

Diversity Policy



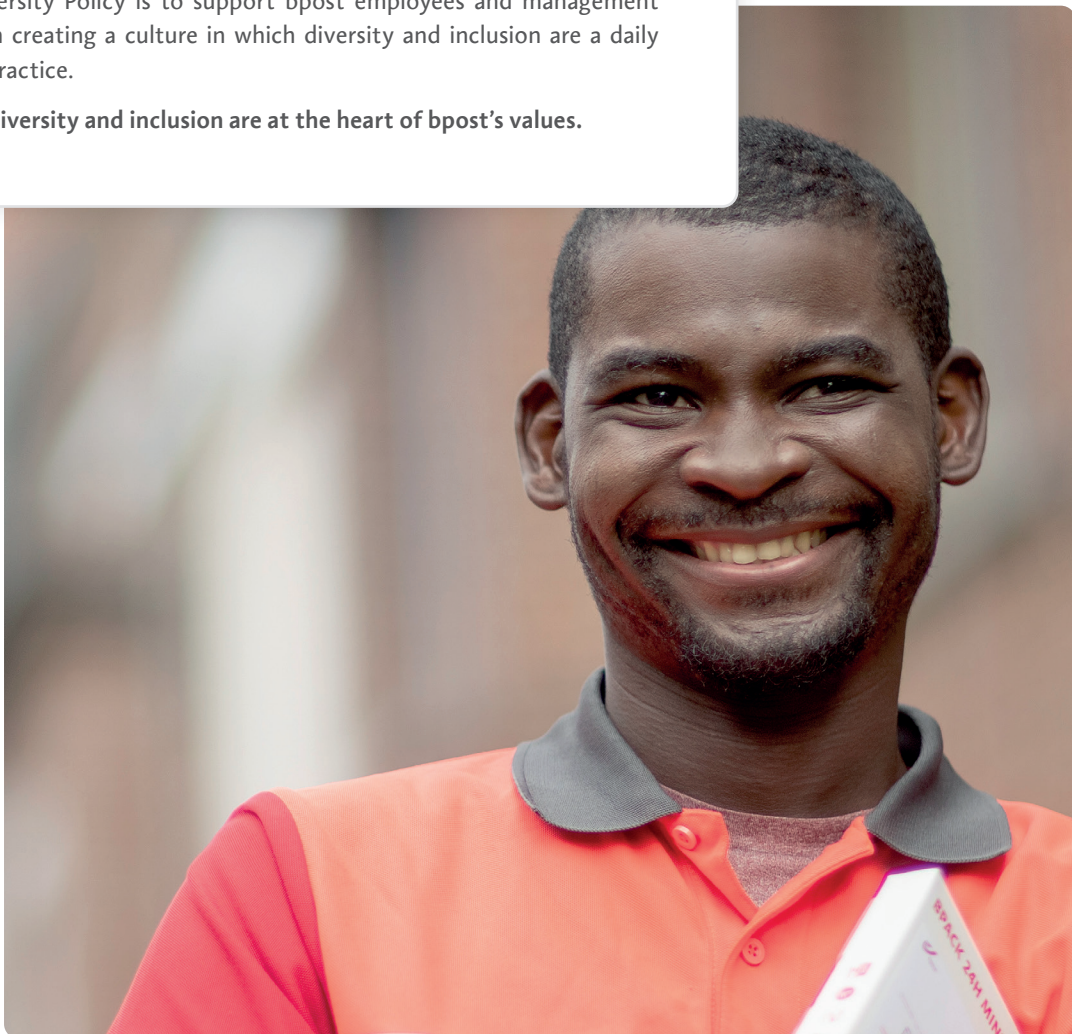
Policy Statement

Individuals from different backgrounds, cultures, perspectives and experiences enhance work culture. They drive innovation and create a dynamic environment. This leads to higher performance.

bpost NV/SA is a highly diverse company in terms of its workforce and is committed to creating and supporting a collaborative workplace culture. A diverse environment allows the company to optimize interaction with its customers and stakeholders, and effectively respond to challenges in different ways.

In that context, bpost SA/NV has designed a Diversity Policy (available on the bpost website) aimed at creating diversity and inclusion awareness within the company. The purpose of this Diversity Policy is to support bpost employees and management in creating a culture in which diversity and inclusion are a daily practice.

Diversity and inclusion are at the heart of bpost's values.





Promoting Diversity and Inclusion within bpost

Creating a Culture of Diversity

bpost NV/SA takes a broad view on diversity. Diversity encompasses, inter alia, differences in backgrounds, gender, age, language, ethnic origin, parental status, education, skills, abilities, religion, sexual orientation, socio-economic status, work and behavioral styles.

Promoting diversity and developing a culture that values differences are now a core principle and will be reflected in all bpost NV/SA activities, including recruitment, training, promotion, talent development, skills enhancement, retention of talent, flexible work arrangements available to employees and group policies and procedures.

The diversity strategy concerns all employees, contractors and consultants engaged within bpost NV/SA. It is underpinned by a comprehensive strategy and is translated in a range of policies and programs:

- 1 **Code of Conduct:** bpost NV/SA is committed to complying with its legal obligations and acting ethically and responsibly. The bpost NV/SA Code of Conduct sets out the minimum standards of behavior and conduct expected of all bpost employees, contractors and consultants;
- 2 **Diversity Portal:** a diversity portal, accessible to people managers, has been set up and reviewed in 2017. This portal helps managers in becoming familiar with diversity and inclusion issues, identifies the applicable framework and offers training opportunities;
- 3 **Leading@bpost program:** a specific cultural change program has been prepared. The program aims to induce a balanced leadership style among bpost NV/SA leaders, based, inter alia, on curiosity and openness to others and their way of thinking;
- 4 **Leave policy:** a range of leave options are available to bpost NV/SA employees to ensure they have appropriate options for time off work. This includes annual leave, maternity leave, parental leave and opportunities to work from home;
- 5 **bpost NV/SA diversity manager:** a diversity manager has been appointed within bpost NV/SA. The diversity manager is responsible for managing bpost's diversity and inclusion strategy;
- 6 **Learning and development opportunities:** to support its employees to reach their full potential, bpost NV/SA offers a range of internal and external learning and development opportunities and supports employees to continue their education.



The Board of Directors sets the tone and is the true sponsor of the diversity and inclusion strategy within bpost NV/SA.

The Board of Directors assesses annually whether diversity within bpost NV/SA has improved. Workshops are organized for teams investing in diversity and inclusion awareness and/or dealing with specific topics within the diversity and inclusion framework.



Building a Culture of Inclusion

Fostering diversity requires the creation of an inclusive environment in which everyone feels supported, heard and inspired to operate to their full potential and in which discrimination, harassment, bullying and prejudice are not tolerated.

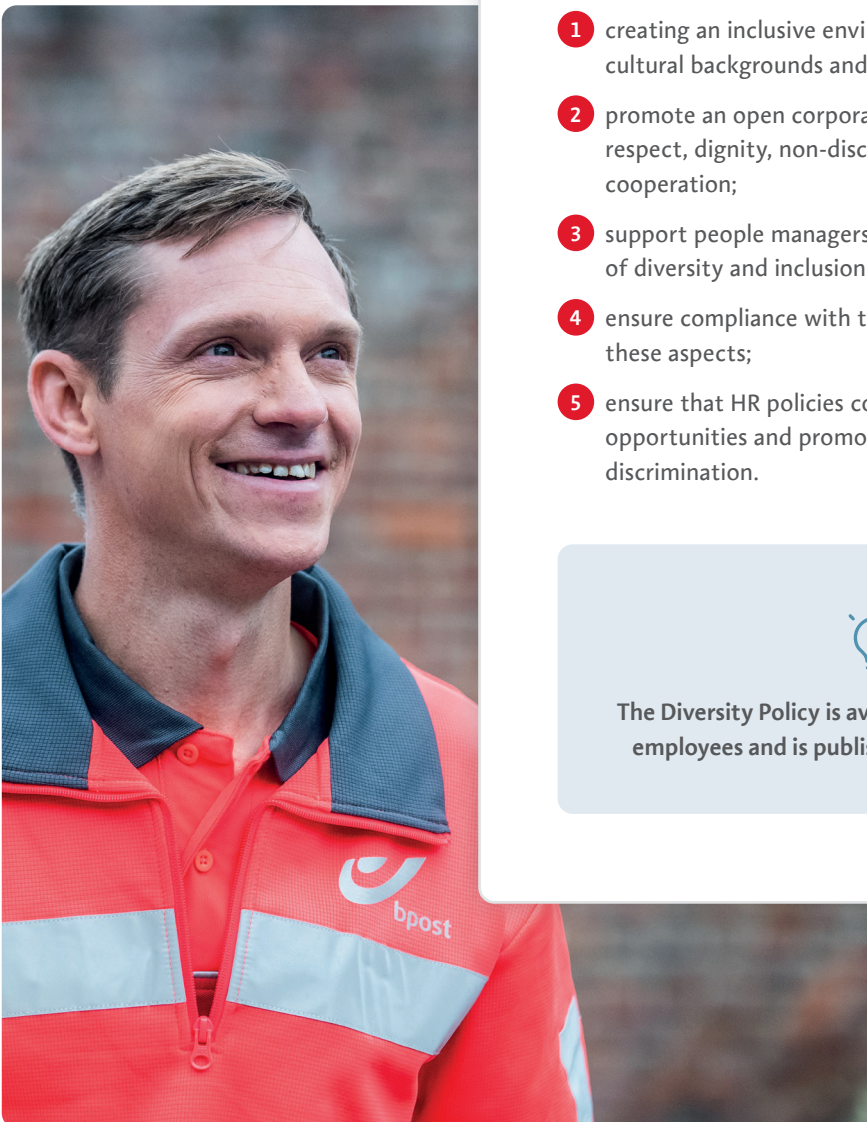
bpost NV/SA promotes an inclusive environment that leverages the unique contributions of diverse individuals and organizations to collectively and effectively create opportunities for everyone.

To that end, bpost NV/SA is committed to:

- 1 creating an inclusive environment that respects all cultural backgrounds and beliefs;
- 2 promote an open corporate culture, based on mutual respect, dignity, non-discrimination and a spirit of cooperation;
- 3 support people managers and leaders in the promotion of diversity and inclusion to their teams;
- 4 ensure compliance with the Code of Conduct regarding these aspects;
- 5 ensure that HR policies continue to foster equal opportunities and promote zero tolerance for discrimination.



The Diversity Policy is available to all bpost SA/NV employees and is published on bpost's website.



Diversity within the Board of Directors and the Group Executive Committee

bpost SA/NV adheres to the view that diversity of competences and views of the Board of Directors and Group Executive Committee facilitates a good understanding of the business organization and affairs. It enables the members to constructively challenge strategic decisions, ensure risk management awareness and to be more open to innovative ideas.

bpost SA/NV complies with the provisions of article 518bis of the Belgian Companies Code in terms of gender diversity, but the Diversity Policy for the members of its management goes beyond this strict legal minimum.

In the composition of the Board of Directors and Group Executive Committee, special attention is paid to diversity in terms of criteria such as age, professional background, gender and geographic diversity. When considering candidates for vacancies, the Remuneration and Nomination Committee takes into account balanced scorecards of such diversity criteria.



Diversity aspects

Diversity aspects that are taken into account in relation to the bpost SA/NV Board of Directors and Group Executive Committee members are the following:

- 1 Gender:** gender diversity promotes a better understanding of the market place, increases creativity, produces more effective leadership and promotes effective global relationships. In order to achieve greater gender diversity within its management, bpost SA/NV aims to (i) identify potential female talents at an early stage, (ii) provide opportunities that allow women to reach their full potential, (iii) enroll women in development programs that prepare them for management roles.
- 2 Age:** age diversity in the workplace is part of the human capital and provides a larger spectrum of knowledge, values, and preferences. Age-diverse management will provide a more dynamic environment with continuous movement. In order to achieve age diversity, bpost SA/NV aims to ensure that its management counts (i) older talents, with breadth and depth of work experience and (ii) high potential younger talents who are eager to learn.
- 3 Professional background:** to stay competitive in a changing environment, bpost SA/NV must attract and retain talent with diverse professional backgrounds. Background diversity provides bpost SA/NV with a range of expertise and experience necessary to respond to the complex challenges it faces. In order to achieve professional background diversity within its management, bpost SA/NV aims to identify people who (i) have distinct professional backgrounds and (ii) come from various sectors at different points in their career.
- 4 Geographic diversity:** geographic diversity is significant and positively correlated with firm performance, especially in increasing business & strategy internationalization. In order to stimulate geographic diversity, bpost SA/NV takes into account foreign elements in the profile and the path of its candidates.



Implementation of diversity within bpost's SA/NV management

The Board of Directors assesses annually whether diversity within the bpost SA/NV management has improved.

In addition, in accordance with article 96, §2, al. 1 of the Companies Code, bpost SA/NV publishes in its annual report a description of the Diversity Policy applied in relation to its Board of Directors and Group Executive Committee members.

