

Well-being/ HR&O

Diversity, Equity and Inclusion Policy

Version 2
Entry into force: 02 April 2026

Key message

At Bnode, diversity, equity and inclusion are more than just principles: they are powerful drivers of creativity, sustainable performance, and cohesion. We are committed to offering every employee a respectful and inclusive environment where differences are embraced as strengths.

This Policy aims to provide employees and managers with clear guidance to ensure that diversity, equity and inclusion are reflected in everyday practice and responsible behavior.

The appendix to this Policy outlines the specific guidelines and initiatives implemented by bpost NV/SA.

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1. Purpose, scope and hierarchy

Purpose

Bnode considers diversity, equity, and inclusion to be essential drivers of performance, innovation, and well-being. Bringing together individuals with diverse backgrounds, cultures, perspectives, and experiences enriches our culture, fosters creativity, strengthens our reputation, and promotes an inclusive work environment.

The purpose of this Diversity, Equity & Inclusion Policy (the "**Policy**") is to affirm Bnode's commitment to fostering an inclusive workplace and ensure equal opportunities for all Co-workers.

To achieve this, Bnode is committed to:

1. Creating a respectful and inclusive work environment;
2. Promoting a culture based on respect, dignity, and cooperation;
3. Supporting managers and teams in developing inclusive practices;
4. Applying the Code of Conduct and HR policies on equal opportunities;
5. Enforcing zero tolerance for any form of discrimination, harassment, or exclusion.

In compliance with applicable laws, Bnode embraces a broad definition of diversity covering differences in origin, gender, age, language, parental status, religion, ethnicity, sexual orientation, skills, education, and working styles.

This Policy was adopted by the Board of Directors of bpost NV/SA on 13 March 2018 and was last updated on 2 April 2026.

Scope

This Policy applies to:

- all employees within Bnode and its subsidiaries (Bpost NV/SA and its subsidiaries together form "**Bnode**") regardless of their duties or position; and
- persons closely connected with Bnode's activities and operations who are not employees, but to whom this Policy is communicated (such persons include all directors, persons holding executive, consultancy, managerial or supervisory positions within Bnode, temporary workers, trainees, and contractors (hereafter referred to as "**Co-workers**")).

Our diversity culture is also reflected in our [Code of Conduct](#) and our [Supplier Code of Conduct](#).

Hierarchy

This Policy applies throughout Bnode subject to applicable local legislation. It may exceed minimum legal requirements provided it remains compliant with local law. If local laws impose additional requirements or restrictions, those will prevail. The entities may also define additional measures or local addenda to reflect their legal frameworks and operational needs. In the event of non-compliance, appropriate measures will be taken.



2. Diversity in our operational practices

At Bnode level, it is underpinned by a comprehensive strategy represented in a range of policies or programs including but not limited to:

- **Code of Conduct:** Bnode is committed to comply with its legal obligations and to act ethically and responsibly. The Bnode Code of Conduct sets out the minimum standards of behavior and conduct expected of all Bnode employees, contractors and consultants;
- **Human Rights Policy;**
- **Speak-up or local equivalent,** a secure channel for reporting any behavior that goes against our principles, notably the principles of diversity, without fear of retaliation. Depending on local legal requirements, the level of anonymity and confidentiality offered may vary;
- **Culture Framework:** a set of values and company purpose that guide everyday behaviors expected from all employees;
- **Leadership Expectations:** a set of leadership behaviors aimed at developing Bnode leaders as inclusive transformational leaders who role model positive behaviors and set high expectations of their teams.
- **ERGs:** support for employee led resource groups are active across Bnode providing for a community where employees can collaborate, learn and grow around shared interests
- **Leave policies:** a range of leave options are available to Bnode employees to ensure they have appropriate options for time off work. Accounting for local requirements, these may include, e.g., annual leave, maternity's leave, parental leave or opportunities to work from home;

The subsidiaries supplement these tools with local initiatives tailored to their legal frameworks and specific needs.



3. Diversity within the Bnode Board of Directors and Executive Committee

At Bnode, we believe that diversity of skills and perspectives within the Board of Directors and the Executive Committee enhances decision-making, strengthens risk management, and fosters innovation.

The Policy complies with the provisions of article 7:86 of the Belgian Code of Companies and Associations regarding gender diversity, and goes beyond this strict legal minimum.

When considering candidates for vacancies within the Board of Directors and the Executive Committee, the Remuneration and Nomination Committee seeks to ensure balanced representation across a broad range of diversity dimensions. These may include, among others, gender, age, professional experience, cultural and international background, as well as other relevant characteristics. In particular, attention is paid to:

- **Gender balance:** including the early identification and development of diverse talent for leadership roles;
- **Age:** promoting a mix of experience levels and generational perspectives;
- **Professional experience:** encouraging complementary professional backgrounds and cross-sector expertise;
- **Geographical diversity:** considering international exposure and geographical diversity, supporting the Group's strategy and activities.

4. Availability, updates and clarifications

The Diversity, Equity and Inclusion Policy:

- is available to employees on Bpost4me or on applicable internal Bnode platforms used by Bnode subsidiaries;
- is available on the Bnode website: <https://bnode.com/who-we-are/compliance>.

This Policy will be reviewed on a regular basis and updated as necessary. Where local legislation grants information and/or consultation, Bnode entities will engage with the relevant employee representative bodies before implementation.

Co-workers will be informed of any updates as appropriate.

Each year, the Board of Directors will assess the progress made and, if necessary, adopt new measures.

If you have any questions or queries in relation to this Policy, please contact the Bnode's Well-being Department at wellbeing@bpost.be.



Appendix I - Guidelines or programs specific to Bpost NV/SA

Bpost NV/SA reinforces Bnode's Diversity, Equity & Inclusion Policy through specific guidelines, a dedicated Diversity Portal, and the 100% Respect program.

Diversity Portal

This portal, which is accessible to all employees via [bpost4me](#), raises awareness in the area of diversity and inclusion, reminds employees of the applicable framework, offers targeted training and provides practical support tools.

Diversity & Inclusion brochure

The brochure outlines our commitments across five key dimensions:

1. Gender and sexual orientation

Bpost strictly prohibits any form of discrimination or harassment based on sex, gender, sexual orientation, pregnancy, or parenthood. Any inappropriate behavior is addressed immediately with appropriate measures. HR decisions are free from discriminatory practices, and flexible solutions are encouraged to help employees balance family life and professional requirements.

2. Age and generations

We value and support talent across all generations, promoting well-being and the complementarity of generations.

3. Languages

An inclusive language policy governs the use of French and Dutch in professional exchanges, while allowing everyone to express themselves in the language of their choice outside of work-related contexts.

4. Diversity in terms of religion

Bpost respects the freedom of belief, provided its expression remains compatible with the employment contract.

- In certain customer-facing roles, wearing religious or ideological symbols is not permitted so as to ensure public service neutrality.
- In other roles, such symbols are accepted as long as they comply with legislation and the Code of Conduct and do not serve as instruments of proselytism.

5. Disability

Every talent deserves a place based on their skills. Bpost is committed to recruiting, supporting, and retaining employees with disabilities, contributing to a more inclusive and supportive organization.

Legal framework

This appendix is based on the three Belgian laws of May 10, 2007 aimed at combating discrimination, racism and gender inequality. These laws prohibit any unjustified distinction and provide for enhanced protection measures.