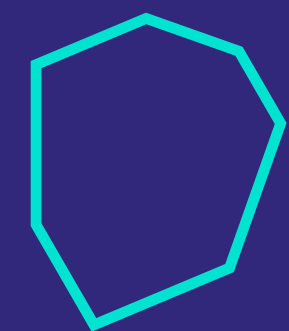


# 1. ESG: realisations and objectives / Roadmap 2022 - 2026



**unifiedpost**  
GROUP

**“As a technological innovator we strive to reduce the carbon footprint by creating a paperless and digital world for our customers and partners. Equally we aim to be a large global employer where people are eager to work, develop their skills and achieve an optimal work-life balance.”**

At Unifiedpost, we recognize and are aware that ESG is playing an important role in our corporate performance. We consider that sustainable development is part of our corporate DNA.

Indeed, one of our major focus points is facilitating e-invoicing and helping companies to shift from a paper world to an electronic way of doing business. Not only can environmental improvements be achieved by using less paper, but this will also cut off energy costs from the transportation of invoices.

Also, we became a public listed company in 2020 and exceeded the threshold of employing more than 1.000 people worldwide.

These milestones increased our awareness even more on the importance of strengthening our governance policies, environmental conscience and the attraction and retention of talent. We want to use our abilities to unleash talents in our company to resolve complexities, overcome problems and foster sustainable solutions helping both our customers and the planet.

We are convinced that by having put in place a clear ESG policy and operating framework we will achieve our ultimate goal to act towards sustainable outcomes for the environment, our people and our customers. Moreover, we will meet the information needs of our stakeholders such as investors, current and future employees and customers and partners, as they increasingly value the ESG dimension of our (way of doing) business.

We have put together an ambitious and robust ESG roadmap detailing the journey we want to take as a company for the coming years. Our commitment to sustainability is grounded in strategic priorities from the UN sustainable development goals (UN SDG).

In short, in 2022 we aim to further build and improve on our ESG framework, and on maintaining our inclusive and talent-focused company culture worldwide.

## Our ESG mission

We are fundamentally committed to a mission of sustainability at a corporate, cultural and policy level. Our ambition is to expand a sustainable pan-European business connectivity network together with our employees, customers, partners and other stakeholders in order to improve (cost) efficiency and speed within this network, and to further reduce the carbon footprint. Our core business supports large and small companies to generate economic benefits in an environmentally responsible manner as we aim to dematerialize documents and processes. Moreover, as a technological innovator we hold ourselves accountable for unifying our business communities and serving our customer's needs, so they can thrive whilst still allowing them to comply with their legal obligations. Equally, we aim to be a large global employer where people are eager to work, develop their skills and achieve an optimal work-life balance. Diversity in gender, age and nationality is embedded into our company governance and a given in our workforce. This allows our people to maximize their potential and ensures that we can offer a high-quality network to our business community.

In short, we aim to maximize the impact we have by focusing on a twofold dimension of our sustainability drive: as a facilitator of economic sustainable growth, and as an employer.

## Our ESG approach

In view of our core business and with human capital as our most important asset, creating sustainability is a natural extension of the way we do business. We deliver value for our employees, clients, partners and stakeholders by investing in financial and human resources in ways that address social, environmental and economic needs.

Our approach consists of:

- Delivering innovative products and services resulting in enabling commerce and helping business grow;
- Upholding the highest standards of corporate governance and integrity;
- Promoting a culture that fosters inclusion, diversity and trust;
- Safeguarding our clients' privacy and data;
- Supporting actions for climate change and low carbon future.

## Unifiedpost's values

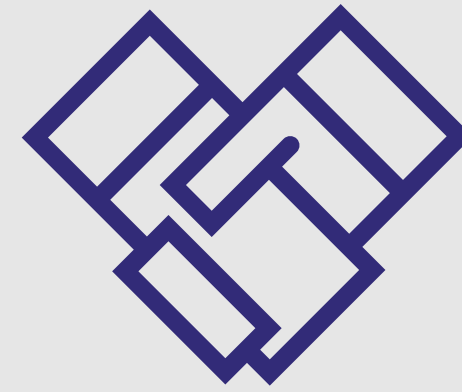
Our ESG approach is intrinsically linked and intertwined with our corporate values:

### TEAM UP



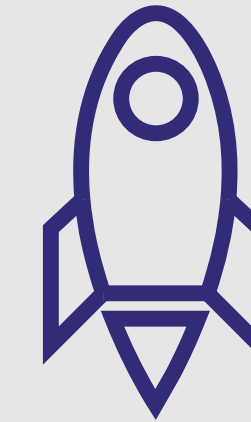
We work together in one company where everyone is valued, considered and takes responsibility. We are an important part of the value chain and aspire towards win-win solutions. We actively listen to our customers and create the best solution for their needs.

### BUILD TRUST



We are open, honest and supportive to each other. We recognize great results, right efforts and inspire by leading by example. We build long-term relationships with customers and partners. We keep our promises. We value integrity and act in a sustainable way.

### INNOVATE



We continuously develop ourselves and share our best practices and ideas with each other. We are one step ahead of the market demands and trends. We create new innovative solutions and processes for our customer, partners and ourselves.



## Our core pillars (Unifiedpost ESG Framework)

The awareness of our responsibility that we have towards our global society and the impact we can have as a company and employer is growing every day. This awareness has been instrumental in developing our ESG framework. In this, we were guided by the United Nations' Sustainable Development Goals (SDGs). This framework allows us to contribute in achieving a better and more sustainable future for everyone. With all stakeholders in mind, we want to continuously maximize our impact via effective policy management and profound leadership.



## Unifiedpost ESG Framework

### Environmental



As it is our core business to create a sustainable financial ecosystem across borders, digitalization and innovation are key for our company and its growth strategy.

We are the first pan-European business connectivity network which facilitates all companies to streamline their business by improving efficiency, speed and costs within this network. This allows our customers and partners to create value without having to deal with the administrative burden

Less physical documents means less paper and a positive impact on mobility because of less document transportation.

Within our procurement management, sustainable goals will be taken into account when it comes to purchasing of goods and facility management.

- Increasing number of saved trees due to the use of electronic documents
- Targets in the energy use of data centers
- Percentage of our revenue invested in R&D
- Constitute a #TeamGreen at Unifiedpost

### Social



Unifiedpost instills a culture of respect and empathy for its employees and the community at large. We believe that diversity and inclusion strategies are the catalyst for success and innovation in the workplace.

We encourage flexible working and maximalization of work-life balance. Health and wellbeing, both physical and financial, are at the forefront of our HR policies, designed to help employees meet their own specific needs

Whistle-blowing channels and other employee related policies are put in place to provide a strong compliance framework to all our employees.

- Report and commit to improving diversity figures at all company levels
- Equal pay for equal work: Unifiedpost employs a fair pay practice which ensures that salaries are market competitive for the same/similar jobs, qualifications and experience
- Employee feedback survey
- Engage colleagues in sustainability
- Organization and reporting on employee and leadership training
- Flexible work and caretaking initiatives

### Governance



Strong governance, integrity and ethical business practices are Unifiedpost's key ingredients to achieve its goal for long-term value creation for shareholders and driving sustainability

The code of conduct assists the Board in the exercise of its responsibilities and to promote the effective functioning of the Board and its committees. The Board's goal is to oversee the direct management in building long-term value for our customers, partners and shareholders.

Due to the nature of our business, we are inherently exposed to information security threats. We have established and maintain an extensive information security program, to reasonably ensure confidentiality, integrity, availability and security of our systems.

As a fundamental human right, privacy is embedded in all our business processes, day-to-day operations, products, and services. All our staff is made aware of the risks inherent to the processing of personal data and both general and specific trainings are organized for our staff. When developing our products and services, we aim to embed the principles of privacy by design where possible. Vendors and partners are thoroughly screened and vetted.

- Report on composition of the board
- Whistleblowing procedure available to customers/partners and employees
- Implementing privacy by design in the core of our products and services
- Procurement management framework with sustainability goals for our partners
- Further development of our centralized data protection office to ensure an equal level of data protection for our customers and partners
- Risk management by refining our risk management framework and improving our three lines of defence
- Further development of the Compliance function to identify, detect and monitor risks

## Governance of ESG

In order to monitor the progress within our organisation, we have put in place an ESG Committee. This Committee consists of at least one independent member of the Board of Directors, two Executive Committee members and several members of the operational management (of which HR). This Committee assembles quarterly and is responsible for:

- Develop a long term roadmap for Unifiedpost's ESG goals;
- Drive the implementation of the ESG policy and the set KPI's/OKR;
- Monitor and gather information on the progress made;
- Reporting to the Board and externally towards investors and stakeholders by making it part of Unifiedpost's annual reports.

## Our 2021 ESG KPI and 2022 – 2026 Roadmap

Since our listing on Euronext Brussels in September 2020 and after acquiring several companies in 2021, we now pursue a solid ESG group reporting. This reporting will be based on a solid reporting framework with auditable KPI's covering all of our global subsidiaries and take into account our 2022 – 2026 roadmap. This framework will be fine-tuned and launched within our group in 2022.

In 2021 we concentrated on

- Diversity of staff and board;
- Reduction of the carbon footprint for our partners and customers;
- Privacy and security.

### Diversity of staff and board

We are committed to workplace diversity. For long we have recognized the benefits arising from staff and Board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent.

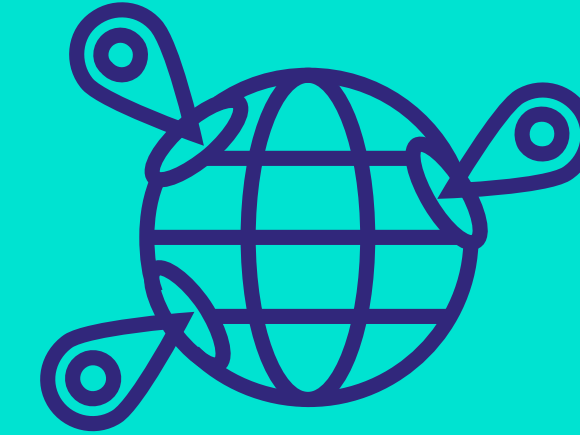
### Staff key figures

In 2021 we have acquired a number of companies. These acquisitions resulted in an increase of our collaborators by 53% compared to 2020. The number of different nationalities has risen from 25 to 35 whilst we were able to slightly increase the number of female collaborators.

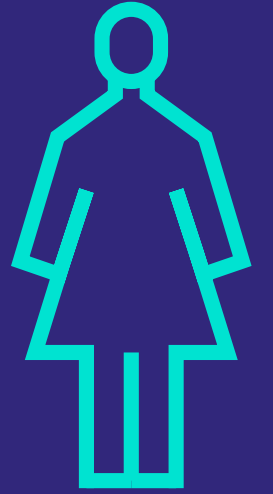
We recognize that there is a somewhat higher turnover rate. This is mainly due to COVID19 and some optimizations following various acquisitions.



**1.419**  
Total collaborators  
(2020: 854)



**+35**  
Nationalities  
(2020: +25)



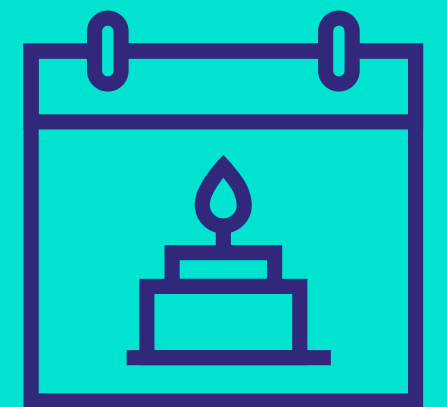
**38%**  
Female  
(2020: 37%)



**62%**  
Male



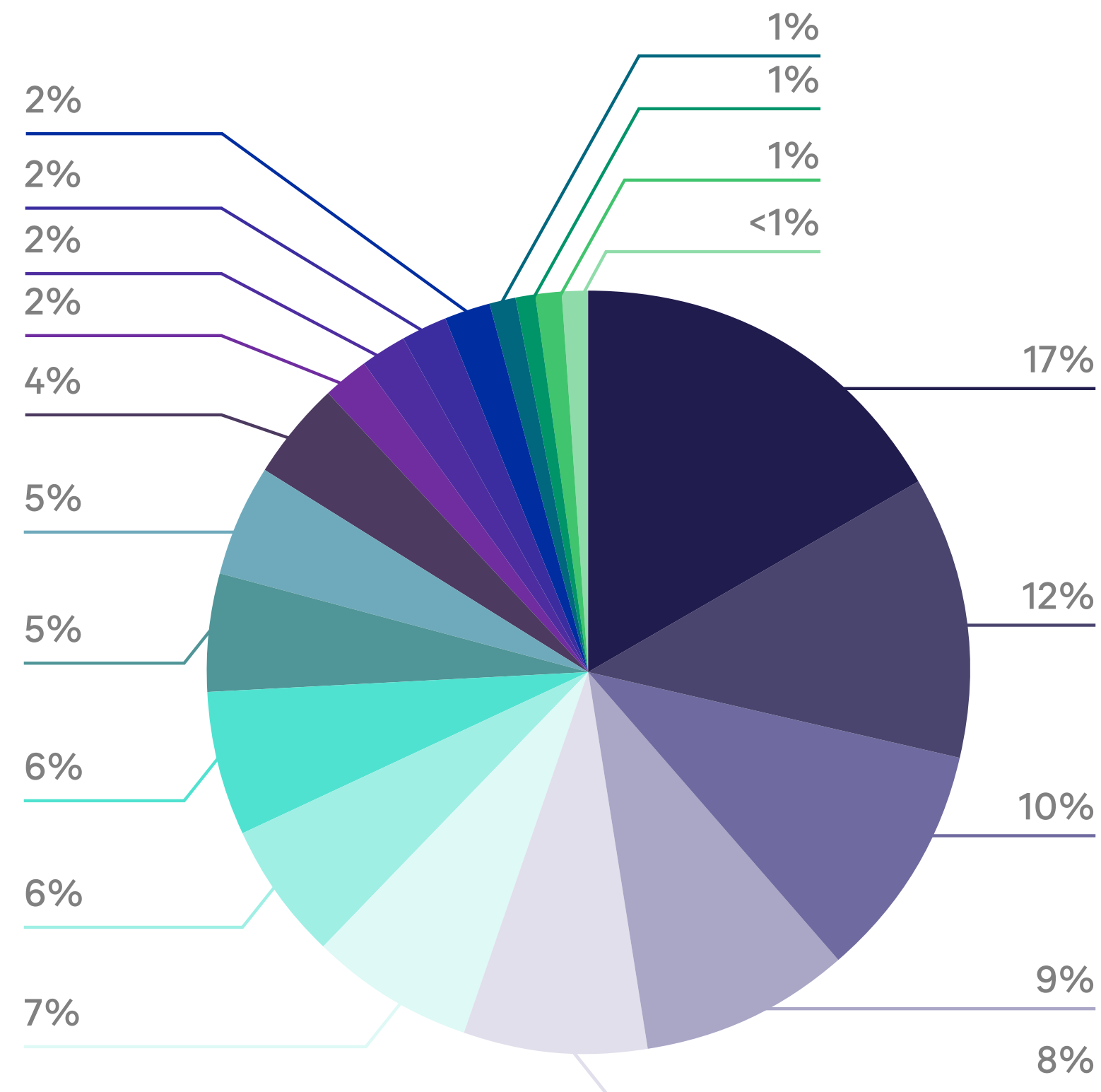
**14%**  
Employee turnover  
(2020: 10%)



**38**  
Average age  
(2020: 40)

## Geographical spread

FTEs per country (01/01/2022)



## Employee satisfaction survey 2021

In 2021 we conducted an employee satisfaction survey in which 82% of our collaborators participated. Of those participants, 84% felt cared for by either their direct manager and/or their colleagues, and there was an overall satisfaction level of 78%.

Our employees were especially motivated by:

- The promotion of teamwork and our culture;
- Flexible working times and working places;
- Our care for their wellbeing;
- The fact that we are quality minded and strive to innovate and improve business.

The survey also did show that there was still room for progress. Our people indeed indicated that our internal communication can improve, and that we should focus more on training and career opportunities. We are committed to improve ourselves in these areas over the coming years.

## Corporate governance

To be truly effective, a board requires a diversity of people, skills and views to make smart decisions with lasting impact, and to avoid 'group thinking'.

Our Board of Directors consists of people with strong personalities with backgrounds in diverse sectors. We have consciously decided to attract a significant number of female directors as we are convinced that gender diversity on our board supports balanced strategic thinking, improves operational and financial performances, raises our reputation and investor confidence, and increases customer and employee satisfaction.

For more info on our Board of Directors, please see [\[link to corporate governance section\]](#).

Over the following years we will continue to commit ourselves to ensure that diversity is a fundamental part of our Board of Directors and corporate governance.

## Reduction of the carbon footprint

We have processed over 500 million electronic documents for our customers and partners. By creating a paperless world we have saved more than 26.000 thousand trees which equals about 40 to 50 hectare of forest.

By constantly expanding our business connectivity network we are confident that this number will only grow over the next years.



## Respect and awareness of our customers data

Processing of data is a key element of our services. We fully recognize the value that such data has for our customers and partners. Therefore we consider it key to respect our customer's data.

Beginning 2021 we have started to set up our group data protection office to ensure that we can adhere to the same high standards throughout the group. This centralized data protection office supports all of our local entities when processing personal data. Even though we are also active in countries outside the EER, we have opted to adhere to the standards set by the EU's general data protection regulation.

Since the start our data protection office has focused on increased awareness by giving both general and specific trainings on privacy related topics. This resulted in an increased collaboration between the data protection office and our sales/product and support teams.

End of 2021 our data protection office has conducted a privacy maturity assessment for each of the various entities of our group, to identify potential gaps. Whilst the overall outcome was positive, we still see some room for growth, especially for the smaller entities. In this respect we will work to improve and refine our roles and responsibilities matrix and create group policies on how to deal with e.g. requests from our customers and partners or how to deal with (potential) data breaches.

## Other initiatives

*When HR Management and supporting the environment intersect...*



Unifiedpost Group raised €20.000 for WWF



As an employer, we encountered quite some new challenges during the last two years. Not only were people working from home due to COVID, we also doubled our staff to more than 1.400 FTE, so we welcomed (virtually) a lot of new people into our organization.

As we want to maximize the impact we have with Unifiedpost on our human capital and the social environment we live in, management decided to pose a fun challenge to all employees.

The aim was to motivate our employees to be active (to sport, to go outside ...) for improving their mental health, to do something good for the environment and the climate, and to unite the newly merged employees into "One Unifiedpost", by setting a united goal across all countries.

Our employees, who work in 30 different countries all over the world, completed the challenge together: to walk around the world once, the entire 40.000 km. We reached this goal in three months. Unifiedpost donated €20.000 to WWF.

With our donation, we have supported two specific projects:

- Protect the tiger habitat across the borders of Thailand and Myanmar;
- The green heart of Europe.

### **Encouraging colleagues**

In addition to this sporting challenge, it was also important for us that the fun was not neglected and that we could motivate each other as a team. For this reason, we used an app where we not only entered our (daily) progress, but could also upload and share pictures: kayaking in Lithuania, golfing in Singapore, jogging on the beach in Estonia, bike riding in Belgium, hiking in Romania or gardening at home. Everyone networked with each other and got an insight into how all of us were doing.

More info: <https://www.unifiedpost.com/en/news/articles/unifiedpost-group-raised-20000-euro-for-wwf>

### **Our 2022- 2026 roadmap**

Over the next few years we want to make the following ESG commitments:

- Continuously minimize the environmental impact and carbon footprint for ourselves and our customers and partners.
- Ensure a well-being and a diverse culture for our employees.
- Nurture diversity to continuously improve employee skills and company attractiveness.
- Improve ethical behaviour by providing training and robust compliance and privacy programs.
- Promote a sustainable development mindset, to motivate employee throughout our organization
- Select and engage with suppliers based on recognized ESG standards.
- Consolidate our ESG position by engaging with influential projects positioning ourselves as a trusted and knowledgeable partner.

For each of those commitments we have defined targets and supporting KPI's for 2022 – 2026. These targets and KPI's are listed in the table below and have been agreed by our ESG Committee. Each of our targets is directly aligned with one of the UN Sustainable Development Goals. This reaffirms our commitment to the UN Global Compact and its objectives.

## Environmental



ESG Commitment	ESG area	Target	KPI	UN SDG
Continuously minimize the environmental impact and carbon footprint for ourselves and our customers and partners	Environmental footprint – Climate change CO2	<p>Grow and expand our business connectivity network to increase the number of electronic documents in line with our business roll-out. This will be reviewed annually</p> <p>Place internal emphasis and create awareness on reducing our paper waste within our company (draft roadmap and further roll-out in 2022)</p>	Increased the number of saved trees due to the use of electronic documents	<p>Goal 9. Industry innovation and infrastructure</p> <p>Goal 12. Responsible consumption and production</p>
	Environmental footprint – measuring	<p>Analyse of the ecological footprint of our data centre providers and; where necessary and possible, discuss reductions in CO2 emission (2022)</p> <p>Development and roll-out of a roadmap on how to handle our current and/or future data centre providers in terms of CO2 emission (2023 – 2026)</p>	Targets in the energy use of our data centres	<p>Goal 12. Responsible consumption and production</p> <p>Goal 15. Life on land</p>
	Environmental footprint – measuring	<p>Improve ESG awareness in our company by giving regularly updates via our internal communication tool (continuous 2022 – 2026)</p> <p>Creation of an ESG intragroup page where colleagues can find relevant information related to the ESG policy and subscribe to ESG related projects and activities (2023)</p>	Engage colleagues in sustainability	<p>Goal 12. Responsible consumption and production</p> <p>Goal 15. Life on land</p>
	ESG performance for products and services that integrate ESG based innovation	<p>Analyse of the percentage of our revenue can annually invest in its R&amp;D to ensure that it can grow and expand its business connectivity network and hence increase the number of electronic documents (2022)</p> <p>Define and roll-out of a roadmap which determines the amount of revenue Unifiedpost will invest in its R&amp;D (2023 – 2026)</p>	Percentage of our revenue invested in R&D	Goal 15. Life on Land
	Environmental footprint – Climate change CO2	Create a #TeamGreen who frequently scans for initiatives to increase our awareness within our company	Constitute a #TeamGreen	Goal 15. Life on Land

**Social**



ESG Commitment	ESG area	Target	KPI	UN SDG
<b>Ensure a wellbeing and a diverse culture for our employees</b>	Human Rights – Diversity and inclusion / talent attraction and retention, alignment between employee competencies and Unifiedpost Group’s needs	Continuous reporting of Unifiedpost Group’s diversity figures at all company levels (2022 – 2026) Improvement of female members in the management committee (2022 – 2026)	Report and commit to improving diversity figures at all company levels	Goal 5. Gender equality
		Constant monitoring (and where relevant benchmarking) of our pay practice to ensure that we are competitive within the market and ensure that we keep a high retention rate Constant monitoring our pay practices to ensure that no distinction is made between male and female staff	Equal pay for equal work: Unifiedpost employs a fair pay practice which ensures a fair pay practice which ensures that salaries are market competitive for the same/similar jobs, qualifications and experiences	Goal 3. Good Health and well being Goal 5. Gender equality
	Human Capital – talent attraction and retention, alignment between employee competencies and Unifiedpost Group’s needs	Develop a roadmap to implement measures resulting from to 2021 employee feedback survey in 2022. Roll out the roadmap to improve communications and career opportunities within the Unifiedpost Group entities (2022 – 2024) Conduct an employee feedback survey at least every two years and define an action plan following such survey	Employee feedback survey	Goal 3. Good Health and well being
		Further develop and roll out our various training program to ensure that our employees and leadership skills can adhere to the standards set by our company (2022 – 2026) Report on the progress of such training (2022 – 2026)	Organisation and reporting on employee and leadership training	Goal 3. Good Health and well being Goal 5.
		Development of company policies in relation to working in other office of our group (2022)	Flexible work	Goal 3. Good Health and well being
<b>Consolidate our ESG position by engaging in influential projects positioning ourselves as a trusted and knowledgeable partner</b>	Social Commitment	Take commitment with external stakeholders to improve wellbeing in local communities via partnerships and sponsoring activities  By 2026 we are committed to do at least two relevant projects with recognised partners	Caretaking initiatives	All ESG’s
<b>Improve ethical behaviour by providing training and robust compliance and privacy programs</b>	Social awareness	Improve ESG awareness in our company by giving regularly updates via our internal communication tool (continuous 2022 – 2026)  Creation of an ESG intragroup page where colleagues can find relevant information related to the ESG policy and subscribe to ESG related projects and activities (2023)	Engage colleagues in sustainability	Goal 3. Good Health and well being



## Governance



ESG Commitment	ESG area	Target	KPI	UN SDG
<b>Nurture diversity and inclusion to continuously improve employee skills and company attractiveness</b>	Diversity in leadership	Monitor continuously Unifiedpost Group's Board of Directors Three female (minimum) members of the Board of Directors.	Report on composition of the board	Goal 10. Reduced inequalities
<b>Promote a sustainable development mindset, to motivate employees throughout our organisation</b>	ESG priority for Board and management	Discuss the ESG agenda during the governance board (in accordance with the agreed timings) ESG roadmap reviewed annually by the Board of Directors	Refining and reviewing of our ESG Roadmap and discussion of our ESG agenda by the relevant corporate organs	All ESG's
<b>Improve ethical behaviour by providing training an robust compliance and privacy programs</b>	Policies and procedures	Display our whistle blowing policy to our customers/partners and employees (already in place since 2021) Monitor potential whistle blowing request and take the necessary action (in accordance with the defined governance) (2022 – 2026)	Whistleblowing procedure available to our customers/partners and employees	Goal 8. Decent work and economic growth Goal 10. Reduced inequalities
		Further refine the roles and responsibilities in relation to the processing of personal data to ensure that we adhere to the principles of privacy by design (2022) Conduct data protection impact assessments (including for such processes where we merely act as data processor) (2022 – 2024) Annual training of staff on the principles of privacy by design (2022 – 2026)	Implementing privacy by design in the core of our products and services	Goal 8. Decent work and economic growth
		Further refine on the roles and responsibilities in relation to the processing of personal data (2022) Replace local policies by group policies to ensure that all of our group entities adhere to the same standards (2022) Obtain an ISAE3000 (privacy framework) Type I for our Banqup platform (2023) Obtain an ISAE3000 (privacy framework) Type II for our Banqup platform (2024 – 2026)	Further development of our centralised data protection office to ensure an equal level of data protection for our customers and partners	Goal 8. Decent work and economic growth
		Define and roadmap of the international compliance office and compliance charter Roll out of the international compliance office in line with the roadmap	Further development of the compliance function to identify, detect and monitor risks	Goal 8. Decent work and economic growth Goal 10. Reduced inequalities
<b>Select and engage with suppliers based on recognised ESG standards</b>	ESG performance – supply chain	Define requirements and external rating for our key suppliers (e.g. based on EcoVadis scoring or similar calculation mechanism) (2022) On the basis of these requirements, obtain an external rating for top 10 suppliers and build in a process for new suppliers (2022 – 2023) Obtain an external rating (in accordance with the defined requirements) for all of our suppliers (2024 – 2026)	Procurement management framework for sustainable goals for our partners	Goal 8. Decent work and economic growth Goal 10. Reduced inequalities