accidents per 1,000,000 hours worked	27.06	27.48	26.83	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Absenteeism of own employees	%	7.96	7.85	7.57	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Total number of fatalities own employees	Number	2	0	1	0	0	2	0
HEALTH AND SAFETY OF TEMPORARY STAFF								
Occupational accidents of temporary staff	Number	25	86	57	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Lost days of temporary staff	Days	227	294	365	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Severity rate of temporary staff	Lost days per 1,000 hours worked	0.11	0.14	0.19	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Frequency rate of temporary staff	Accidents per 1,000,000 hours worked	22.56	42.36	29.87	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Total number of fatalities temporary staff	Number	0	0	0	0	0	0	0
Total number of hours worked by temporary staff (actual)	Hours worked	1,663,483	2,030,019	1,908,050	n/a ¹	n/a ¹	n/a ¹	n/a ¹
ROAD SAFETY²								
Blameworthy road traffic incidents on behalf of the entity per 100,000 km ²	%	3.32	3.44	3.63	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Shared blameworthy road traffic incidents on behalf of the entity of total road traffic incidents ²	%	76.00	75.00	77.00 ³	n/a ¹	n/a ¹	n/a ¹	n/a ¹
Number of road fatalities drivers/million km (during working hours) on behalf of the entity ²	Number per million km driven	0.01	0	0.01 ³	0	0	n/a ¹	0

1 Due to different legislations and associated definitions regarding health and safety figures among our subsidiaries, we are not able to consolidate the figures at group level.

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

3 Restatement based on standardization of definition.

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 work¹. This is enforced by an external committee² that performs random compliance inspections. It also performs regular inspections for specific subjects. For instance, in 2019 bpost Belgium was checked on its processes for occupational accidents. Both trade unions as well as employees can request inspection through the Belgian Federal Government.

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. In 2013, a risk analysis was performed for our business division "Mail". Since the number of parcels is increasing, we realized an update in 2019. There is also a work safety and ergonomics analysis planned at all our sorting centers, and a risk analysis for vehicle-related incidents.

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.

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.

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.

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. 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. After the training, the employees were tested on the content of the module.

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": <http://www.employment.belgium.be/defaultTab.aspx?id=556>

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

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 (FRAC¹). The trainings focus on improving driving knowledge and skills; three different levels are proposed, depending on the current qualifications of the driver.

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 thirty-minute check-up, including a cardiovascular and musculoskeletal screening every five years for the under 45s and every three years for the 45 plus. We also ask our employees in sorting centers to go on an annual basis. In 2019, a total of 4,400 bpost employees and 2,400 interim workers got a medical check-up. bpost employees can also get vaccinated against the flu in the Fall, in 2019, it was used by 2,600 employees, on a voluntary basis.

For the psychosocial wellbeing of our employees, we organize a survey to measure the level of employee engagement and organize a personalized “balance tool” so that employees can gain insight into their personal stress and motivation levels. Based on the result, we give personalized tips and tricks. 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. We also measure the different lighting and air quality settings (including humidity) to improve the working environment.

Unfortunately our absenteeism and frequency rate of our employees and temporary staff have increased. This is mainly due to our new sorting centre NBX, which is fully active since 2018. The sorting centre for parcels entails new activities with very different risk profile than our current mail activities. The figures are therefore not comparable with previous years. However, we aim to work on these aspects in the coming years. Our objective is a decrease of frequency rate by 3% compared to 2018.

Employee training and talent development

		BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
PEOPLE – EMPLOYEE TRAINING AND TALENT DEVELOPMENT								
Total training hours per own employees	Training hours per FTE	20.45	21.52	20.89	43.78	12.42	25.90	19.26
Total training hours per temporary staff	Training hours per FTE	48.06	n/a	n/a	82.11	n/a	75.58	n/a
FORMAL TRAINING								
Formal training hours per own employees	Training hours per FTE	4.58	5.57	5.71	7.53	8.94	5.27	6.41
Formal training hours per temporary staff	Training hours per FTE	26.45	28.67	n/a	81.93	n/a	70.96	n/a
INFORMAL TRAINING								
Informal training hours per own employees	Training hours per FTE	15.87	15.95	15.18	36.25	3.48	20.63	12.84
Informal training hours per temporary staff	Training hours per FTE	22.61	n/a	n/a	n/a	n/a	n/a	n/a

Developing the skills and competences of our employees is something we particularly value at bpost. We are convinced that trained employees can increase efficiency and can also be more engaged. At bpost, we have our own academy for offering employees training opportunities. 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).

Besides the job-specific training sessions, all bpost Belgium employees are offered training in communication, sales, language and leadership. For example, the Summer Academy encourages employees to work on their skills and well-being during the low season. There, they learn about a range of personal development subjects.

Since 2011, bpost Belgium has been running the “Future me” program. This two-year program recognizes the skills and knowledge acquired on the job. As such, employees are given the opportunity to earn a higher secondary school diploma, mainly by distance learning.

Senior Belgian bpost employees can apply for vacancies at other organizations through the co-sourcing platform Experience@work, bpost’s partner since last year. 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.

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.

Alongside our own employees, we are constantly recruiting new staff. Our strong collaboration with VDAB and Forem in Belgium helps us be in direct contact with companies that are restructuring and recruiting additional staff.

Ethics and diversity

PEOPLE - ETHICS AND DIVERSITY	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
Total own employees	Headcount	26,282	25,770	25,460	7,704	8,060	33,986	33,830
Total male own employees	Headcount	17,944	17,585	17,269	3,901	4,162 ¹	21,845	21,747 ¹
Total female own employees	Headcount	8,338	8,185	8,191	3,803	3,898 ¹	12,141	12,083 ¹
Total FTE	FTE	24,211	23,658	23,353	7,374	7,840 ¹	31,585	31,499 ¹
Total male FTE	FTE	16,869	16,500	16,202	3,827	4,080 ¹	20,696	20,580 ¹
Total female FTE	FTE	7,342	7,158	7,152	3,552	3,760 ¹	10,894	10,918
DIVERSITY OF OWN EMPLOYEES (IN HEADCOUNT)								
Share of female (own employees)	%	31.70	31.80	32.20	49.40	48.40 ¹	35.70	35.70 ¹
Share of women in executive level positions	%	25.00	0.00	0.00	26.42	14.29	26.67	13.04
Share of women in management positions (excl. executive level)	%	37.79	36.79	35.06	39.16	37.07 ¹	38.40	36.85 ¹
HEADCOUNT BY TYPE OF CONTRACT								
Total own employees with fixed term contracts	Headcount	531	613	607	384	423 ¹	915	1,036 ¹
Total male own employees with fixed term contracts	Headcount	313	244	296	245	268 ¹	558	512 ¹
Total female own employees with fixed term contracts	Headcount	218	369	311	139	155 ¹	357	524 ¹
Total own employees with open-ended contracts	Headcount	25,751	25,157	24,853	7,319	7,636 ¹	33,070	32,793 ¹
Total male own employees with open-ended contracts	Headcount	17,631	17,341	16,973	3,715	3,892 ¹	21,346	21,233 ¹
Total female own employees with open-ended contracts	Headcount	8,120	7,816	7,880	3,605	3,744 ¹	11,725	11,560 ¹
HEADCOUNT BY FULL-TIME/PART-TIME								
Total own employees contracted on a full-time basis	Headcount	19,925	19,370	19,137	6,981	7,419 ¹	26,906	26,789 ¹
Total male own employees contracted on a full-time basis	Headcount	14,617	14,285	14,039	3,672	3,906 ¹	18,289	18,191 ¹
Total female own employees contracted on a full-time basis	Headcount	5,308	5,085	5,098	3,309	3,513 ¹	8,617	8,598 ¹
Total own employees contracted on a part-time basis	Headcount	6,357	6,400	6,323	723	641 ¹	7,080	7,041 ¹
Total male own employees contracted on a part-time basis	Headcount	3,327	3,300	3,230	276	253 ¹	3,603	3,553 ¹
Total female own employees contracted on a part-time basis	Headcount	3,030	3,100	3,093	447	388 ¹	3,477	3,488 ¹
HEADCOUNT BY AGE GROUP								
Total own employees ≤ 30 years old	Headcount	4,839	4,497	4,205	1,748	1,901 ¹	6,587	6,398 ¹
Total own employees within the age group 31-50	Headcount	12,593	12,601	12,717	3,630	3,924 ¹	16,223	16,525 ¹
Total own employees within the age group 50+	Headcount	8,850	8,672	8,538	2,326	2,235 ¹	11,176	10,907 ¹
EMPLOYEE TURNOVER								
Employee Turnover of own employees	%	10.91	10.49	10.94 ¹	33.98	40.92 ¹	16.27	17.94 ¹
Employee Turnover Male of own employees	%	11.08	10.43	11.14 ¹	34.53	39.94 ¹	15.42	16.29 ¹
Employee Turnover Female of own employees	%	10.53	10.63	10.51 ¹	33.40	41.99 ¹	17.80	20.88 ¹
Voluntary Employee Turnover of own employees	%	5.93	5.75	5.82	19.65	24.00 ¹	9.12	10.21 ¹
ETHICS								
Number of registered complaints on unethical workplace behavior	Number	10	10	11	37	40	47	50
Number of registered cases of corruption and bribery	Number	0	0	0	1	0	1	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

1 Restatement based on standardization of definition.

DIVERSITY AND INCLUSIVENESS

At bpost, we aim to attract and retain individuals from different backgrounds, cultures, perspectives and experiences by creating and supporting a collaborative workplace culture. We are convinced diversity 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.

We designed our Diversity Policy (available on the bpost [website](#)) 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 continue to expand our recruitment channels, we formed partnerships, among other things, with the VDAB, WannaWork, Diversicom, Emino, UNIA and Allyens. These organizations are dedicated to inclusion in the employment market based on people's competences and promoting diversity at work. One good example was our partnership with the VDAB in Belgium which re-integrated 27 people with health problems into the labor market since 2018. Via this project, we trained these people to become truck drivers at bpost and hence, helping them to fully or partially return to work.

Since 2017, we set up and reviewed a diversity portal designed for people managers. The portal allows our people managers to get acquainted with the issues of diversity and inclusion, to identify the applicable framework, the role they need to play, and also offers them training opportunities.

Since 2017, we have a specific cultural exchange program, [leading@bpost](#), which is aimed at creating a balanced leadership style among bpost group leaders. Inter alia, the program is based on curiosity and openness to others and their way of thinking.

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, and was even awarded 'Coup de Coeur 2018' by the jury of PostEurop.

In 2019 a project Diversity & Inclusion (analysis, training and anchoring) was started with the aim of

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

This project will be further upscaled in 2020 at various other sites. Additionally, we have created a group of diversity ambassadors corporate and local within the organization whose function is to be a sounding board and to promote diversity and prevent discrimination.

The Board of Directors and Group Executive Committee have also their role to play regarding diversity. They do so by organizing workshops around themes of diversity and inclusion, and 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, we also ensure maximal transparency in terms of governance and decision-making processes, in accordance with the highest standards in this area.

We adopt a zero-tolerance policy regarding violations of human rights or anti-corruption laws, in line with the Universal principles of Human Rights and the ILO (International Labor Organization) 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. If an employee witnesses a situation of misconduct, s/he can call our Speak-Up line (the contact information is included in our Code of Conduct). The Speak-Up line is connected to a person of trust, available 24 hours a day to answer any question or signal from employees.

In 2019 year, we decided to put diversity and business ethics forward and therefore did a deep structural redesign and revision of our Code of Conduct so that our new construction would work at group-level. Our new Code of Conduct was launched in February 2019 for the entire group. It sets out the norms, values and minimal standards of behavior and conduct expected of all our employees, contractors and consultants at any level and in any company of the bpost group worldwide. It further enables appropriate measures when the Code of Conduct is not abided by. A revised version of bpost’s “Diversity & inclusion brochure” will be launched in Q1 2020 on Group level as well.

Social dialogue

PEOPLE – SOCIAL DIALOGUE	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
Average number of strike action days	strike days per 1,000 employees	1.40	2.60	1.55	0	0	1.06	1.98 ¹
Share of own employees covered by a CBA	%	95	96	n/a	11	5	76	74

1 Restatement based on standardization of definition.

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. In Belgium, 95% of our employees and 11% of the employees at our subsidiaries are covered by a Collective Labor Agreement (CLA).

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. Moreover, two senior-level directors have been appointed, which demonstrates our management’s involvement in the social dialogue. This close collaboration allows us to hear and promptly react to our employees’ needs in order to mitigate social conflicts.

bpost Belgium’s new collective labor agreement applies to 2019-2020. Through this agreement, measures have been taken to raise purchasing power through improved financial conditions. Furthermore, the increased workload will be addressed by attracting additional field staff (1,000 FTEs), additional days off and improvement of our recruiting channels. To do so, we will establish consulting committees to tackle the existing and potential future issues. The last pillar of the agreement is to secure our future, for example through job preservation. This agreement impacts bpost Belgium’s cost base by about 20 million EUR annually.

Planet

As a logistic services provider, we have an impact on the environment at different levels: through our fleet's CO₂ emissions, energy consumption, employee commutes, waste production or subcontracted transport.

bpost manages and steers its environmental pillar, 'planet', using our CO₂ footprint as indicator. 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. This organization aims to promote corporate climate-change-related ambitions by supporting them to set objectives in line with a global temperature increase below 2° Celsius. To decrease this environmental footprint, we focus on our buildings, our fleet and our waste.

In 2019, the CO₂ footprint scope 1, 2 and 3 for bpost remained stable compared to 2018, and decreased with 7% compared to 2017.

		2019	2018	2017 (RESTATED) ¹	
	UNIT	BPOST GROUP			TREND
SCOPE 1	t CO₂ eq	88,996	87,848	82,826	
Natural gas & heating oil	t CO ₂ eq	20,986	22,442	21,786	↘
Postal "fleet" diesel & petrol (incl. service vehicles)	t CO ₂ eq	60,340	57,266	53,193	↗
Fuel company cars	t CO ₂ eq	7,642	8,117	7,847	↘
Oil for generators	t CO ₂ eq	28	23	n/a	↗
SCOPE 2 (NET)	t CO₂ eq	30,266	28,619	31,569	
Electricity (market-based) ²	t CO ₂ eq	29,794	28,156	30,938	↗
District Heating	t CO ₂ eq	472	463	631	↗
Scope 1 & 2	t CO₂ eq	119,262	116,467	114,395	↗
SCOPE 3	t CO₂ eq	189,320	192,390	218,016	
Employee commuting	t CO ₂ eq	32,977	34,147	36,320	↘
Business travel	t CO ₂ eq	1,374	1,349	1,844	↗
Subcontracted road transport	t CO ₂ eq	113,440	111,939	117,699	↗
Subcontracted air transport ³	t CO ₂ eq	37,597	38,944	55,459	↘
Waste	t CO ₂ eq	3,932	6,011	6,694	↘
TOTAL CO₂ EMISSIONS (SCOPE 1+2+3)	t CO₂ eq	308,582	308,856	332,411	↘

- 1 The restated 2017 CO₂ footprint is based on 100% accounts for Radial's activity data (compared to 16.7% in 2017), and uses actual 2017 consumption for its electricity (instead of an estimation). In addition, retroactively, Ubiway data on company cars has been added.
- 2 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.
- 3 Subcontracted air transport figures for subsidiaries were excluded

Green fleet

PLANET – GREEN FLEET ¹	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
Share of last mile alternative fuel vehicles (bikes, ebikes, etrikes, EV vans)	%	33.00	33.00	35.00 ²	8.00	13.00	n/a	33.00
Share of EURO 5 and EURO 6 standard	%	98.00	96.00	86.00 ²	16.00	100.00	-	-
Average van fuel use	Liter per 100 km	9.7	9.4	9.3	-	13.6	9.9	9.5
Average truck fuel use	Liter per 100 km	26.6	26.4	26.5	-	-	26.6	26.4

- ¹ The figures on Green Fleet only contain the bpost entities with a delivery fleet: bpost N.V./S.A., DynaGroup, Euro-Sprinters and CityDepot for 11 months of activity.
- ² Restatement based on standardization of definition.

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 a frontrunner in sustainability efforts, we are taking several measures to reduce our fleets’ impact.

First of all, 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. This year we started a pilot project in Mons, where we opened our first electric vans mail center, with twenty new e-vans for the distribution of mail and packages. This is only the beginning, and bpost has high ambitions. By 2022 we aim to have 600 new electric bpost vans driving around in Belgium and by 2030 50% of our last-mile fleet should be electric (about 3,400 vehicles). Secondly, and in line with the aim to adapt further its model to the expectations and behavior of its customers, bpost has introduced the Non-Prior stamps. This allows us to bundle the mail volumes more efficiently and, hence, make the delivery schedule more efficient and environmental responsible. Thirdly, we promote eco-driving with our own and subcontracted drivers through Data Loggers. Finally, we encourage our employees to commute to work in a more environmentally friendly manner by structurally supporting alternative ways to come to work (incl. carpooling, promoting e-bikes) and/or flexible working.

Green buildings

PLANET – GREEN BUILDINGS	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
ENERGY CONSUMPTION								
Total energy consumption per employee	kWh/headcount	4.92	5.37	5.58	16.15	17.25	7.47	8.20
Total energy consumption	kWh	129,388,488	138,382,365	142,055,757	124,404,895	138,997,379	253,793,383	277,379,744
Total renewable electricity consumed	kWh	64,235,857	67,728,515	65,862,630	10,086,633	10,548,597	74,322,490	78,277,112
Share of renewable electricity	%	94	95	94 ¹	12	11	49	46
Total non-renewable/grey electricity consumed	kWh	3,543,804	3,840,338	4,029,115	74,448,078	86,272,565	77,991,882	90,112,903
Share of non-renewable electricity	%	5	5	6	88	89	51	54
Total natural gas consumed	KWh	49,605,667	54,194,732	56,892,060	38,377,600	40,614,887	87,983,267	94,809,619
Total heating oil consumed	KWh	9,250,382	10,110,389	12,049,785	1,457,108	1,512,050	10,707,490	11,622,439
Total district heating consumed	KWh	2,680,653	2,470,491	3,183,941	0	0	2,680,653	2,470,491
Other (fuel oil, diesel)	KWh	72,124	37,900	38,225	35,476	49,281	107,600	87,181
ELECTRICITY PRODUCTION								
Share of renewable electricity produced	%	7.00	5.00	5.00	0.17	9.09	6.00	5.00
Total renewable electricity capacity installed	MWp	4.83	4.83	3.42	0.10	0.05	4.93	4.88
Total surface of solar electricity capacity installed	m ²	31,503	31,503	22,133 ¹	14,387	354	45,890	31,857
WATER CONSUMPTION								
Total water consumed	m ³	149,075	144,017	n/a	356,976,131	n/a	n/a	n/a

1 Restatement based on standardization of definition.

bpost is also 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. To do so, and to support our Science Based reduction Target, we have introduced about 8,000 m² of photovoltaic cells in our Antwerp X sorting center in 2019. It is our ambition to further compensate the share of non-renewable electricity consumption of our subsidiaries.

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.

For instance, bpost Belgium opened two state-of-the-art low-energy buildings in Mons and the Verviers region. Also, the new Brussels X sorting center (NBX) has 100% LED lighting. This has a massive impact, since this center is by far the biggest sorting center in Belgium, with more than 70,000 m² – the equivalent of 14 football fields. Moreover, 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.

Waste management

PLANET – WASTE MANAGEMENT	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018 ²	2019	2018 ²
Total waste generated	Ton	7,317	8,111	7,373 ¹	54,890	78,900	62,207	87,011
Total non-hazardous waste generated	Ton	7,260	8,067	7,367	54,867	78,842	62,127	86,909
Total recycled waste	Ton	4,539	5,288	4,692	49,843	69,447	54,382	74,735
Share of recycled waste	%	63	65	64	91	88	88	86
Total residual waste incinerated for energy recovery	Ton	2,721	2,778	2,675 ¹	525	588	3,245	3,366
Total residual incinerated without energy recovery or land-filled	Ton	0	0	0	4,499	8,808	4,499	8,808
Total hazardous waste	Ton	57	44	6	57	58	114	102

1 Restatement based on standardization of definition.

2 A restatement of 2018 waste activity data has occurred for the subsidiary Ubiway, which in turn affects the bpost Group waste figures.

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.

Proximity

bpost is transforming into an international logistics company, 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 CSR as far as possible in their business practices. For our customers, we provide them with services to facilitate their day to day lives.

PROXIMITY – STRATEGIC KPIS	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2019	2018	2017	2019	2018	2019	2018
Total donations	1,000 Euros	254	349	371	52	41	306	390
Share of significant tier 1 suppliers covered by the Supplier Code of Conduct	%	100	100	90	n/a	n/a	n/a	n/a
Customer satisfaction ¹	Score	82	84	86	n/a ¹	n/a ¹	n/a ¹	n/a ¹

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.

Proximity to society

PROXIMITY – PROXIMITY TO SOCIETY	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
		2017	2018	2019	2018	2019	2018	2019
Total donations	1,000 Euros	371	349	254	41	52	390	306

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 biodiversity projects in Belgium.

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 million EUR. In 2019, it received 45.000 EUR worth of grants.

DOCTORS WITHOUT BORDERS

As an increasingly international organization, bpost also wants to help local communities abroad. Since 2017, we have established a partnership with Doctors Without Borders, an organization providing medical support to local communities in emergencies. In addition to both being organizations that coordinate our global operations and activities out of headquarters in Brussels, we also share common values of proximity, neutrality and inclusivity. In 2019, we contributed 80,000 EUR to Doctors Without Borders.

TENTH EDITION OF STAR4U

Star4U is bpost's initiative to encourage employees to volunteer for social, cultural or environmental projects that are closely related to bpost's values. The projects are chosen by a panel of bpost employees and experts from outside the company. In 2019, 101 projects were supported this way for a total amount of 79,000 EUR.

WELOVEBXL

In 2019, bpost donated 35,000 EUR to the Molenbeek-based organization WeLoveBXL. This organization enables and fosters young talent. By creating a diverse, dynamic and positive community-driven environment, the organization wants to push, inspire and stimulate youngsters in their personal development process. WeLoveBXL offers a physical location to provide access to both recreational and professional activities. At bpost we believe strongly that society benefits from empowering youth in the context of socio-economic challenges, and this is exactly what this organization does.

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.

STAMPS FOR CHILD FOCUS' TWENTIETH ANNIVERSARY

Child Focus has been engaged with the search for missing children and the fight against child abuse since the late nineties. In 2018, in honor of its twentieth anniversary, bpost launched a stamp dedicated to the organization's hard work. bpost also started to use its post offices to help to search for missing children. They did so by displaying all-points bulletins on the screens in its post offices to alert the general public locally or nationally.

DONATIONS THROUGH ‘DE WARMSTE WEEK’ AND ‘VIVA FOR LIFE’

During end year, bpost supported Viva for Life (Vivacité) and Warmste Week (Studio Brussel) campaigns.

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 commit to taking action 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.

HOUSE MARTINS

At bpost, we have a small project contributing to the survival of the House Martins in Flanders. In this region, House Martins are on the “Red Species List” and considered to be vulnerable. Due to changes in house construction and roof design, and due to building renovation, nests are being removed or destroyed and natural nesting sites are in decline. bpost contributes by placing artificial nests under the eaves of its post offices in the perimeter of colonies of House Martins, believing that this will encourage House Martins to build nests nearby. We have installed 5x2 artificial nests under the roof edge of the post office in Harelbeke, and 2x2 in Anzegem.

Proximity to our suppliers

→	PROXIMITY – PROXIMITY TO OUR SUPPLIERS	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
			2019	2018	2017	2019	2018	2019	2018
	Share of significant tier 1 suppliers covered by the Supplier Code of Conduct	%	100	100	90	n/a	n/a	n/a	n/a
	Share of procurement spent on significant tier 1 suppliers screened on CSR by Ecovadis	%	12	39	n/a	n/a	n/a	n/a	n/a
	Share of paper procurement spent on paper coming from certified forests (e.g. PEFC, FSC, SFI) ¹	%	100	100	100	n/a ¹	n/a ¹	n/a ¹	n/a ¹

1 This indicator is specific to the postal activities (bpost Belgium) and, therefore not monitored at our subsidiaries.

Since our suppliers are also responsible for the quality we deliver, it’s crucial to work in close collaboration with them. Our most critical suppliers in Belgium are suppliers delivering our fleet and sorting machines as well as our subcontractors and interim. Often, we are one of our suppliers’ larger clients. Agreeing on how to work together is therefore beneficial to both parties, as it improves our collaboration today and in the future. In these collaborations, sustainability is an important topic and is taken into account: in our procurement policy, in the products, materials and services we buy and in the assessment of our suppliers.

bpost adheres to the highest standards of business ethics, including, among others, human rights (laid down, for instance, in the Universal Declaration of Human Rights, national legislation and bpost internal regulations such as its Codes of Conduct). bpost does not intend to do business with third parties which do not fully comply with these standards.

PROCUREMENT POLICY

In bpost’s transition towards a more sustainable business model, significant changes have been made to the procurement process. We have developed a sustainable procurement policy at bpost Belgium. We are still discussing how we can

implement it in all of our worldwide subsidiaries. The foundation for the procurement policy is the requirements of the European Commission’s DG Environment for Green Public Procurement (GPP). In these requirements, different product groups can be differentiated based on their technical aspects and their social and environmental performance. If a contract exceeds a predefined value and has a sustainability impact, it is held against different sustainability criteria. We are striving to have as many procurement contracts as possible covered by the sustainable procurement policy, taking into account that the procurement process is different for every kind of business and geographical location.

It is important to note that, since bpost is a semi-public company, it is not allowed to incentivize or grant contracts to suppliers with specific criteria. We can only set criteria for the product or service we procure, but not the supplier itself. However, bpost has included a clause in the Supplier Code of Conduct, which requires suppliers to perform a CSR risk assessment.

As a postal operator, responsible paper consumption is one of our highest sustainability priorities. We are committed to become the best in class and work together with PEFC and FSC to reach that objective. Various measures are in place, which have resulted in 100% of paper that is PEFC or FSC certified. Furthermore, 100% of stamps are printed on FSC certified paper.

SUPPLIER ASSESSMENT

To ensure that the sustainable procurement policy is adhered to, we include both an environmental and social clause in our procurement contracts, which refers to our Supplier Code of Conduct. All bpost’ requirements regarding its suppliers are clearly described in its Supplier Code of Conduct and its Supplier general terms. There, it is explicitly mentioned that bpost reserves the right to request an internal assessment or an assessment by an independent organization acting on behalf of bpost (Ecovadis or equivalent) regarding compliance with this Code and specific aspects of sustainability. If a supplier is not able to comply with bpost’s requirements, we may be forced to terminate the contract in extreme cases. We are investigating whether we can apply the Supplier Code of Conduct to all of our subsidiaries.

We partner with Ecovadis to ensure the compliance of our suppliers to our Supplier Code of conduct. This external party conducts supplier CSR Risk assessments and takes into account environmental (energy, water, waste, products) and social performance (health and safety, working conditions, child and forces labor). Using the Ecovadis assessment, our suppliers are given a score from 1 to 100. If they score too low, we engage a dialogue with them to see if we can support to improve our supplier’s CSR performance.

Since 2017, in addition to the assessments performed by Ecovadis, we also performed on-site audits on high-risk profile suppliers (e.g. textile for our new uniforms). These audits focus on child labor, human rights, working environment, possible dangers, environmentally friendly production, cleanliness and compliance with bpost requirements.

Proximity to our customers

→	PROXIMITY – PROXIMITY TO OUR CUSTOMERS	UNIT	BPOST BELGIUM			SUBSIDIARIES		BPOST GROUP	
			2019	2018	2017	2019	2018	2019	2018
	Customer satisfaction ¹	Score	82	84	86	n/a ¹	n/a ¹	n/a ¹	n/a ¹
	Amount of letters for which the customers have offset their mail carbon emissions ¹	Million letters	164	162	159	n/a ²	n/a ²	n/a ²	n/a ²
	Total carbon emissions offset for the customers ¹	CO ₂ teq.	1,809	2,533	2,404	n/a ²	n/a ²	n/a ²	n/a ²

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.
 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 METER SERVICE

With our Carbon Meter, we help our customers to make well-informed decisions that minimize their environmental impact. Depending, for example, on the type of paper, use of cardboard, size and ink, they can measure the carbon footprint of their advertising mail flows.

CARBON OFFSETTING SERVICE

In addition to let customers calculate their carbon footprint, we offer them the option to offset their carbon emissions generated during the delivery of their mail items. Together with CO₂logic, 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 supply in Eritrea, 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.

We also invested in sustainable agriculture and forestry in Zambia, where poor agricultural practices, poverty and a loss of precious forests and ecosystems are threatening the country. The Zambia AgroForestry Project promotes sustainable agriculture and forest conservation at a landscape level, through sustainable agricultural land management and REDD+ (Reduce Emissions from Deforestation and forest Degradation) development.

CUBEE

We try to provide our customers with flexible and sustainable solutions. One of these solutions is Cubee, an independent, open network of parcel lockers for retailers, online customers and couriers. Consumers can choose to ship their parcels to a Cubee locker, which they can pick up whenever convenient using their smartphone. The Cubee lockers are conveniently located at highly visited places, for example at train stations.

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.

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).

CO₂ eq. emissions

bpost Group 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. bpost Group reports CO₂ emissions only. HFCs emissions from on-site refrigeration or air-conditioning are negligibly small. Emissions from NH₄, N₂O, PFCs or SF₆ 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 2019 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](#).