

# 5. Customer and Citizen Value



**84.5 %**

**customer satisfaction score Belgium**

**2,760**

**total number of PUDO points**

**3.3 million**

**registered consumer preferences**

**549 thousand**

**last-mile parcels delivery per day in Belgium**

**5.6 million**

**letters delivered per day**

Day after day, we connect people, businesses and society. Whether it is our associates in our fulfilment centres, preparing client orders, our call center agents answering consumer questions, or our postwomen and men passing by every street in Belgium every day, always on the move.

With bpost's dense retail network, we have at least one post office in every municipality of Belgium, providing sending and receiving services, banking services, and an ATM when it is not offered by other banks. We play a prominent role in the social fabric of society. Our proximity and the trust our people enjoy also enable us to offer innovative solutions that bring citizens and authorities closer together. Simply put: we are a catalyst of social cohesion, today and in the future.

With a customer satisfaction of 84.5% across both residential and commercial clients, bpost proves every day it is a trusted partner in Belgium. bpost is the provider of Universal Postal Service in Belgium and formalized its commitments towards its proximity to Belgian citizens in the 7th management contract that was signed in 2021 and runs to the end of 2026.

As a national postal operator, bpost's history is closely intertwined with the history of Belgium, however in recent years we have transformed ourselves from a traditional postal company into a global parcels and e-commerce logistics provider. We are a global group headquartered in Belgium, comprising various entities around the world, each with their own strengths and services.

## 5.1 Customer Experience

KPI	UNIT	2019 BASELINE	2021	2022
Customer Satisfaction score – bpost Belgium	%	82	83	84.5
Total number of PUDO points (including parcel lockers)	Number	2,088	2,500	2,760
Total number of parcel lockers	Number	150	501	692

### Customer Satisfaction

At bpostgroup we measure our customer experience and loyalty through the Net Promoter Score (NPS) on a scale of -100 to 100. NPS is a widely used metric that is used by many of our customers. Their responses give us insight into their overall satisfaction level, including how willing they are to recommend bpostgroup products or services to others.

We track NPS at all of our subsidiaries and brands and separate between B2B and B2C customers as the nature and the respondents of these customer segments are very different. Each unit within the group uses the granular results to create specific action plans and to improve the NPS going forward.

bpost also conducts a separate customer satisfaction survey which includes both residential and business customers. Since 2019 our customer satisfaction score has steadily increased from 82% to 84.5%. A key achievement in 2022 is the increase in satisfaction of registered mail for both residential and business. In addition we also note an increase in satisfaction on sending and receiving of parcels for residential costumers.

### PUDO – convenient and sustainable

We provide customers with convenient and sustainable solutions, one of which is our Pick-Up Drop-Off (PUDO) network in Belgium. Consumers can choose to conveniently drop or ship their parcels at one of the 2,760 PUDO points including post offices, post points, parcel points and parcel lockers. New lockers have now been added at more than 200 locations, where they are available 24/7 using smartphone or e-mail code access. The lockers are conveniently located at high footfall places such as train stations and supermarkets.

The bpost PUDO network is already comprehensive, and by 2030 will be increased to 4,000 points across the whole of Belgium. The PUDO service not only offers convenience, but helps reduce CO<sub>2</sub> emissions by having fewer failed deliveries, and by consolidating volumes –another step towards achieving our sustainability targets.

### Customer preferences

In order to be best in class for customer convenience, and to deliver a *first time* right service, bpost continues to invest in supporting customer preferences. For example a customer can choose a specific neighbor for a delivery if they are out, indicate a safe place to leave a package, or reroute to a pickup point. These solutions ensure that customers receive their parcel in a timely and convenient way, which helps increase customer satisfaction and Net Promoter Score (NPS) ratings. The added benefit is the positive impact on the environment, as all parcels are successfully delivered at the first attempt – a perfect example of how customer convenience and sustainability can go hand in hand. A similar service has recently been set up for registered letters, through a legal mandate granted to bpost. This allows the postal worker to simply deposit the registered letter in the mailbox if there is no-one to sign for it, instead of requesting the customer to pick it up a day later at a pick-up point. No less than 3.3 million parcel preferences and 200,000 mandates have been registered to date.

3.3 million

Belgians have given their parcel receiver preferences, and

200,000

have ‘sign for me’ activated.

**“We chose bpost for several reasons: the quality of the service, the proximity and fair, competitive prices for Belgium. We count on bpost for the end of the year period, because we are now sending 30-40% more parcels to our private customers.”**

**Pierre-Yves Orban**  
Co-Founder, Javry



## Parcel handover – logical and convenient

At the start of 2022 a bpost pilot project in eight Belgian municipalities, gave residential customers the option of handing over parcels they wanted to send, to the person delivering a parcel to them. After tremendous success the service was rolled out to the whole of Belgium by the end of the year. As a bonus, bpost also piloted the Recupel project nationwide. Customers can collect small used household goods such as hairdryers, toothbrushes, and old phones, package them up, attach a Recupel label and request the postal worker to take it whenever a parcel is delivered.

## A commitment to SMEs

bpost commitment to SME's has been there from the outset. During the Covid-period bpost pioneered with their “everybody online” program to help SME's move online. In 2022 bpost launched a new SME initiative, with a new offer for companies sending less than 1,000 packages a year. SMEs can create a free, professional account, without a fixed contract, but with a market-consistent pricing policy. It's a game changer for many smaller businesses in the e-commerce space, and it perfectly matches bpost's mission to help companies grow.

## Dynahealth helps healthcare providers focus on what's truly important

Key trends, such as an aging population, elderly people's desire to stay at home as long as possible, and rising costs in hospitals have led to DynaGroup look at solutions for the healthcare sector in the Netherlands and Belgium. With increasing needs for more in-house health solutions, and a market not yet able to fulfil these, the company puts it ‘Can deliver complex products, install equipment, and do repairs. Meet Dynahealth!’

Dynahealth provides the following solutions:

- Last-mile logistics services (next day or even same day solutions);
- Fulfilment services (central stock at a single location or spread over several locations);
- Installation services (such as wall-mounting a shower set, installing a hospital bed and smart home accessories for patient-related remote care);
- Technical specialists also provide preventive and corrective maintenance services both at the customer and at one of the Dynahealth sites, including product cleaning and refreshes;
- Asset management (a central administration system covering all products).

**“Providing logistics, installation and repair services to the customer lightens their workload, so they can focus on what's truly important: caring for patients. This end-to-end solution is also in line with our circularity philosophy of extending the life of products to make them much more sustainable.”**

**Stephan Van Mulken**  
CEO DynaGroup

## 5.2 Digital Innovation

With bpostgroup's mission being 'to connect the digital with the physical', digital innovation is clearly a vital part of delivering on that mission. In the last year there have been a number of initiatives which underscore this:

### Robotics at Radial

Radial US deployed autonomous mobile robots (AMR) at their fulfillment center in Romeoville, IL in partnership with Locus Robotics. This innovative technology will support high-volume order fulfillment for SKIMS, a solutions-oriented retail brand creating the next generation of underwear, loungewear, and shapewear.

Locus's AMRs also help expedite the onboarding of new Radial employees and seasonal workers so they can be highly productive, faster. The solution includes integrated multi-language capabilities and an intuitive interface, without the need for long training times or added training and development resources.

In partnership with Advanced Handling Systems (AHS, LLC), a leading full-service integrator of automated fulfillment and distribution solutions, Radial implemented a new Exotec Skypod system for Gymshark a fitness community and apparel brand based in the United Kingdom.

**“This new deployment expands Radial’s ability to strategically scale to meet the growing needs of dynamic and growing customers like SKIMS.”**

**Rick Faulk**, CEO of Locus Robotics

The Exotec Skypod System is the first of its kind to use mobile robots that can move in three dimensions and reach heights of 40 feet to enable efficient, high-density inventory storage. The Exotec Skypod uses laser scanner navigation and robust software to increase warehouse throughput. The system is also designed to improve working conditions for the fulfillment associates and foster more sustainable warehouse productivity by reducing highly repetitive, physically intensive tasks like walking, lifting, and bending.

### My bpost app

My bpost app is currently rated as the best productivity app in Belgium. We have now reached 2.6 million downloads of the app, which is the most complete track & trace app for smartphones. My bpost allows customers to track all barcoded shipments, from bpost and other carriers, and also to create labels for parcels. Users can also set their preferences for both parcels and registered letters, making use of our ecofriendly lean PUDO lockers, and use chatbot and live chat functionalities when help is needed. My bpost users updated on the arrival of their precious goods. In an ever more digitalized society, the My bpost app is an important asset in making our current services digitally accessible, and leveraging new opportunities in the future.

### bpaid – the card that allows you to be yourself

bpost applies its inclusion policy to all of its products and services, and at the end of 2022, all customers were given the option to choose the first name they want to see on their prepaid bpaid card to reflect their own sense of identity. What's more, we also added a notch to the prepaid card to ensure that blind and partially sighted people can easily find it in their wallet.

### The Connecting Smiles Project

The Connecting Smiles Project puts the customer at the center of everything we do, with a CRM transformation that give a 360° view of customer interactions. The goal is to create happy customers, happy employees, and improved efficiency and self-service through digital first. The integration of B2C and B2B customer care has been successfully launched in 2022.



## Active Ants Multiwarehousing solutions across Europe and the UK

Active Ants is expanding across Europe, into Belgium and Germany in recent years, with the UK being the latest addition to the portfolio. With this expanding footprint, Active Ants is able to offer a multi-warehouse solution to customers across Europe, giving the ability to place stock as close as possible to their clients. Because its warehouses are located close to key ports (Schiphol/Amsterdam airport, Brussels Airport, the ports of Rotterdam and Antwerp), Active Ants can offer the best entry point into Europe and can onboard new products extremely quickly.

**“Active Ants set itself apart from the other candidates due to some unique solutions, such as simple software integration with language recognition for orders, no-air packaging tailored to the product and affordable, flexible custom printing on boxes to improve brand recognition. The presence of Active Ants in Belgium, the Netherlands, Germany and the UK means we can accelerate our international growth without having to search for a new local partner.”**

**Nicolas Bartholomeeusen**  
Founder, Imby Pet Food

## 5.3 Community engagement: our social projects across the globe

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 the business and communities have a more international character today. To stay close to our roots, we support a number of social projects across the globe.

### Bridge the Digital Divide

Within the framework of the 7<sup>th</sup> management contract, bpost has committed to support the digital transformation of the Belgian State through the launch of pilot projects. In this way and via its post offices, bpost wants to act as a human and physical point of contact for the public sector's digital services, particularly for isolated, vulnerable or digitally impaired citizens.

The post offices may help the State to 'detect' these citizens and direct them to digital support solutions in partnership with local organizations. Post offices may also offer support to help these citizens with certain digital procedures (e.g., filling out a file, applying for a public transportation pass, or other types of procedures that require online identification), in partnership with the public services concerned and according to their requests.

bpost has launched pilot projects and is actively seeking partnerships with organizations and public authorities to continue to bring these projects to life.

### The 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 part of the revenue of a Christmas stamp sale. Since then, the Fund has received about 1.4 mEUR, and in 2022 received 90,000 EUR worth of grants. Going forward the fund will expand its scope to areas of climate change, the circular economy, social integration, diversity and inclusion, and health and well-being.

### bpostgroup initiatives to help Ukraine

During 2022 and into 2023 a number of initiatives were launched to fundraise for Ukrainian refugees, and to help those hardest hit by the crisis of the war in Ukraine:



## bpost partners with Ukraine’s national postal operator

bpost supports everyone affected by the humanitarian crisis in Ukraine, and we collected donations of vital supplies at our 657 post offices in March and April 2022. In response to the humanitarian crisis, bpost volunteers drove company trucks filled with the donations, all the way to the Ukrainian border. The cargo was then handed over to Ukrposhta, Ukraine’s national postal operator, which ensured it reached the people most in need.

## The GivingTrax campaign for Ukraine

Landmark Global US, along with their partner GivingTrax, launched a campaign to raise funds for charities working with those directly affected by the war in Ukraine. Employees were invited to donate to the International Rescue Committee, the Global Empowerment Mission, and the Save The Children Fund. Landmark matched all donated funds 100%, and the total impact with employee and company donations was 28,425 USD.

## Radial EU and e-logistics Eurasia

Radial EU also teamed up with a local fundraiser in Poland, Europa Razem (Europe Together), to help Ukrainian refugees fleeing the war. Europa Razem provides the most needed humanitarian aid to refugees and others most affected by the events in Ukraine. They work in close contact with our colleagues from Radial Poland who supported Ukrainian refugees in 2022, and into 2023. Colleagues from all business units in Eurasia (Active Ants, Dynagroup and Landmark Global) have donated to Europa Razem, to support the actions in Poland, and Radial Poland as a company has also made donations.

## The Oldham Foodbank charity

Since 2022 colleagues at Radial UK have donated pasta, long life milk, rice, tinned fruit and other long lasting food to the Oldham Foodbank. The charity provides three days of nutritionally balanced emergency food and support to local people, who are referred to them in crisis situations. The Oldham Foodbank is part of a nationwide network supported by The Trussell Trust, working to combat poverty and hunger across the UK. The Oldham Foodbank opened in 2012, and in 2022 supplied 8,048 three-day emergency packages.

## Social2Gether Initiative

DynaGroup decided to donate to several charity initiatives each year, based on employee suggestions about which charity initiatives to support. It’s a way of giving back to the local community, and society at large, with special Social2Gether award hand overs being arranged with recipients.



## 5.3 In summary: Customer and Citizen Value at bpostgroup

bpost is a dynamic organization, putting great value on its proximity to citizens and society. 2022 saw many initiatives at all levels of our business, ranging from new digital offerings which benefit society, moves towards ever greater inclusivity, and the support of those in need. Our commitment to sustainable practices runs deep, and we encourage our partners to also increasingly pay attention to this. Some of the programs mentioned here are ‘big’, others are smaller in their scope and intention, but be in no doubt, they are all important – to customers, citizens, and to bpost.