

# 20 23

**We're acting now for a  
sustainable Switzerland  
tomorrow**

Non-Financial Report  
2023





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## Non-Financial Report

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## Dear Reader

For 175 years, Swiss Post has been an institution that fosters national cohesion. We provide key public services on behalf of the Swiss Confederation. In line with our company identity, we're acting now – for tomorrow, for future generations, for the sustainable development of our environment and society. We take our responsibility as a role model seriously. Our ambition is to offer high-quality, innovative products for companies, the Swiss population and state institutions. By providing everyone in the country with access to postal services, we are making an important contribution to Switzerland.

We fulfil our corporate responsibility by ensuring an appropriate balance between economic success, environmental action and social responsibility. As a member of the United Nations Global Compact initiative, we are committed to responsible corporate management.<sup>1</sup>

As part of its "Swiss Post of tomorrow" strategy, Swiss Post is focusing on corporate responsibility (CR).<sup>2</sup> By concentrating on this issue, we aim to contribute to Switzerland's sustainable development. We assume responsibility for the direct and indirect impact of our business activities on both society and the environment.

In 2023, CR governance was developed and modified accordingly. At Board of Directors level, corporate responsibility is governed by the new People, Sustainability & Governance Committee (BoD PSGC). As Head of Mobility Services and a Member of Executive Management, I represent the issue of CR within the BoD PSGC.

Implementation of our CR strategy is based on five areas of action. Firstly, we minimize the undesirable effects of our business activities on the environment, placing our focus on climate and energy. Our second area of action is tapping into market potential by developing and offering resource-efficient and socially responsible customer solutions. Thirdly, we act as a socially responsible employer on the labour market. Fourthly, we take responsibility in procurement and integrate sustainability into our procurement organization. And last but not least: in our core activity and in new digital fields, we create economic and social added value for Switzerland – including in the different regions.

In the science world, it has been clear for 30 years that CO<sub>2</sub> emissions need to fall. As a postal service, we can play a significant role in achieving this. And I'm proud of that!



### Christian Plüss

Head of Mobility Services, Member of Executive Management,  
Executive Management Delegate for Corporate Responsibility



**In line with our company identity, we're acting now for tomorrow.**

Christian Plüss  
Executive Management Delegate  
for Corporate Responsibility

<sup>1</sup> GRI 2-28 Membership associations

<sup>2</sup> GRI 2-22 Statement on sustainable development strategy

Interview with Vivien Büchler-Bezzola and Stefan Bojanic

# Sustainability is part of Swiss Post's company identity

Swiss Post's Corporate Responsibility (CR) unit is currently concentrating its activities on the "Environment" area of action, with a focus on climate and energy. In this interview, Co-Heads Vivien Büchler-Bezzola und Stefan Bojanic discuss the ongoing strategy period and take a glimpse at the next one.



**Swiss Post takes responsibility for climate protection through targeted measures. What specific goals is Swiss Post pursuing?**

Vivien Büchler-Bezzola: We want to be net zero from 2040. This means that we will reduce our greenhouse gas (GHG) emissions by at least 90 percent by that date. One of the most important measures is electrifying our vehicle fleet. We already prevent around 9,700 tonnes of CO<sub>2</sub> emissions a year thanks to our electric vehicles. However, despite all reduction measures, approximately 10 percent of unavoidable residual emissions will

remain from 2040. For this reason, we are already investing in CO<sub>2</sub> removal and storage. Net zero means that, as a whole, we will no longer generate any greenhouse gases from 2040. In line with this promise, companies with a net zero target have a responsibility to help tackle unavoidable emissions.

**A responsible approach to resources is currently a key issue in corporate management. What will this look like in the future?**

Stefan Bojanic: Society's expectations and needs are evolving, and Swiss Post is evolving along with the needs, challenges and opportunities of our times – as it always has throughout its history. This requires us to think consistently about sustainability when we're working on Swiss Post's future viability.



**In 2023, our climate target was validated by the Science Based Targets initiative.**

\_\_\_\_\_  
Vivien Büchler-Bezzola  
Co-Head of Corporate Responsibility

We will integrate the three aspects of sustainability – economic, social and environmental – even more deeply into our corporate strategy and ensure that sustainable business decisions are taken at all management levels. And we will communicate transparently on these issues – as in this report, where we are writing about all the subjects that are relevant to Swiss Post.

#### **How will Swiss Post evolve when it comes to corporate responsibility?**

Vivien Büchler-Bezzola: Our aim is to achieve the best possible impact for society within the conflicting goals of economic success, environmental action and social responsibility. This holistic approach is also critical for Swiss Post's long-term success and existence. If we viewed each of these three issues in isolation, we would risk missing out on opportunities for the company and our stakeholders. That's why Swiss Post always pursues both financial and non-financial goals. We plan to embed this idea within the company even more consciously in future. Sustainability is part of Swiss Post's identity – yesterday, today and tomorrow, too. We don't just expect to meet society's needs; we also aim to lead by example as an enterprise affiliated with the Confederation. Our ambition is clear: Switzerland must be more sustainable with Swiss Post than without it.

#### **The strategy period ends in 2024. What priorities do you anticipate for the coming years?**

Stefan Bojanic: Swiss Post is currently drawing up its strategy for 2025 to 2028. Corporate responsibility will still be a key component. We are now analysing completed projects, evaluating ongoing measures and reviewing the viability of our priorities as regards content. One thing is already clear: the issue of the environment, with a focus on climate and energy, will stay at the center



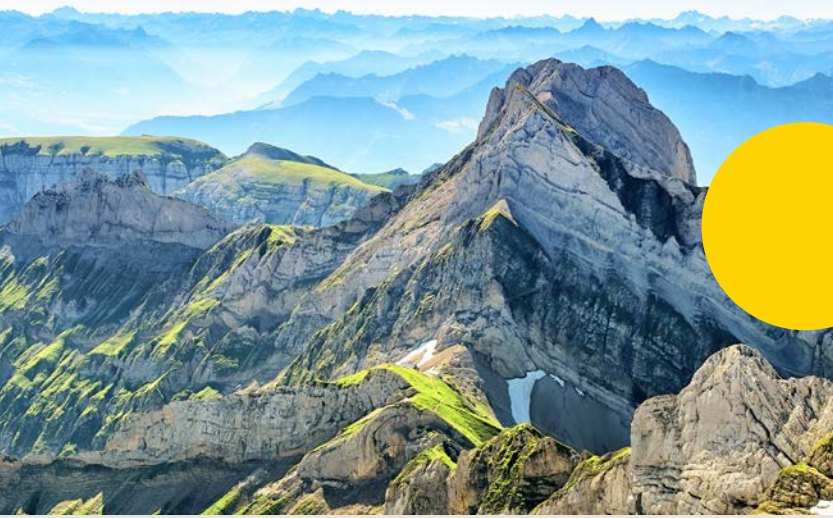
of our activities in 2025 and beyond. Our responsibility as an employer and Swiss institution will also remain key. Besides these issues, we see three business development areas that will enable us to consolidate corporate responsibility as the core of our business. Firstly, integrating sustainability into our corporate strategy and decisions. Secondly, guaranteeing a holistic viewpoint across the company. And thirdly, developing management of non-financial performance. We need to act and not simply react.



**Climate and energy activities will remain our focus in 2025 and beyond.**

Stefan Bojanic  
Co-Head of Corporate Responsibility

# Key events



## Swiss Post awarded SBTi quality label for climate target

Swiss Post has set itself the goal of reaching net zero greenhouse gas (GHG) emissions from 2040. This target and the approach selected by Swiss Post have now been assessed and validated by the Science Based Targets Initiative (SBTi) – a major milestone for the implementation of the various activities. The top priority is to prevent GHG emissions to the greatest extent possible.

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## Pooling expertise for electrification

To ensure that Swiss Post reaches its goals of carbon neutrality in its own operations from 2030 and net zero by the end of 2040, its fleet of buses, delivery vans and trucks needs to be electric by those dates. Swiss Post is establishing the Electromobility Competence Center in order to make rapid progress.

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## The future of the Postbus is electric

In Graubünden, 11 electric Postbuses are now providing climate-friendly services. This shows that the technology is also suited to mountain regions – and that the quiet, comfortable buses have been a hit with passengers and drivers. The fleet of around 2,300 Postbuses is being converted systematically to electric drive technology.

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## 40 million parcels delivered via electric drive

In Zurich, Bern and Geneva, Swiss Post delivers all letters and parcels with its own electric vehicles, free from CO<sub>2</sub> emissions. In total, mail carriers transport around 40 million parcels a year throughout Switzerland using electric vehicles.

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## Removing residual emissions from the atmosphere

From 2030, any CO<sub>2</sub> that Swiss Post cannot prevent will be removed from the atmosphere and stored in the long term. The focus for this is currently on two nature-based methods.

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## Collective employment contracts for the delivery sector

In 2023, the largest employers and organizations in the Swiss logistics market, the union syndicom and the staff association transfair completed and ratified negotiations for an industry-wide CEC for delivery in Switzerland.

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## Equal pay for equal work

As the current pay analysis shows, the unexplained pay difference in all organizational units is significantly below the Confederation's tolerance threshold: a very good result that Swiss Post wants to make even better.

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## Opportunities for people with disabilities

As part of a pilot project, PostalNetwork is offering people with disabilities the opportunity to participate in the general labour market at 13 branches and one Contact Center location.

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## Swiss Post digitizes the yellow letter box

With ePost SmartSend, Swiss Post now offers small and medium-sized enterprises a service for sending invoices and bulk mail digitally or physically. In doing so, it is helping to digitize the Swiss economy.

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## Digital Innovation Center

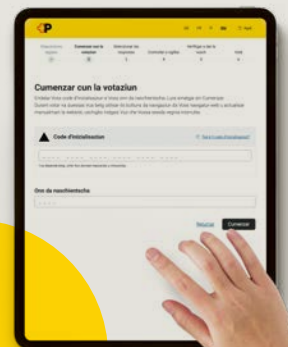
Technological knowledge and skills alone do not result in innovations. That's why Swiss Post has created its Digital Innovation Center. The cross-functional team provides Swiss Post's various units with virtual support for developing digital solutions.

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## Voting electronically

A fully verifiable Swiss Post system was used for the first time in the 2023 federal elections. Electronic voting is particularly popular among Swiss citizens living abroad, known as the "Fifth Switzerland": around 60 percent of Swiss expatriates who voted used the e-voting option.

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# Areas of action

Swiss Post wants to make a material contribution to sustainable development in Switzerland and takes responsibility for the impact of its business activities on its stakeholders and the environment. For effective measures, it prioritizes five areas of action along its value chain.



## Environment: focus on climate and energy

Swiss Post makes every effort to meet regulatory and customer requirements and has set itself ambitious targets: it aims to be carbon neutral in its in-house operations from 2030 and to reach net zero across its entire value chain from 2040.

This means that, by 2030, Swiss Post will cut greenhouse gas (GHG) emissions from its own operations by 42 percent in line with the SBTi, reduce emissions in the value chain by 25 percent and remove its residual in-house emissions from the atmosphere. By 2040, Swiss Post will reduce its GHG emissions by 90 percent and remove the remaining 10 percent of unavoidable emissions from the atmosphere.

Its utmost priority is to completely avoid greenhouse gas emissions. To achieve this, Swiss Post is investing in conversion to alternative drive systems and fossil-free heating systems and ensuring that it covers 100 percent of its electricity requirements with renewable energy from Switzerland.



## Sustainable customer solutions

Swiss Post's customer base will soon comprise 9 million individuals and hundreds of thousands of companies, ranging from small enterprises to large multinationals. Contact with Swiss Post should be a positive experience for all of them. Swiss Post designs products, services and access points specifically from the perspective of its customers. Demand for environmentally and socially responsible solutions is also growing.

In 2023, Swiss Post introduced a responsibility compass as an orientation tool for the sustainable development of its products and services. This enables Swiss Post to integrate sustainability aspects into the development of new products and services from the outset.

Swiss Post is an essential link in the circular economy through its postal and logistics services. Along with partners, it is establishing itself in the fields of reverse logistics and the recirculation of recyclable materials. At the same time, it is optimizing its warehousing, logistics and returns processes, contributing to the reduction of GHG emissions along its value chain.



## Socially responsible employer

Around 46,500 employees in more than 100 different professions work at Swiss Post in all cantons and 804 Swiss municipalities. In order to provide optimal support for the implementation of the Swiss Post of tomorrow, Swiss Post is investing in its corporate culture and in developing its understanding of management and leadership competencies.

Swiss Post is one of the largest training companies in Switzerland. To acquire new employees, it provides progressive employment conditions and is continually modernizing its recruitment process. Employees can benefit from varied development opportunities – regardless of their gender, language, background or other personal traits. Discrimination is not tolerated in any form, and inclusion of all staff members is given high priority.

Swiss Post cultivates a solid social partnership with the union syndicom and staff association transfair. It enables direct dialogue for staff via various channels.





## Responsible procurement

Swiss Post procures goods and services worth around 3 billion francs each year. Its goal is to establish fair and environmentally friendly supply chains that benefit everyone involved.

In 2023, it introduced a management system to monitor human rights due diligence obligations and environmental concerns and a process for identifying potential risks in relation to human rights and the environment at its suppliers. It revised the Supplier Code of Conduct for Responsible Procurement to strengthen its partnership relations and boost joint progress in social and environmental issues.

The established anonymous reporting office PostCourage is now also available to suppliers, affected parties in the supply chain and other stakeholders. This enables potential breaches of the Code of Conduct to be reported anonymously and confidentially and relevant preventative or corrective measures to be taken.



## Economic and social added value

With its activities and services, Swiss Post makes a significant contribution to ensuring that everyday life in Switzerland functions smoothly and that the economy does well.

Swiss Post is a major employer throughout Switzerland, in all language regions, and in rural areas in particular: of its approximately 46,000 employees, around 15,000 people work in peripheral regions.

Swiss Post provides the Swiss population and economy with 4,963 access points – the densest network in Europe. In peripheral regions, Swiss Post ensures access not only to postal and payment transaction services, but also to public transport. Besides its commitment to a universal public service, Swiss Post also devotes its expertise to national and local social issues.

## Facts and figures

With

**6,917**

electric three- and four-wheeled vehicles in delivery, Swiss Post has the largest electric vehicle fleet in Switzerland.

Around

**46,000**

people work at Swiss Post – in all cantons, and in 804 of the 2,136 Swiss municipalities.

With

**4,963**

**access points**

Swiss Post provides Switzerland and its economy with the densest network in Europe.

**90%**

of the procurement volume has been monitored with a risk analysis on human rights due diligence obligations and environmental concerns.

Around

**3 billion**

francs are spent by Swiss Post on procuring goods and services, including 2.7 billion on domestic providers.

## Equal pay

has effectively been achieved. Swiss Post is on the right track.

## About this report

### ■ Reporting scope

In the Non-Financial Report 2023, Swiss Post is voluntarily providing information for the first time on environmental topics (in particular CO<sub>2</sub> targets), social affairs, employee matters, respect for human rights and the fight against corruption, based on art. 964a–c of the Swiss Code of Obligations (CO).

This report does not cover the regulatory requirements for PostFinance Ltd. These are examined separately in PostFinance Ltd's non-financial reporting for 2023.

This report also contains details in accordance with art. 964j CO on the results of the annual review of due diligence obligations and transparency in relation to child labour. Swiss Post does not place in free circulation or process conflict materials or metals in Switzerland (art. 964j, para. 1, item 1 CO). As a result, due diligence and reporting obligations on conflict minerals and metals do not apply to Swiss Post.

### ■ Consolidated Group

All non-financial data is collected by Group subsidiaries (Post CH Ltd, PostFinance Ltd, PostBus Ltd, Post CH Communication Ltd and Post CH Network Ltd) and consolidated at Group level. The scope of the report corresponds to that of the Financial Report. Exceptions are reported in the "Methodology" section.

### ■ Global Reporting Initiative (GRI)

This report adheres to the Global Reporting Initiative (GRI) Standards, guaranteeing that it conforms with internationally recognized guidelines for transparent and responsible sustainability reporting. The GRI content index, which references additional important standards (TCFD, OECD, SDG and CO 964), can be found starting on [page 69](#).

### ■ Reporting scope and structure

The Swiss Post annual reporting documents for 2023 include:

- Swiss Post Ltd:
  - Annual Report 2023
  - Financial Report 2023 (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
  - Non-Financial Report 2023
- PostFinance Ltd:
  - Annual Report 2023
  - Report on non-financial matters 2023
  - Capital adequacy disclosure on grounds of systemic importance as at 31 December 2023
  - Capital adequacy disclosure as at 31 December 2023
  - Disclosure of climate-related financial risks for financial year 2023

These documents can be accessed in electronic form at

- ➔ [annualreport.swisspost.ch/downloads](https://annualreport.swisspost.ch/downloads) and
- ➔ [postfinance.ch/reporting](https://postfinance.ch/reporting).

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# Corporate responsibility

For 175 years, Swiss Post has been an institution that fosters national cohesion and provides public services on behalf of the Swiss Confederation. With the “Swiss Post of tomorrow” strategy, the relevance of Swiss Post will need to be reformed for the future. Swiss Post has set itself the target of continuing to generate profits, which it invests in its ongoing development and the fulfilment of its universal service obligation. At the same time, Swiss Post wants to make a relevant contribution to Switzerland’s sustainable development. The company assumes responsibility for the direct and indirect consequences of its business activities on various stakeholders and on the environment. Sustainability is, in turn, one of the four strategic thrusts in the “Swiss Post of tomorrow” strategy.

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## Corporate responsibility strategy

Sustainability is one of four strategic thrusts in the “Swiss Post of tomorrow” strategy.

“Environmental, economic and social sustainability” is one of four key priorities of the Group strategy (details on the “Swiss Post of tomorrow” strategy can be found in the Financial Report, ↗ page 17) and is set out in the corporate responsibility strategy. Swiss Post considers these aspects in everything it does in its effort to make a relevant contribution to Switzerland’s sustainable development. It assumes responsibility for the direct and indirect consequences of its business activities on various stakeholders and on the environment.

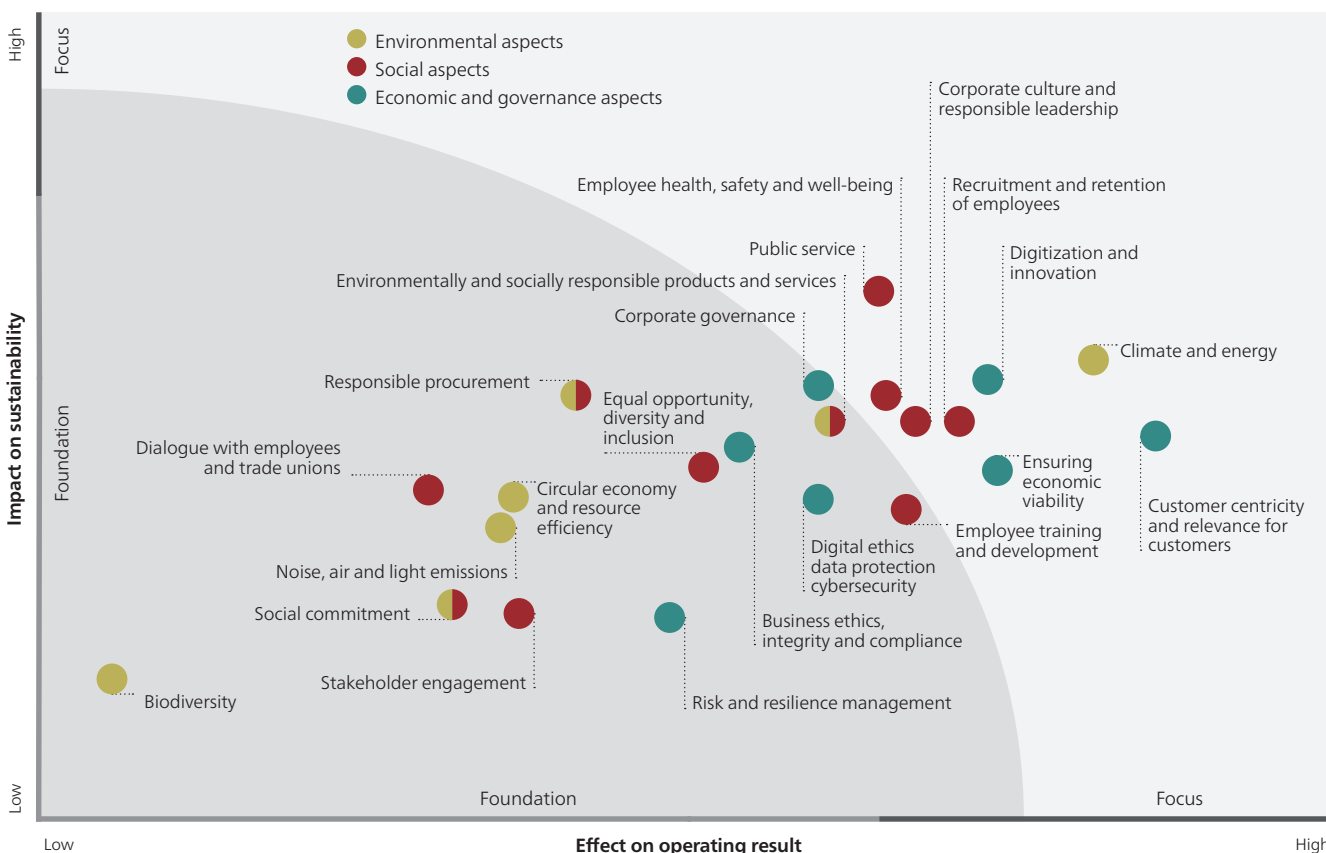
The corporate responsibility strategic thrust is implemented on the basis of the five areas of action along the value chain: climate and energy, sustainable customer solutions, socially responsible employer, responsible procurement and economic and social added value for Switzerland (details from ↗ page 21).

## Materiality matrix

Swiss Post updated its materiality matrix in 2022 (details in the Financial Report 2022, ↗ page 28). In 2023, the matrix was reviewed again to confirm its relevance. That was continuously achieved through our stakeholder engagement (see details on ↗ page 56), peer and media analysis and the use of an AI tool with amendments to norms.<sup>1</sup> The results were used to produce a more precise matrix.

The topic of ensuring economic viability is gaining in importance

Swiss Post Group materiality matrix<sup>2</sup> 2023



<sup>1</sup> GRI 3-1 Process to determine material topics  
<sup>2</sup> GRI 3-2 List of material topics

Our approach to management of material topics is set out in this report, with the exception of "Ensuring economic viability". This topic, which has gained in importance compared to 2022,<sup>3</sup> is discussed in the Financial Report. All internal topic managers responsible for the material topics, Executive Management and the Board of Directors have approved the materiality matrix.<sup>4</sup>

The materiality matrix helps to prioritize focus areas by evaluating the significance and impact of various factors. This allows Swiss Post to allocate resources effectively and to make well-founded decisions that meet stakeholder expectations. Swiss Post differentiates between the "Focus" and "Foundation" topics. Focus topics are areas where a significant impact can be made. They are generally related to a transformation of the operating model. Foundation topics form the basis for operational activities and embody core operational principles.

## Strategy implementation – progress in 2023

The table provides an overview of progress made to date, with a focus on results in 2023.

Goal	Progress in 2023	Details on progress in 2023
<b>Goals and commitments</b>		
<b>Environment, focus on climate and energy</b>		
From 2025, Swiss Post will deliver letters and parcels with electric vehicles in urban centers.	●	– In Zurich, Bern and Geneva, Swiss Post delivers all letters and parcels with its own electric vehicles powered by eco-electricity.
From 2030, Swiss Post's in-house operations will be carbon neutral.	●	– Swiss Post has pushed ahead with electrification of the delivery and passenger transport fleets and further increased the energy reference area of its own buildings heated without fossil fuels.
From 2040, Swiss Post will reach net zero across its value chain.	●	– Swiss Post is one of the eight companies in Switzerland whose 2040 net zero target has been validated by the SBTi. – Measures for dealing with GHG emissions from the value chain have been refined, in particular at PostFinance and in procurement. – Swiss Post is initiating the development of a neutralization portfolio to address the issue of residual emissions.
<b>Sustainable customer solutions</b>		
Swiss Post develops socially responsible, environmentally friendly and economic products and services.	●	– Swiss Post introduced a responsibility compass as a guide to sustainable development of products and services. – The responsibility compass was integrated into innovation processes.
Swiss Post is established as a logistics link in reuse.	○	– Swiss Post adopts the Kickbag reusable packaging solutions and develops returns processes with Sodastream.

<sup>3</sup> The following adjustments were made in the 2023 review: "Human rights" remains central and is embedded in compliance, procurement and human resources. "Accessibility" is now integrated into compliance. "Climate" and "Energy" were combined, "Circular economy" and "Handling of materials, waste, water and effluents" are combined under "Circular economy and resource efficiency", "Employee recruitment and retention" and "Employee training and development" were treated separately, "Responsible approach to trade unions/employee representative bodies" is now called "Dialogue with employees and trade unions." "Ethics and transparency in governance and management" is now "Corporate governance". "Due diligence and transparency in compliance" and "Fair competition and anti-corruption" are grouped under "Business ethics, integrity and compliance".

<sup>4</sup> GRI 3-3 Management of material topics 2021

## Goals and commitments

Goal	Progress in 2023	Details on progress in 2023
<b>Socially responsible employer</b>		
Make further progress with shaping the organization and leadership of Swiss Post.	●	<ul style="list-style-type: none"> <li>The Group-wide leadership programme "En viadi" was successfully implemented for senior management levels and started at team leader level in 2023.</li> <li>Regulations were aligned with principles with the introduction of the Group-wide Smart Governance directive portal.</li> </ul>
Ensure the right Swiss Post staff at the right time.	●	<ul style="list-style-type: none"> <li>With the introduction of CV parsing software, Swiss Post is improving efficiency with regard to the sorting of application files and optimizing the recruitment process for everyone involved.</li> <li>The "Andiamo!" initiative gives leaders at Logistics Services access to a comprehensive set of tools for the recruitment and development of staff.</li> </ul>
Swiss Post takes its social and societal responsibilities as an employer seriously.	●	<ul style="list-style-type: none"> <li>Together with the Job Center, the Swiss Post Social Counseling Service offers anonymous chat counselling to all employees on the StayFit online platform.</li> <li>In 2023, the pay gap between women and men lies well below the Confederation's tolerance threshold in all units.</li> </ul>
<b>Responsible procurement</b>		
Legal requirements regarding human rights due diligence obligations implemented.	●	<ul style="list-style-type: none"> <li>Swiss Post has introduced a management system to identify risks in the supply chain with regard to human rights due diligence obligations and environmental protection.</li> <li>Swiss Post is gradually developing high-risk suppliers.</li> </ul>
Labour and human rights requirements in the supply chain are made known and adherence to the requirements is ensured.	●	<ul style="list-style-type: none"> <li>With the revised Supplier Code of Conduct for Responsible Procurement, Swiss Post is strengthening its partnership relations and requires its suppliers to satisfy social and environmental concerns.</li> <li>The expansion of the anonymous PostCourage reporting office enables suppliers, concerned parties or other stakeholders to submit reports anonymously in connection with human rights violations or environmental protection along the supply chain.</li> </ul>
Active support for the achievement of Swiss Post's climate and energy target.	●	<ul style="list-style-type: none"> <li>Targets for the reduction of greenhouse gas emissions along the supply chain have been defined.</li> <li>Mandatory sustainability criteria for procurements over 150,000 francs have been introduced and provide support with greenhouse gas management.</li> </ul>
<b>Economic and social added value for Switzerland</b>		
Swiss Post generates economic value.	●	<ul style="list-style-type: none"> <li>In 2023, Swiss Post again met its universal service obligation: delivery of consignments, payment transactions, accessibility in all regions with a dense network of access points.</li> <li>97.3 percent of all A Mail letters and 99.5 percent of B Mail letters were delivered on time.</li> <li>Expansion of Swiss Post's core competencies into the digital world through the ePost App and electronic patient record.</li> </ul>
Swiss Post generates social value.	●	<ul style="list-style-type: none"> <li>Swiss Post supports local social projects, such as the Swiss Hiking Trail Federation, and economically relevant ones, such as SEF.NextGen in the digital arena.</li> </ul>
Key: status refers to the progress targeted for 2023		
● Planned progress achieved		
● Good progress achieved		
○ No progress achieved		

# Governance

Swiss Post attaches great importance to corporate governance and bases its actions upon recognized standards. The Board of Directors uses a governance management system to organize governance and defines rules and principles for the overall management and monitoring of the Group. Swiss Post expects managers and employees at all organizational levels to conduct themselves ethically and with integrity at all times.

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## Corporate governance: the governance management system

The Board of Directors manages directly – with the exception of PostFinance.

The Board of Directors uses a governance management system to provide a governance structure<sup>1</sup> and defines the rules and principles for the management and supervision of the Group.

The Board of Directors organizes the Group for strategic development and management into Group and function units and determines the relevant management models for them. As a rule, it manages the Group using a direct management model. PostFinance Ltd is the only Swiss Post subsidiary that is indirectly managed.

In the direct management model, the Board of Directors assumes responsibility for strategic management and delegates operational management to Executive Management.<sup>2</sup> Executive Management manages the function and Group units reporting to it.

To ensure a degree of flexibility in the operational management of the Group that is appropriate to the market position and development phase of the business, the Board of Directors has established three levels of management intensity:

- Level I: Close management by the Group, mainly for Group units in postal core business
- Level II: Management by the Group with flexibility, primarily for Group units outside postal core business
- Level III: Loose management, focusing exclusively on topics that must be managed from a Group perspective and for regulatory reasons.

The Board of Directors issues the orders required to fulfil its overall responsibility by means of internal regulations. A distinction is made between organizational directives (tasks/responsibilities) and thematic directives based on principles.

Monitoring is structured according to the 3 lines model:

- Operational management (1<sup>st</sup> line) is responsible for business. It assesses, manages, reduces and monitors business-related risks.
- For topics exposed to risk, additional entities (2<sup>nd</sup> line) are deployed (Compliance, Group risk management, ICS Finance, Security and Information security). The 2<sup>nd</sup> line functions issue directives on behalf of the Board of Directors and Executive Management, ensure communication and training, prepare reports and perform audits.
- Group Audit (3<sup>rd</sup> line) performs independent, risk-oriented audits on behalf of the Board of Directors.

The Board of Directors also takes the precautions necessary to ensure that it satisfies its external reporting duties and monitors the entities to which specific competencies have been delegated. This includes, among other things, the preparation of annual financial statements, an Annual Report, a Non-Financial Report and the regulatory reports stipulated in the relevant laws (e.g. PostCom and OFCOM reports, report for the owner on strategic objectives).

With regard to delegated tasks and responsibilities, the Board of Directors is required to obtain regular reports in a predetermined form from entities to which responsibilities have been delegated. Appropriate internal reporting to this effect is defined and established in the internal regulations.

In the indirect management model, the Board of Directors delegates strategic management to an independent, subordinate Board of Directors of PostFinance Ltd. This Board issues its own regulations with regard to management regulations, assurance functions and reporting.

<sup>1</sup> GRI 2-12 Role of the highest governance body in overseeing the management of impacts

<sup>2</sup> GRI 2-13 Delegation of responsibility for managing impacts

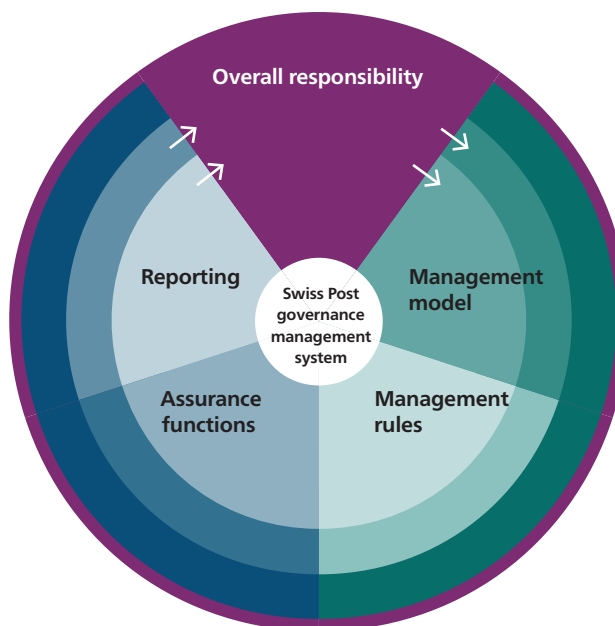
The Board of Directors retains its overall responsibility by being represented on the Board of Directors of PostFinance Ltd with a majority of board members and by choosing the designated representatives of Swiss Post at the General Meeting of PostFinance Ltd and mandating them accordingly. As the owner of PostFinance Ltd, the Swiss Post Board of Directors defines its long-term strategic, financial and employee objectives in the owner's strategy addressed to the PostFinance Ltd Board of Directors.

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Management and supervision of the Group by the Board of Directors

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Swiss Post governance management system




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More information on corporate governance can be found in the Financial Report, [page 57](#).

## Governance of non-financial performance management

Strengthened roles  
for non-financial performance  
management.

In 2023, the Board of Directors embedded non-financial reporting in Swiss Post's governance management system.<sup>3</sup> The roles of the Board of Directors, the Board of Directors' Audit, Risk & Compliance Committee (BoD ARCC), the Board of Directors' People, Sustainability & Governance Committee (BoD PSGC) and Executive Management were expanded and reinforced with regard to non-financial performance management:

- The Board of Directors decides on requirements and assurance for non-financial performance management, monitors implementation (including risks) and assesses the effectiveness of the defined measures. It approves non-financial reporting and delegates its implementation to Executive Management.
- The BoD PSGC approves the requirements for non-financial performance management for the attention of the Board of Directors, monitors implementation, assesses the effectiveness of the defined measures, reviews the Non-Financial Report for completeness and approves it for the attention of the BoD ARCC.
- The BoD ARCC defines the assurance functions for non-financial performance management for the attention of the Board of Directors and approves the Non-Financial Report for the attention of the Board of Directors.
- Executive Management makes the necessary operational arrangements and delegates overall responsibility for the organization of non-financial performance management and non-financial reporting to CEO Corporate Services. Executive Management delegates responsibility for individual

<sup>3</sup> GRI 2-14: Role of the highest governance body in sustainability reporting

matters of non-financial reporting to the Group and function units. It approves non-financial reporting for the attention of the Board of Directors.

- Christian Plüss, Head of Mobility Services, is a delegated member of Executive Management who sits on the BoD PSGC and represents all key CR topics, including climate and energy (see materiality matrix on → page 11).<sup>4</sup>

In individual areas, the existing internal assurance has a role to play in non-financial reporting (2<sup>nd</sup> and 3<sup>rd</sup> line functions). An external auditor is used for the special issue of greenhouse gas accounting and procurement of ecological key figures.

## Risk and resilience management

Swiss Post has implemented a comprehensive enterprise risk management (ERM) process to help with the early recognition of developments that could pose a threat to the continuity of its business activities. The ERM system is based on the ISO 31000:2018 standard. In addition to financial impacts, it also takes a consistent approach to the consideration of non-financial impacts on reputation, people, the environment and compliance. CR topics are integrated into this ERM process, helping to ensure that, in the risks considered across the company, the full range of sustainability issues are taken into account.

The Financial Report describes how Swiss Post categorizes and manages risks on → pages 51–55. CR risks are treated in the same way as all other risks.

### Risk management

Of the short-term risks identified by Swiss Post (2023–2026 time horizon), the most significant non-financial risks at present are as follows:

- Failure to achieve the climate and energy target
- Violations of external provisions (compliance)
- Transport risks with serious personal injury

Climate change was identified as a significant long-term risk.

In addition to this four-year observation period, Swiss Post identifies emerging risks with a long-term observation period. Swiss Post's core business is increasingly influenced by trends such as on the go, artificial intelligence and the sharing and circular economy, which offer a great deal of potential for new business areas such as smart cities and secure digital services. One of the most important long-term non-financial risks identified is climate change. Swiss Post is therefore taking targeted measures to ensure that it is prepared for changes caused by climate change. On the one hand, this means that it must assess the physical risks that arise directly from climatic changes, while on the other, the move to a low-carbon economy poses transition risks for Swiss Post, caused for example by changes in stakeholder expectations.

Among the physical climate risks identified are an increase in extreme weather events and the growing frequency of mudslides and landslides. Permanent changes were therefore also identified as physical climate risks. They include, for example, the increase in the number of hot days and periods, which can have an adverse effect on employee health and productivity. Situation-specific organizational and personnel measures at the workplace are available during heat. The decrease in the availability of water can have potential effects on energy obtained from hydroelectric power. Swiss Post obtains a large share of electricity from hydroelectric power. The transition risks identified by Swiss Post include cost-driving environmental regulations, changing customer requirements and electricity shortages.<sup>5</sup>

These climate risks are embedded in Swiss Post's risk management system (see Financial Report, → pages 51–55).

<sup>4</sup> GRI 2-13: Delegation of responsibility for managing impacts

<sup>5</sup> GRI 201-2: Financial implications and other risks and opportunities due to climate change

Ensuring resilience and robustness in crises.

## Resilience management

Swiss Post constitutes one of Switzerland's critical infrastructures in the areas of postal services, financial services and road transport. Resilience management is therefore a matter of great importance for the company. Swiss Post is making its processes and structures as resilient and robust as possible and preparing for potential crisis scenarios. In this context, Swiss Post operates a business continuity management system and an emergency and crisis management system.

Business continuity management includes the preparation of measures to safeguard the continuation of day-to-day operations. To give an example: as a result of the tense situation on the energy markets in 2022, Swiss Post established an energy shortage task force. The job of this task force is to ensure the maintenance of services within the universal service (letters, parcels, passenger transport, electronic payment transactions) in the event of a shortage of electricity. Swiss Post analysed various scenarios for this purpose, defined measures and made a number of decisions, subject to change, to enable it to respond quickly in the event of either an announced electricity shortage or an unannounced power outage. In 2023, all employees received leaflets setting out guidelines on how to manage in their everyday working life and private life in the event of a power shortage or power failure. With this preventive measure, Swiss Post is strengthening its resilience in day-to-day operations and helping to raise awareness among employees.

As part of its emergency and crisis management system, Swiss Post operates an internal security hotline and undertakes a situation assessment in the event of relevant developments. A crisis management committee which can be convened as required has been established in each Group unit and also at Group level.

## Business ethics, integrity and compliance

Managers and employees conduct themselves ethically.

Swiss Post expects managers and employees at all organizational levels to conduct themselves ethically and with integrity at all times and to adhere strictly to laws, standards and internal directives. The Board of Directors has laid down the key rules and principles in the Code of Conduct, which all employees are expected to adhere to in their everyday working lives. Violations of the fundamental values and rules of conduct are not tolerated.

## Responsibilities and roles

The Swiss Post Board of Directors bears ultimate responsibility for compliance with laws and directives.<sup>6</sup> It instructs Executive Management to establish an effective compliance management system (CMS) that prevents any infringement of the applicable provisions. Executive Management also determines the relevant compliance issues and delegates operation of the CMS to the Compliance committee, the highest operational compliance body. Executive Management and the Board of Directors are provided with regular information on the effectiveness of compliance at Swiss Post.

The committee is made up of representatives from all Group and function units that adopt compliance provisions and monitor the operation of CMS. At Group level, implementation of the compliance directives is the responsibility of the Compliance department, which coordinates cooperation with Compliance representatives, who are employees with expertise in individual compliance issues such as data protection or anti-corruption.

## Compliance management system (CMS)

Swiss Post implements a Group-wide compliance management system (CMS), which ensures compliance with regulatory provisions and legal and ethical requirements. Measures are defined and their implementation is systematically monitored. The CMS is based on ISO standard 37301:2021, is appropriate to Swiss Post's size and importance and is continually adapted to current demands and

<sup>6</sup> GRI 2-27 Compliance with laws and regulations

circumstances. It is guided by Swiss Post's specific business activities and the risks associated with them, and at present covers the following topics in particular: data protection (see Data protection, cybersecurity and digital ethics, ↻ page 34), anti-corruption, antitrust law, postal law (see Public service, ↻ page 54), public procurement law, subsidy law, money laundering and accessibility.

## Ethical behaviour and integrity

The Code of Conduct is binding on all employees.

The basic principles of respectful, honest and ethical cooperation – as the basis of compliance – are set out in the Code of Conduct, which is binding for all Swiss Post employees and for the employees of its subsidiaries. In September 2019, the Code of Conduct was fundamentally revised and distributed to all employees. New employees receive it with their employment contract. Employees undergo training in the key aspects of the Code of Conduct every two years in e-learning courses. Employees who do not have digital access are informed using alternative formats.<sup>7</sup>

The behaviour and awareness of employees about digitization is explained in greater detail under Data protection, cybersecurity and digital ethics, ↻ page 34.

Any potential breaches of compliance can be reported by employees to their line manager, the Compliance department or anonymously to the PostCourage reporting office, which can be accessed both internally and externally.<sup>8</sup> PostCourage is operated by an external specialized provider, which ensures independence and anonymity. Reported cases are taken up by Group Audit, which involves additional specialists where necessary, for example from the internal Social Counselling Service or the Legal department. Confidentiality is guaranteed at all times, as is anonymity if requested. The processing of individual cases is fully documented in PostCourage and the Compliance committee and Board of Directors' Audit, Risk & Compliance Committee (BoD ARCC) are informed. In 2023, 66 reports were received, of which 28 cases remained open as at the reporting date of 31 December 2023.

## Fair competition and anti-corruption

Swiss Post is committed to free and fair competition.<sup>9</sup> The Code of Conduct sets out what is required of employees<sup>10</sup> (↻ [swisspost.ch/code-of-conduct](https://swisspost.ch/code-of-conduct)) and requires the same of its suppliers in the Supplier Code of Conduct for Responsible Procurement. In its established antitrust law compliance programme, Swiss Post defines the measures required to prevent violations of antitrust law. In 2023, none of the Swiss Post companies under the direct management model were involved in legal proceedings<sup>11</sup> concerning anti-competitive behaviour.<sup>12</sup>

Swiss Post does not tolerate any corrupt behaviour.<sup>13</sup> This is also set out in the Code of Conduct. To promote and establish integrity, the CMS contains a compliance programme on anti-corruption with provisions on gratuities, such as gifts and invitations, and on conflicts of interests. This also includes guidelines and requirements on exemptions. Regular risk analysis – with special emphasis on public service officials and compliance with the relevant requirements – as well as awareness-raising and training measures support the effective implementation of the provisions.<sup>14</sup> It aims to minimize the risks of unjustified and unauthorized gratuities and of unidentified or insufficiently addressed conflicts of interest. This is mainly aimed at management functions, customer advisors and the procurement organization or purchasing. Just under 90 percent of employees have received training on the key requirements over recent years. No reports of suspected violations of the anti-corruption provisions were made via the central reporting channel last year.<sup>15</sup> Swiss Post is also a member of Transparency International and engages in constant dialogue with other companies and stakeholders about standard anti-corruption practices.<sup>16</sup>

<sup>7</sup> GRI 2-24 Embedding policy commitments

<sup>8</sup> GRI 2-25 Processes to remediate negative impacts, GRI 2-26 Mechanisms for seeking advice and raising concerns

<sup>9</sup> GRI 3-3 Management approach to anti-competitive behavior

<sup>10</sup> GRI 2-23 Policy commitments

<sup>11</sup> GRI 206-1 In our view, in accordance with GRI 3-3 Management approach to anti-competitive behavior 2016, legal proceedings refers to proceedings under administrative law relevant to cartels in accordance with art. 27 of the Cartel Act CartA.

<sup>12</sup> In this context, anti-competitive behaviour includes violations of the norms of the Cartel Act (in accordance with art. 5 and 7, CartA).

<sup>13</sup> GRI 3-3 Management approach to anti-corruption

<sup>14</sup> GRI 205-1 Operations assessed for risks related to corruption, GRI 205-2 Communication and training about anti-corruption policies and procedures

<sup>15</sup> GRI 205-3 Confirmed incidents of corruption and actions taken

<sup>16</sup> GRI 2-28 Membership associations

Swiss Post is leading the way on accessibility.

## Accessibility and compliance

Swiss Post has been addressing the issue of accessibility since 2007. Barrier-free access in the digital and physical worlds ensures that interaction with Swiss Post is easy and accessible for both customers and employees.

Since 2022, the issue has been part of the compliance organization, which means that compliance with the relevant legal requirements is reported directly to the Board of Directors and Executive Management.

At PostBus, the necessary measures were defined to meet the requirements of the Disability Discrimination Act (DDA). These measures include the recording of over 30,000 bus stop platforms and the use of replacement transport. The Postbuses had already been converted. 1,800 low-floor buses are in operation out of a total of 2,400.

Swiss Post has a high level of ambition with regard to accessibility as shown by the Swiss accessibility studies of 2007, 2011, 2016, 2020 and 2023. In its accessibility statements at

- ➔ [swisspost.ch/accessibility](https://swisspost.ch/accessibility) and
- ➔ [postbus.ch/accessibility](https://postbus.ch/accessibility)

it also publishes transparent details of the current level of accessibility. Employees are provided with information about accessibility via regular training courses and awareness-raising campaigns.

## Respect for human rights

Human rights due diligence obligations are monitored across the entire value chain.

Human rights due diligence is an element of Swiss Post's business activities along the entire value chain and its corporate responsibility strategy, with the main focus on its own employees and the supply chain in procurement.

In 2023, the issue was:<sup>17</sup>

- included in Swiss Post's CR charter (➔ [swisspost.ch/cr-charter](https://swisspost.ch/cr-charter)), which lays the foundation for Swiss Post's responsible conduct,
- incorporated into the Supplier Code of Conduct for Responsible Procurement (➔ [swisspost.ch/code-of-conduct](https://swisspost.ch/code-of-conduct)), which is mandatory for all suppliers, and
- broadened in the anonymous PostCourage reporting office to enable reporting on human rights violations and environmental concerns along the entire supply chain.

In 2023, a risk analysis of human rights due diligence obligations was initiated with the goal of enshrining respect for human rights throughout the Group in 2024. In cooperation with focusright, an organization specializing in this issue, processes for the implementation of human rights due diligence obligations are being developed in accordance with the OECD Guidelines and the UN's Guiding Principles.

The key priorities are outlined in greater detail in the sections on Employees, ➔ page 38, and Procurement, ➔ page 50.

# Environment

Swiss Post makes every effort to meet regulatory and customer requirements, and has set itself ambitious targets: it aims to be carbon neutral in its in-house operations from 2030 and to reach net zero across its entire value chain from 2040. This means that by 2030 Swiss Post will cut GHG emissions from its own operations by 42 percent and in the value chain by 25 percent in line with the SBTi, and remove its remaining in-house emissions from the atmosphere. By 2040, Swiss Post will reduce its GHG emissions by 90 percent and remove the remaining 10 percent of emissions that cannot be avoided from the atmosphere. Its utmost priority is to completely avoid greenhouse gas emissions. To achieve this, Swiss Post is investing in conversion to alternative drive systems and fossil-free heating systems, and ensuring that it covers 100 percent of its electricity requirements with renewable energy from Switzerland.

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In 2023, Swiss Post's climate target was validated and confirmed by the SBTi, which represents an important milestone for Swiss Post.

## Climate

As its owner, the Confederation has high expectations with regard to Swiss Post's climate protection activities. The strategic goals set by the Federal Council require a reduction in greenhouse gas emissions. The Climate and Innovation Act of 18 June 2023 strengthened Swiss Post's decision to achieve net zero by 2040 and enshrined it in law.

Customers, and major customers in particular, are also demanding a climate strategy in line with the Science Based Targets initiative (SBTi). The SBTi is based on the targets of the Paris Agreement that aims to limit global warming to 1.5 degrees Celsius compared to the pre-industrial level of 1850.<sup>1</sup>

### Validation by the SBTi and strategic incorporation

In response to these demands, Swiss Post has set itself ambitious targets: it aims to become carbon neutral in its in-house operations from 2030 and to achieve net zero across its value chain from 2040. For both Swiss Post and PostFinance, validation of the climate target by the SBTi was achieved in 2023. Of the 7,500 companies validated by the SBTi worldwide to date, only eight Swiss companies have received net zero validation for 2040, with Swiss Post being among the largest. The validation confirms the greenhouse gas (GHG) reduction target for 2030 (–42 percent in Scopes 1 and 2 and –25 percent in Scope 3 compared to the base year 2021) and the net zero target for 2040 (–90 percent in Scopes 1–3 and 10 percent CO<sub>2</sub> removal and storage compared to the base year 2021). Swiss Post also aims to remove the emissions generated by in-house operations that cannot be reduced by 2030 (estimated at 58 percent) from the atmosphere and to store them to ensure its own operations are carbon neutral from 2030.

The first priority is to reduce greenhouse gas (GHG) emissions and the second is to substitute them with renewable energy. This includes switching the vehicle fleet to alternative drive systems, acquiring 100 percent of electricity from renewable sources in Switzerland and phasing out fossil fuel heating. Swiss Post's third priority is to neutralize the around 58 percent of non-reduced GHG emissions from 2030, in its in-house operations and approximately 10 percent of unavoidable GHG emissions in 2040, by removing and storing CO<sub>2</sub> in order to achieve the net zero target. This will be done by building up a neutralization portfolio.

The climate and energy target is embedded in the strategy and its management is target-driven. Target attainment has an impact on management bonuses. For more information, please refer to Corporate responsibility strategy, ↗ page 11, and Remuneration, ↗ page 71, in the Financial Report.

In 2023, Swiss Post invested around 87 million francs in measures to reduce GHG emissions. This sum reflects the additional costs of switching to fossil-free technologies. For example, when Swiss Post replaces a fossil-fuel bus with an electric bus, the difference between the two prices is stated.

### Development of greenhouse gas performance

From 2025, the impact of the reduction measures is expected to outweigh market developments and lead to a reduction in greenhouse gas emissions driven by the measures themselves. There was a reduction of 2.7 percent in CO<sub>2</sub> emissions in 2023 compared to 2022 as a result of market and business performance.

<sup>1</sup> GRI 3-3 Management approach to emissions



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Its first priority is to completely avoid greenhouse gas emissions.

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## Measures for reduction and substitution

A dedicated Electromobility Competence Center established in 2023 is responsible for the switch to electric vehicles across the Group. With over 7,000 vehicles, Swiss Post has the largest electric fleet in Switzerland. The Competence Center is also accelerating key development areas, such as energy supply and energy and charge management (see Energy, [page 25](#)).

The greatest leverage can be found in the conversion of Swiss Post's own fleet. The reduction measures for in-house operations (Scopes 1 and 2) relate to electrification of the delivery, leasing and business vehicle fleet and to buses and trucks with alternative drive systems.

### Electrification of the delivery, leasing and business vehicle fleet

The focus in 2023 was on converting the fleet of Swiss Post's own delivery vehicles (vehicles under 3.5 tonnes) in the cities of Bern, Geneva and Zurich to electric drive systems. With around 3.7 million additional kilometres covered (+89 percent) compared to 2022, the conversion is progressing according to plan, and this is reflected in a GHG reduction per delivery kilometre of 6 percent. With this measure, Swiss Post avoids around 9,700 tonnes of CO<sub>2</sub> emissions per year. In addition the number of kilometres travelled with alternative drive systems in vehicle leasing to third-party customers increased by around 1.8 million kilometres (+113 percent).

Alongside conversion to alternative drive systems, there are also ongoing efforts to optimize delivery rounds, avoid empty runs, strengthen reverse logistics (see Circular economy and resource efficiency, [page 27](#)) and provide drivers with training in resource-efficient driving practices. The electrification of the delivery fleet also has a positive impact on noise pollution in urban areas.

### Postbuses and trucks with alternative drive systems

PostBus is in the process of gradually switching to alternative drive systems. In 2023, 23 Postbuses were converted to alternative drive systems. These electric Postbuses replaced around 0.9 million fossil kilometres, producing an efficiency gain with a reduction of 0.6 percent in GHG emissions per bus kilometre travelled. 100 electrified Postbuses are planned to be in service by the end of 2024. Swiss Post is also gradually converting its heavy goods vehicles to alternative drive systems. Two trucks with hydrogen and electric drive systems are already in use.

The main challenges posed by the conversion of Postbuses and trucks to alternative drive systems include long delivery times, ranges that remain shorter at present than diesel vehicles and high costs of purchase. Dependency on the Confederation and cantons for financing of the switch to electric buses also poses an additional challenge for PostBus.

## Measures for CO<sub>2</sub> removal and storage

In 2023, the first investments were made in CO<sub>2</sub> removal and storage projects, initiating the build-up of a diversified portfolio. They primarily focus on nature-based methods, such as future-oriented forest management, taking account of the entire wood value chain. Swiss Post acquired a forest in the German federal state of Thuringia to pilot future-oriented forest management and for CO<sub>2</sub> storage in future. Together with the School of Agricultural, Forest and Food Sciences (HAFL) and other experts, it is developing a suitable method to support this project. It is also supporting the production of biochar, another product in the wood value chain that can be used to store carbon in the ground long-term.<sup>2</sup>

<sup>2</sup> GRI 305-3 Other indirect (Scope 3) GHG emissions

Emissions in Scopes 1 and 2 fell by 2.7 percent in 2023.

## Market and business performance

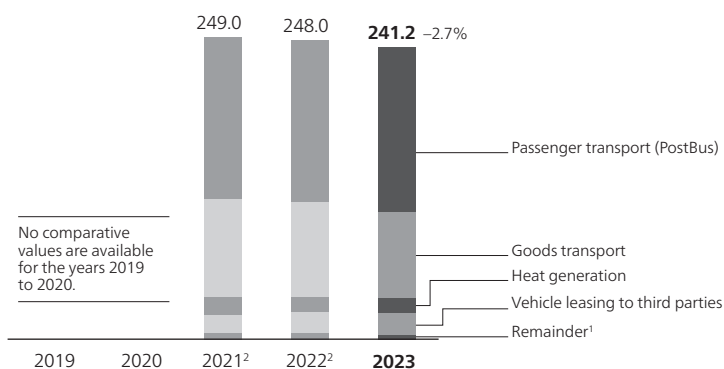
As a result of declining parcel delivery volumes caused by market conditions, GHG emissions in Scopes 1 and 2 fell. The outsourcing of in-house truck services to subcontractors of a newly acquired subsidiary led to a business-related reduction. The reduction is offset by additional kilometres travelled at PostBus and growth in third-party business with third-party fleet vehicles under operating leases.

Indirect GHG emissions in Scope 3 also fell by 5 percent compared to 2022 as a result of market and business performance.<sup>3</sup> The market-driven decrease in shipping volumes is also evident in outsourced goods transport, as fewer transport services were ordered, resulting in lower GHG emissions. Purchased GHG emissions from procurement also declined (-2 percent). A major factor in this development is lower expenditure on GHG-intensive construction of buildings. The business-related reduction is mainly due to a decrease in financed GHG emissions (-6 percent) arising from corporate bonds at PostFinance.

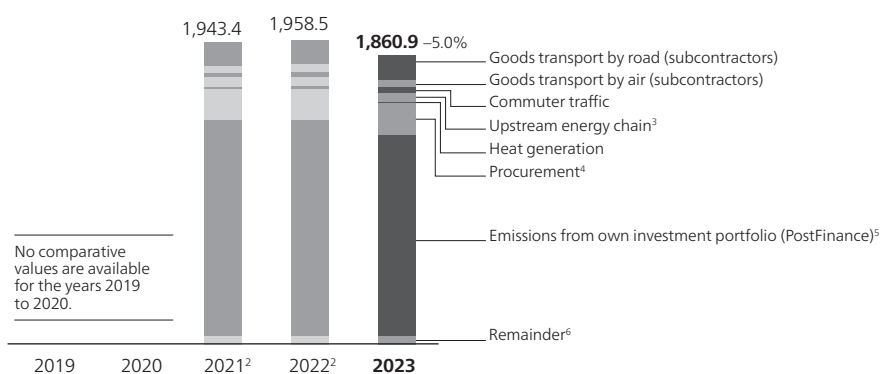
### Market-driven and business-related reduction in greenhouse gas emissions

**Group | Greenhouse gas emissions** in 1,000 t of CO<sub>2</sub> equivalents  
2021 to 2023

**Scope 1 and 2 greenhouse gas emissions**  
(direct emissions from own vehicles and buildings)  
2021=100%



**Scope 3 greenhouse gas emissions**  
(indirect emissions from the value chain)  
2021=100%



1 Includes emissions from cooling systems in properties, industrial vehicles, the company's own business vehicles and electricity consumption in buildings of subsidiaries entered retroactively.  
2 The base year 2021 and intermediate year 2022 are recalculated retroactively in the event of acquisitions/disposals of subsidiaries or changes in data quality, as 2021 is used as the base year for the 2030/2040 targets.  
3 Includes emissions from all fuel and energy-related activities in fuel procurement.  
4 The emissions from purchased goods and services were calculated using emission factors per goods group (secondary data from a spend-based input output model).  
5 The financed emissions of corporate bonds have been integrated into the organizational life cycle assessment since the 2021 financial year. The coverage of corporate bonds entered with CO<sub>2</sub> data is 86.44 percent. Only Scope 1 and 2 emissions from the companies invested in are included. Owing to the dependence on the volatile investment volume and fluctuations in company emissions due to one-off items (e.g. COVID), the emissions level can differ significantly from year to year. There are currently no standardized calculation methods for the other asset classes in the PostFinance portfolio (mainly government bonds, promissory note loans and central mortgage institution loans), which is why these figures have not yet been integrated. More information can be found in the disclosure of climate-related financial risks on the PostFinance website.  
6 Includes emissions from leased property, plant and equipment (excluding heat generation), waste disposal, goods transport by rail and water, business travel, vehicle leasing (finance leasing), fuel sales and use and disposal of products sold.

## Energy

For Swiss Post, the topic of energy goes beyond the challenge of the climate: energy is a crucial resource in ensuring its business continuity. To provide its services, such as operating its vehicle fleet and running its buildings and sorting systems, Swiss Post needs energy. Swiss Post does all it can to steadily reduce its energy requirements and switch to renewable energy sources.

Both the Confederation as part of its energy strategy and business customers have clear expectations of Swiss Post in relation to energy-efficient services, leading to both competitive advantages and cost benefits.

## Commitment and targets

Swiss Post is committed to the Exemplary Energy and Climate initiative.

As part of the Swiss Confederation's Energy Strategy 2050, Swiss Post, PostBus and PostFinance have committed themselves to the Exemplary Energy and Climate (EEC) initiative and have set targets in line with its provisions.

Within the framework of the EEC, the goal is to increase energy efficiency by 50 percent at Swiss Post, by 20 percent at PostBus and by 40 percent at PostFinance (base year 2021). Swiss Post sees the greatest leverage in mobility and buildings. Swiss Post is improving its energy efficiency by renovating its building envelopes and implementing other measures as part of the "casa verde" initiative. In the area of mobility, it is increasing efficiency as part of the "rout:E" initiative through electrification of its delivery fleet and Postbuses. Swiss Post is expanding its in-house electricity generation capacity and intends to install an output of 30 MWp on the rooftops of Swiss Post locations in Switzerland (26 MWp allowable for the "Exemplary Climate and Energy" scheme).<sup>4</sup>

## Development of energy consumption in 2023

Swiss Post's energy requirements for in-house operations amount to 1060 GWh. In 2023, energy consumption for in-house operations fell by 2.3 percent, a result of both market and business performance (see Climate, → page 22) and more efficient processes (electromobility, fossil-free heating) and measures taken in response to electricity shortages. Swiss Post's photovoltaic systems produced around 20 percent less electricity in 2023 than in the previous year, the result of fewer hours of sunshine and the failure of one of Swiss Post's largest PV systems.<sup>5</sup>

Swiss Post's energy mix in 2023 was as follows: 8 percent fuels for heat generation for in-house operations, 80 percent motor fuels for Swiss Post's vehicle fleet. The remaining 12 percent covers electricity requirements for heating, electric mobility and buildings. 100 percent of electricity requirements are met by renewable energy sources in Switzerland.<sup>6</sup>

## Measures to improve energy efficiency

To improve energy efficiency, Swiss Post pursues the goal of integrated energy management. The climate target's reduction measures with the greatest leverage, in the company's own fleet and buildings, have a direct impact on increasing energy efficiency. Swiss Post also continuously examines the use of new technologies to further increase energy efficiency.<sup>7</sup>

An optimized charging infrastructure, an integrated system of charge management and a secure supply of renewable electricity are essential to achieve these goals. This also has potential for financial optimization, as can be seen in particular with regard to electricity costs.

The planned charging infrastructure projects will help to promote e-mobility throughout Switzerland. In 2023, the delivery fleets in the greater Bern, Geneva and Zurich areas were fully electrified. Despite major bottlenecks in the supply chain, the changeover was completed on time.

<sup>4</sup> GRI 3-3 Management approach to energy

<sup>5</sup> GRI 302-4 Reduction of energy consumption.

<sup>6</sup> GRI 302-1 Energy consumption within the organization.

<sup>7</sup> GRI 302-5: Reductions in energy requirements of products and services

## Measures for the shift to renewable energy

In order to increase the share of renewable energy, Swiss Post is continuously reducing its demand for fossil fuels. One of the main measures implemented in this area is conversion of the entire fleet to 100 percent electricity from renewable energy sources by 2030. In 2023, the energy mix for Swiss Post’s own delivery fleet was made up of 86 percent diesel, 6 percent petrol and 8 percent electricity for electromobility.

The electricity used for electromobility and self-operated branches is “naturemade star”-certified green power. This certification is a guarantee of compliance with additional ecological requirements, which, for example, have a positive impact on biodiversity (see Biodiversity, ➔ page 28).

## Measures to expand electricity production

Swiss Post sees the greatest potential for expanding its internal electricity production in the use of photovoltaic (PV) systems.

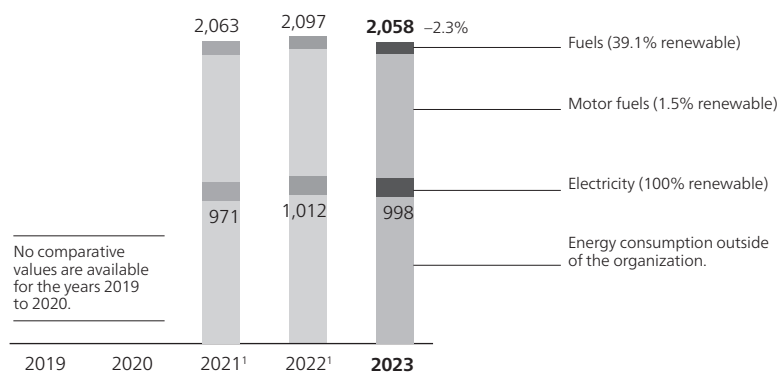
Swiss Post sees the greatest potential for expanding its internal electricity production in the use of photovoltaic (PV) systems. Swiss Post currently operates 35 photovoltaic systems on its roofs. With panels covering an area of around 69,000 square metres, these systems produce 8 gigawatt hours of solar electricity over the course of one year. That equates to around 6 percent of Swiss Post’s power consumption. Part of the energy generated is used directly in the building. On the roofs of its regional parcel centers alone, Swiss Post produces 5.4 gigawatt hours of electricity per year. A third of the energy produced is needed by the centers themselves.

As a result of the increasing electrification of its fleet, and in particular of Postbuses, Swiss Post will almost triple its electricity consumption by 2030, leaving it more exposed to electricity market risks and the possibility of additional costs due to fluctuating energy prices. Swiss Post is addressing these risks with appropriate measures, such as by expanding its own electricity production capacity. This expansion will reduce costs and increase Swiss Post’s level of self-sufficiency.

In 2023, Swiss Post approved the expansion of PV potential (30 MWp by 2030), setting an ambitious new target. The expansion to 30 MWp will in future allow the production of around 30 GWh of electricity each year. The systems will be installed on roofs, façades and unused transport spaces during new-build projects, and also in existing properties. In 2023, work got under way on the expansion of the third-largest solar power plant at the warehouse logistics center in Villmergen.

### Market-driven and business-related reduction in energy consumption

Group | Energy consumption inside and outside the organization in GWh  
2021 to 2023  
2021 = 100%



<sup>1</sup> The base year 2021 and intermediate year 2022 are recalculated retroactively in the event of acquisitions/disposals of subsidiaries or changes in data quality, as 2021 is used as the base year for the 2030/2040 targets.

## Signing of the Circular Building Charter.

# Circular economy and resource efficiency

The circular economy is a comprehensive issue that concerns various networks both inside and outside Swiss Post, and one that has potential for partnerships. Collaboration at regional level with industry associations can strengthen the circular economy in Switzerland, and Swiss Post has set itself the goal of contributing to the transition towards a circular economy. Within the value chain, Swiss Post is focusing on circularity in the use of resources. There is potential for example in procurement and in the recycling and upcycling of materials (see Environmentally and socially responsible products and services, → page 36).<sup>8</sup>

## Circularity in the building industry

By signing the Circular Building Charter in 2023, Swiss Post has joined public sector organizations and other contracting bodies in Switzerland in committing itself, by 2030, to reducing the use of non-renewable primary raw materials by 50 percent, drastically reducing greenhouse gas emissions and improving the suitability of renovation projects and new builds for a circular economy (see Climate, → page 22 and Energy, → page 25).

Swiss Post's focus is on energy-saving renovations and the replacement of fossil fuel heating systems in the construction and running of its buildings, leading to a reduction in CO<sub>2</sub> emissions. Swiss Post has 600 buildings in Switzerland, which it is surveying as part of the Group-wide "casa verde" initiative to determine their renovation potential. It is implementing the planned measures in a structured and economically sensible manner, developing a comprehensive overall energy renovation concept for each building.

## Integrated waste management

Efficient resource management, including waste, water and effluents, is a significant topic for Swiss Post.<sup>9</sup> It is working with external partners to establish a standardized waste collection management system throughout Switzerland.<sup>10</sup> Household waste, commercial waste, hazardous waste and dangerous substances are subject to strict statutory provisions, which Swiss Post complies with. Locations with environmental risks such as oil spills or explosions are managed with due regard to safety. Environmental management systems set out waste management principles in plans or manuals, ensure proper handling of waste and enable ongoing optimization of processes through volume and cost monitoring.<sup>11</sup>

### A second lease of life for Swiss Post clothes

Every year Swiss Post provides 35,000 employees with some 300,000 items of clothing. Because old Swiss Post clothing cannot be worn outside Swiss Post, it is used as part of the "Second lease of life for Swiss Post clothes" upcycling project as raw material for new products such as laptop cases and gym bags. In this area, Swiss Post works together with the Swiss Red Cross and the protected BEWO workshops, enabling the conservation of resources and creation of a closed-loop cycle of fair production to meaningful reuse of workwear.

Swiss Post takes responsibility for its clothing – from production right through to disposal. For our commitment to socially responsible clothing production, we have been awarded Leader status by the Fair Wear Foundation (see Procurement, → page 50).

<sup>8</sup> GRI 3-3 Management approach to materials 2016

<sup>9</sup> GRI 3-3 Management approach to water and effluents

<sup>10</sup> GRI 306-2 Management of significant waste-related impacts

<sup>11</sup> GRI 306-1 Waste generation and significant waste-related impacts.

Swiss Post is reducing its emissions in buildings and the logistics chain.

## Noise, air and light emissions

Noise, air emissions and light emissions have a direct impact on quality of life, public health and the environment. Swiss Post optimizes its processes on a continuous basis to reduce or avoid these emissions.<sup>12</sup>

Since 2021, despite improved performance thanks to various factors such as growing numbers of passengers served by PostBus, operational emissions of nitrogen oxides (NO<sub>x</sub>) fell by around 1 percent in the same period to an absolute value of 1,714 tonnes of NO<sub>x</sub>. However, emissions of sulfur oxides (SO<sub>x</sub>) remained stable at 581 tonnes of SO<sub>x</sub> over the same period.<sup>13</sup> The major levers for further reductions are process optimization measures:

- Swiss Post has identified potential for the optimization of route planning for letter and parcel deliveries and has developed a concept together with the Federal Institute of Technology Zurich (ETHZ). Algorithms were used to calculate a theoretical optimization potential of 7 percent.
- Swiss Post can also significantly reduce its greenhouse gas emissions through the introduction of city logistics centers (city hubs). City hubs make particular sense in cities without centrally located delivery offices: consignments are transported by truck outside peak hours from the sorting center to a central hub in the city, from where they are distributed to letter boxes along the optimum delivery route by delivery staff using electric vans and scooters. Swiss Post currently operates three city hubs in the city of Zurich.
- By electrifying its vehicle fleet, Swiss Post has significantly reduced the combustion of fuels, which has also resulted in a considerable reduction in NO<sub>x</sub> emissions (see Energy, ➔ page 25). In addition, electrically powered vehicles travelling at less than 30 km/h are very quiet.
- Further expansion of the public transport network with electric Postbuses is reducing the use of private transport, resulting in a reduction in greenhouse gas emissions.

To reduce light emissions, Swiss Post has implemented an integrated light management system that adapts lighting to the actual lighting conditions. Conventional light sources in buildings have been replaced with LED technologies. By using the intelligent lighting system for the area lighting of its logistics centers, Swiss Post is reducing light emissions in the surrounding areas.

## Biodiversity

Swiss Post has identified biodiversity as a relevant issue for the future. In 2023, it launched a review of the potential impacts of its activities across the Group and along the entire value chain. In this regard, Swiss Post worked with an external consulting firm specializing in sustainability and biodiversity to identify risks holistically and define measures in response.<sup>14</sup>

This analysis was used to identify the direct and indirect impacts of all Swiss Post activities on biodiversity using the following five main factors with the greatest potential for damage: changes in the use of ecosystems, exploitation of resources, climate change,<sup>15</sup> environmental pollution and the introduction of invasive non-native species. The analysis phase will be completed in 2024. The findings to date indicate that the greatest potential lies in Swiss Post's own properties and PostFinance's investment policy. A great deal of attention is also paid to biodiversity in forests owned by Swiss Post. As their owner, Swiss Post has a responsibility to manage its forests as sustainably as possible, i.e. to actively promote biodiversity and sustainable land use (see Climate, ➔ page 22).

The next steps are to go beyond this qualitative analysis in 2024 and quantify the risks and opportunities in order to define appropriate measures.

<sup>12</sup> GRI 3-3 Management approach to emissions

<sup>13</sup> GRI 305-7: Nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>) and other significant air emissions

<sup>14</sup> GRI 3-3 Management approach to biodiversity

<sup>15</sup> GRI 304-2 Significant impacts of activities, products, and services on biodiversity

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300 square metres of nesting habitat for wild bees and insects.

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## Biodiversity at Swiss Post locations

In terms of real estate, Swiss Post has already implemented various measures that contribute to biodiversity, such as the near-natural design of areas adjacent to buildings, the greening of rooftops and the installation of beehives on Swiss Post roofs. From spring 2024, a wide range of native plant species covering an area of approximately 300 square metres at the Swiss Post location in Kloten will provide various nesting habitats for wild bees and other insects. To reduce the impact of light on birds and insects, intelligent lighting has also been installed at various distribution centers.

A systematic continuation of the climate and energy policy with the science-based climate and energy target in accordance with the SBTi will help to mitigate negative impacts on biodiversity.

### Bringing climate and biodiversity together

Around 15 percent of renewable electricity for electric vehicles and self-operated Swiss Post branches is "nature-made star" certified green power. Through the naturemade eco fund, Swiss Post supports projects that finance ecological enhancement and protection of animal and plant habitats, as well as flora and fauna. Swiss Post pays 0.7 cents into the fund for every kilowatt hour of electricity (see Climate, [page 22](#)).

Value added

## Customers

Swiss Post's customer base will soon comprise 9 million individuals and hundreds of thousands of companies, ranging from small enterprises to large multinationals. Contact with Swiss Post should be a positive experience for all of them.

Swiss Post designs products, services and access points specifically from the perspective of its customers, because new services need to be easy to understand and straightforward to use. Demand for environmentally and socially responsible solutions is also growing. Swiss Post incorporates all sustainability aspects into the development of its products and services. The company collects customer experience data systematically, analyses it and uses it to make continuous improvements.

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## Customer centricity and relevance for customers

To remain successful in future, Swiss Post needs to stand out from its competitors: it does this through customer centricity. Swiss Post believes positive experiences are the key to long-term customer relationships that create added value. Swiss Post's approach involves the in-depth design of all customer experiences, whether in contact with people, technologies or systems. Swiss Post designs products, services and access points specifically from the perspective of its customers, including them in the design process at an early stage. Swiss Post collects customer experience data systematically, and analyses and uses it to make continuous improvements.<sup>1</sup>

### Customer satisfaction measurement

Swiss Post achieved very good results again in the customer survey.

Swiss Post's consistent focus on the requirements of its customers is reflected in the customer satisfaction measurement.<sup>2</sup> The Group units define actions based on the results of the customer satisfaction measurement and implement improvements. The customer satisfaction measurements were carried out by two independent market research institutes in 2023. Link Marketing Services AG is responsible for the measurements of all Group units, except for PostalNetwork. Measurement for this unit was carried out by AmPuls Marktforschung AG. In total, some 18,000 customers were surveyed, including around 5,000 business customers.

In 2023, the customers surveyed gave Swiss Post an overall score of 76 out of 100 points (overall satisfaction). Compared to the previous year, overall satisfaction remained unchanged, showing that Swiss Post is gearing its services successfully to customers' needs.

In the communication and logistics business area (Logistics Services, Communication Services and PostalNetwork), overall satisfaction stands at 74 points, as in the previous year. For major customers, this fell slightly at 74 points (previous year: 77 points). One of the reasons is the price adjustments from 2024, which were communicated in summer 2023. The overall satisfaction score for small and medium-sized customers rose slightly at 73 points (previous year: 71 points), while it remained unchanged for private customers at 73 points.

In the financial services business area (PostFinance Group unit), overall satisfaction rose slightly at 79 points (previous year: 78 points). At 81 points (+2 points, year-on-year), private customers were the most satisfied, major customers were satisfied at 79 points (+1 point, year-on-year), while overall satisfaction among small and medium-sized customers stands at 75 points (-1 point, year-on-year).

In the passenger transport business area (PostBus Group unit), overall satisfaction amongst private customers stood at a high level with 78 points (previous year: 80 points).

### Handling customer enquiries

Customer enquiries are processed and answered immediately.

Because the performance of the Swiss Post Contact Center has a direct impact on customer satisfaction, Swiss Post has set itself very ambitious targets for dealing with customer enquiries. For example, 70 percent of telephone enquiries to the Swiss Post Contact Center are answered immediately. Executive Management receives a quarterly report on the performance of the Contact Center and the measures taken to improve products and processes. In 2023, for example, the contact form and forwarding order online service were optimized and damaged consignments can now be reported online.

<sup>1</sup> GRI 3-3 Management approach to customer health and safety

<sup>2</sup> GRI 416-1 Assessment of the health and safety impacts of product and service categories

Customers can communicate their concerns to Swiss Post 24 hours a day through various channels such as social media, WhatsApp, e-mail and telephone, or in-person in branches. In 2023, the staff at the Contact Center staff answered 90,000 telephone calls and processed 23,000 written enquiries received via e-mail and the contact form. They conducted 5,000 live chat sessions and 20,000 chat-bot sessions per month, and responded 1,500 times to posts on social networks.

## Customer safety

Number of accidents remains stable despite rising passenger numbers.

With regard to passenger transport safety, PostBus has two guidelines in place: one for the vehicle managers and one for drivers. These directives are reviewed annually by the Federal Office of Transport (FOT) as part of a comprehensive audit.<sup>3</sup>

In the event that an accident does occur, the incident is recorded centrally in Swiss Post's incident database, regardless of whether it is minor or major. Analysis of this data helps PostBus to identify clusters or trends and take appropriate preventive measures. For example, by raising awareness among drivers of the importance of anticipatory driving. If people are injured, the incident is reported to the FOT, which publishes an annual report on public transport incidents in Switzerland. Despite growing passenger numbers, an increasing number of Postbus routes and higher traffic volumes, the number of accidents has remained stable for years.<sup>4</sup>

Just as important as passenger safety is that of employees (see Employee health, safety and well-being, → page 42).

### Case study: safety is the highest priority

PostBus provides its drivers with regular training on safety issues with internal campaigns, advanced training courses and coaching sessions. It also raises awareness among passengers, for example with the ongoing "Smart travel" campaign currently showing on the dual display screens in vehicles and on social media channels. The campaign focuses on tips for passengers to ensure a safe and punctual journey, pointing out, in particular, the importance of holding on to fixtures, as most accidents involving personal injury are falls as a result of braking.

<sup>3</sup> GRI 416-1 Customer health and safety

<sup>4</sup> GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

## Digitization and innovation

### Digital products and services

Secure and simple communication independent of channel, time or place.

Customers – whether private individuals, companies or public authorities – expect a positive digital experience from Swiss Post through secure and easy access to digital information. The Communication Services unit, founded in 2021, transfers Swiss Post's core competencies (transport of information and secure handling of sensitive data) to the digital world, with simple and secure digital services independent of channel, time or place.

As part of a pilot project, Swiss Post is offering people with few digital skills easy-access advice and services. Counter staff assist customers with the day-to-day use of their mobile phones, and answer questions about apps and web services, and issues related to public services. The trial has been running since July 2023 at the Wetzikon, Gossau (ZH) and Locarno branches.

#### Swiss Post's digital letter box for customers

Thanks to the ePost App, Swiss Post's digital letter box, customers can manage their personal administrative work digitally. In addition to receiving letter mail digitally, it allows invoices to be paid or contracts to be signed digitally. With the ePost communication platform, Swiss Post offers senders such as companies, public authorities and the healthcare sector a digital interface to communicate and interact with their customers digitally or physically through their preferred channel. In 2023, Swiss Post expanded its competencies with the acquisition of the companies SpotMe and terreActive. SpotMe specializes in secure digital communication between companies and their customers, while terreActive offers cybersecurity solutions. More information about Swiss Post's digital communication solutions can be found in the Annual Report on [page 24](#).

### Innovation and collaboration

Strengthening innovation through partnerships.

Digital transformation and automation mean that Swiss Post has to constantly reinvent itself and develop new business models. Together with its employees, startups and academic partners, Swiss Post continually promotes and develops new products and services and drives forward future-oriented business models in a targeted way. This simplifies everyday life for customers and supports the development of its own core business.

Swiss Post maintains academic partnerships, for example with the Federal Institute of Technology Zurich (ETHZ), the University of Fribourg and the Federal Institute of Technology Lausanne (EPFL). Together with EPFL, the city of Sion, the Canton of Valais and the University of Applied Sciences of Western Switzerland (HES-SO), Swiss Post set up the Mobility Lab in Sion, offering a test environment for innovation projects in the mobility sector. Among the projects supported by the Mobility Lab is the electrification of Sion's city buses, which is planned from 2024. Through its partnerships with startups and universities, Swiss Post gains access to external expertise and secures access to new technologies and markets, creating new business models and sources of income. In addition, sharing risks and costs with external partners reduces the inherent uncertainties associated with innovation processes. Partnerships also influence the cultural transformation of Swiss Post and encourage an open and agile mindset,

Swiss Post allows interested customers to test new products and services at an early stage under the “early” label. The feedback supports development geared to market and customer requirements. Swiss Post is also improving the socially responsible, environmentally friendly and economic components of its products. For more information, see Environmentally and socially responsible products and services, ➔ page 36.

#### Successful collaboration with startups to benefit the health of our employees

Exoskeletons are support structures worn on the body. They provide support and ease the strain on the musculoskeletal system, lending additional strength from the outside to assist staff with strenuous movements. To make lifting heavy parcels easier on the back for staff in logistics, Swiss Post tested exoskeletons from ETH spin-off Auxivo and Dutch startup Laevo over a period of nine months in 2022. The staff found the exoskeletons to be a helpful aid when lifting heavy loads. For employees with medical conditions in particular, the exoskeletons made things a good deal easier. Collaboration with the start-ups was expanded based on the positive test phase.

## Data protection, cybersecurity and digital ethics

Swiss Post considers it a very important matter to actively provide information about resilience, digital vulnerabilities and cybercrime. By doing so, it is helping to raise awareness about digital ethics, data protection and cybersecurity in society, the economy and the political sphere. Guaranteeing the data autonomy of its customers and improving fairness and the responsible and secure handling of data is Swiss Post’s top priority.

Digitization has increased requirements regarding the availability of networks, IT systems, access rights and data. At the same time, it is creating opportunities for Swiss Post in new business areas and digital, customer-centric solutions (see Digitization and innovation, ➔ page 33). As a result, Swiss Post is investing in structural measures and new technologies, and in raising awareness and training its employees, for simple, secure and sustainable digital solutions.

### Data protection

Swiss Post attaches great importance to the protection of its data and information, and processes it responsibly and in compliance with the law. It operates a comprehensive, Group-wide data protection organization with various roles and a data protection management system. This system defines binding rules for the handling of data, specifies the processes required for compliance and monitors the implementation of measures. In 2023, Swiss Post implemented the new Swiss Federal Act on Data Protection, which took effect on 1 September 2023. Before it was introduced, Swiss Post had already implemented many of the requirements of the new law. In anticipation of the law taking effect, directives, contracts and internal processes were reviewed and adjusted where necessary.<sup>5</sup>

Swiss Post provided its customers with transparent information on the handling of data, defining various new data privacy policies and publishing them on its website. In the first four months after the new Federal Act on Data Protection came into force (until the end of 2023), Swiss Post received 64 requests for information pursuant to article 25 of the FADP.

All employees are obliged to comply with the Federal Act on Data Protection and to adhere to postal secrecy (see Business ethics, integrity and compliance, ➔ page 18). In 2023, on the basis of the new Data Protection Act, Swiss Post developed a compulsory data protection e-learning course for all staff with a digital workplace and rolled it out to employees. Employees without a mobile workplace, for example in delivery, receive practical training related to their area of work. Thanks to the awareness-raising and protection measures that were introduced, such as the data protection e-learning course, Swiss Post did not register any incidents in 2023 requiring notification of the data protection authorities.<sup>6</sup>

Well-prepared for the new Federal Act on Data Protection early on.

<sup>5</sup> GRI 3-3 Management approach to customer privacy

<sup>6</sup> GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data

### Digital Trust Label

In August 2023, the "My consignments" online service was awarded the Digital Trust Label, making Swiss Post one of the first companies to be certified by an external body for its "My consignments" service in the aspects of security, data protection, reliability and fair interaction. The Swiss Digital Initiative (SDI) developed the Digital Trust Label to promote the trustworthiness of digital applications by verifying whether specific criteria and standards are met.

With the Digital Trust Label for "My consignments", Swiss Post wants to position itself as a trustworthy partner and to set itself apart from its competitors.

Finding and fixing vulnerabilities faster with the bug bounty programme.

## Cybersecurity

Swiss Post has been ISO 27001-certified since 2020. It works with reputable, certified cloud providers and operates two of its own georedundant Swiss data centers, which are protected by best practices. An in-house, trained Security Operations Center ensures seamless monitoring. It is closely linked to the company's major incident and crisis management system. Swiss Post experiences targeted attacks an average of 100 times a month. Thanks to tried and tested measures, it has so far been able to successfully protect itself against attacks. In June 2023, there was a highly unusual attack by a group of hackers with ties to Russia, who had called for attacks against well-known Swiss authorities and companies. The attack, which was timed to coincide with an electronic vote, was fended off successfully. In this case, Swiss Post's transparent and proactive dialogue with its customers proved to be particularly effective.

The most important protection for Swiss Post is its workforce of attentive and risk-aware employees. Swiss Post raises awareness of how to respond to potential risks via obligatory training courses and awareness campaigns, ensuring that the conduct of its employees contributes to overall security. All new employees with a digital workplace complete cybersecurity training when they take up their position. Among the more than 100 cybersecurity specialists at Swiss Post is a large group of volunteer Security Champions, who work to ensure cybersecurity at Swiss Post beyond their usual role as developers. Thanks to these committed employees, cybersecurity considerations begin very early in the product development cycle.

To ensure that cybersecurity continues to be guaranteed in the future, Swiss Post monitors future technologies as part of its information security strategy and prepares itself in good time to enable it to make good use of new developments.

In 2019, Swiss Post gradually introduced a bug bounty programme to maintain the security of digital services and products at the highest level at all times. It continues to be developed on an ongoing basis. This Swiss Post programme, one of Europe's leading initiatives, allows ethical hackers from all over the world to put Swiss Post's online services comprehensively to the test, enabling Swiss Post to test how secure its digital services are and how protection can be improved. In summer 2023, a public intrusion test was carried out on Swiss Post's e-voting system. 2,650 participants attacked the system 55,000 times. Four reports were received, one of which was confirmed as a low severity vulnerability. In 2023, Swiss Post rewarded the participants in all bug bounty programmes with a total of 230,000 francs.

## Digital ethics

Guaranteeing the data autonomy of its customers and increasing fairness and the responsible handling of data is Swiss Post's top priority.

Ethical handling of data is a high priority for Swiss Post, which is why it exceeds the minimum legal standards in many cases. In 2023, Swiss Post adopted a set of basic digital ethics principles and values with the goal of integrating them into digital services "by design". This means Swiss Post incorporates data protection and digital ethics aspects into innovations at an early stage. The company's digital ethics policy focuses on the needs of users of its digital solutions.

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## Strengthening digital ethics in society and the economy with the Swiss Digital Ethics Compass project.

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Swiss Post wants to support Swiss society and the economy in raising awareness, acting ethically in the digital world and taking advantage of the opportunities it presents. In this area, Swiss Post is working together with the University of Fribourg and Lucerne University of Applied Sciences and Arts in the Swiss Digital Ethics Compass project, which is supported by Innosuisse, the Swiss Innovation Agency. The goal of this collaboration is to embed the issue of digital ethics more firmly in society and the economy. Swiss Post is also an active member of various committees and communities.<sup>7</sup>

In order to remain competitive, Swiss Post needs to keep abreast of new technological possibilities (see Digitization and innovation, ➔ page 33). It actively promotes the use of new technologies by empowering its employees and raising their awareness of issues of digital ethics (and data protection). Training on the topic of digital ethics, tools such as the digital ethics toolbox and a guide help employees to be mindful of ethical aspects early on.

### Case study: Introducing and using trustworthy artificial intelligence at Swiss Post

Swiss Post sees huge potential and a variety of opportunities in generative artificial intelligence (AI), provided that framework conditions are in place and adhered to. It has therefore defined five principles for employees to guide their approach to artificial intelligence:

- Understand the basic principles of AI
- Take responsibility when dealing with trustworthy and sensitive information
- Adhere to values and principles (especially basic principles of digital ethics)
- Be sceptical of AI-generated content
- Identify AI-generated content to ensure transparency

Swiss Post is participating in Microsoft's early access programme for Copilot, an artificial intelligence assistant for the established Microsoft 365 applications. This enables it to evaluate the use of generative AI-supported technology both in terms of data protection, security and ethical aspects and in terms of expected efficiencies. It also makes it possible to anticipate potential effects on work tasks at an early stage and increase acceptance of AI within the company. Cybersecurity, data protection, user adoption and digital ethics play a major role in the project to ensure security and train employees in the use of technology.

Participating employees must complete their "pilot's license", which prepares them to use Copilot based on the five principles set out above.

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## Environmentally and socially responsible products and services

Demand for environmentally and socially responsible products and services is growing among private and business customers. Swiss Post is continuously expanding its competencies in this area, boosting the integration of sustainability into the development of its products and services, and, in turn, contributing to sustainable development in Switzerland.

Swiss Post's services enable product life cycles to be extended by sharing, leasing, reusing, repairing, refurbishing or recycling, which not only makes sense environmentally, but offers economic benefits. It also provides products and services that are compatible with the circular economy.

<sup>7</sup> GRI 2-28 Membership associations

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Sustainability aspects integrated into the development of products and services from the outset.

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Swiss Post is establishing itself in the fields of reverse logistics and the recirculation of recyclable materials.

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## Development of sustainable products and services

With their socially responsible, environmentally friendly and economic components, Swiss Post's products and services are designed to encourage Switzerland's transformation into a sustainable and circular economy.

In 2023, Swiss Post introduced a responsibility compass as an orientation tool for the sustainable development of its products and services. It contains 12 target dimensions, which are based on the materiality matrix and divided into the categories of society, nature and economy. This enables Swiss Post to integrate sustainability aspects into the development of new products and services for its customers from the outset. By identifying conflicts between categories, among other things, the responsibility compass enables decisions to be made more consciously.

In 2023, the responsibility compass was used to test and develop product ideas in relation to the 12 target dimensions at three workshops. This produced eight ideas whose implementation potential was then followed up. In 2023, Swiss Post also introduced training courses for product and business development managers to boost their understanding of resource-efficient and socially responsible products and services.

## Circular economy products and services

Swiss Post is aware of its responsibility in terms of using products efficiently and recycling resources. It is continually developing holistic solutions for outbound and return transport with its partners and provides sustainable services covering packaging, transport, storage, processing, reuse and potential recycling. Its solutions enable its business customers to place sustainable products and services on the market. Through optimized storage, logistics and return processes, it contributes towards cutting greenhouse gas emissions in Scope 3 (see Climate, → page 22).

Swiss Post is an essential link in the circular economy with its postal and logistics services. For example, it has been providing its "Recycling at Home" service throughout Switzerland for over 10 years in cooperation with Nespresso. Nespresso capsules are collected at home, without any additional journey miles, and taken to recycling centers where they are fed back into the circular economy. With this service, Swiss Post collects around 2,700 tonnes of aluminium a year and helps its business customers to cut greenhouse gas emissions accumulated across the value chain (Scope 3).

In 2023, a simple, eco-friendly returns process was developed in collaboration with Sodastream, the world's market leader in carbon dioxide canisters. The canisters are delivered directly to the home. Empty canisters are collected from the customer's home address, recorded in the mail carrier's scanner and transferred digitally and physically to the Sodastream warehouse, where they are refilled and then returned. Optimized logistics shortens transport routes and creates unique customer experiences.

Swiss Post wants to counteract the sharp increase in packaging material consumption through sustainable packaging solutions. An important step in this direction was taken with the integration of Kickbag into Swiss Post Group. Kickbag makes sealable bags from recycled PET or plastic, which are distinguished by their optimized product design and high recycling rates. The products can be reused more than 30 times.

Value added

# Employees

Swiss Post keeps Switzerland moving: around 46,000 employees in 100 different professions work at Swiss Post in all language regions, all cantons and 804 Swiss municipalities. As one of the largest training companies, Swiss Post gives young people the opportunity to launch their careers through apprenticeships, internships and programmes for university graduates. Swiss Post offers an appreciative working environment and modern, fair employment conditions. It is actively committed to diversity and inclusion in all of its forms: anyone can achieve development at Swiss Post, no matter their gender, language, background or personal traits. To ensure that all of its people are prepared for the demands of the working world, both now and in the future, Swiss Post invests in basic and advanced training.

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Leaders have a major influence on the corporate culture. Leadership is a key factor in the process of transformation.

## Corporate culture and responsible leadership

In preparation for the 2021 to 2024 strategy period, Swiss Post evaluated its current culture across all hierarchies and units and defined a Group-wide target culture at the beginning of 2020. This culture is expressed in the three values "customer-centric", "trustworthy" and "committed":

- **Customer-centric – with emotion, courage and reason**

Swiss Post's employees create new opportunities for people and companies in Switzerland with innovative, modern and relevant services. They consistently design solutions from the customers' perspective. Their actions are shaped by entrepreneurship, courage and empathy. They strive for the optimum solution.

- **Trustworthy – by people and for people**

Swiss Post employees fulfil customers' expectations professionally and reliably and create lasting experiences. They cooperate efficiently and in the spirit of partnership and treat others – both within and outside the company – with appreciation and respect, creating scope for new opportunities.

- **Committed – from small to large scale**

Swiss Post employees act responsibly and with foresight for society, companies, the environment and people. They make life easier for customers. Their joined-up and autonomous actions are the foundations for the holistic evolution of Swiss Post.

Building on the strategic goals set by the Federal Council and on these three values, Swiss Post set out the framework for its corporate culture and responsible leadership in the human resources policy adopted by the Board of Directors in 2021.

### Culture and leadership

Strengthening customer centricity and promoting entrepreneurship.

The ongoing development of corporate culture and responsible leadership is not a one-off investment. It is an effort that calls for a stringent approach over several years, affecting the Group as a whole across all levels from the Board of Directors to Executive Management and the Executive Boards to the employees of the operating units.

The target culture it is working to establish focuses on strengthening customer centricity and entrepreneurship, and encourages responsibility and initiative on the part of all employees. It requires leaders who can develop and embed the target culture.

In 2020, a new understanding of leadership was defined with the three roles of entrepreneur, coach and networker, including other tools such as core competencies and form of employee appraisals. Since 2021, these roles have been helping to embed the relevant aspects of the corporate culture into the everyday lives of leaders and employees.

To establish this new understanding, Swiss Post is using various Group-wide measures such as investments in management training, networking as part of communities focusing on the topics of culture and leadership, and a wide range of workspaces addressing aspects that shape the culture. These measures are supplemented by unit-based activities that support the respective target groups with their specific transformation.

The important aspects of cultural and leadership development are addressed on an ongoing basis across the Group and within the framework of transformations specific to the units through various communication channels (such as Group/unit news, brochures) and networks (e.g. Culture Community, Leadership Community), and through management events, training programmes and team workshops.

Under the name "En viadi", a leadership programme specifically geared towards transformation nurtures leadership and culture.

For 2023, there are three key activities relating to cultural and leadership development that can be highlighted:

- The Group-wide leadership programme "En viadi": this programme provides for an examination of the corporate culture and each individuals' understanding of leadership across hierarchies and units (see "En viadi" box). Supplementary activities are also taking place within the Group units with a view to strengthening the topic of responsible leadership at Swiss Post. In 2022, the Logistics Services unit launched "Andiamo!", a programme extending over several years which also places a special focus on the development of leaders and employees. For team leaders at the PostalNetwork unit, a learning journey on the topic of coaching, building on "En viadi" and designed to deepen their knowledge, has been developed and will commence in 2024.
- The Group-wide Smart Governance directive portal: with this initiative, Swiss Post has simplified Group-wide directives and made them more easily accessible via a new platform. The goal of this simplification is to greatly reduce the number of detailed regulations and replace them with simple principles, giving employees greater freedom of action and strengthening their individual responsibility.
- Group-wide ongoing development of the culture: since the beginning of the current strategy period, dedicated employees have been having an impact throughout the Group, working in 2023 in the Group-wide Culture Community on topics such as individual responsibility. Up to 40 culture coaches have provided support with the ongoing development of the culture.

## Progress measurement

To date, progress in cultural development and leadership behaviour has been measured twice at an interval of 18 months with a specific survey and supplementary workshops, and also annually as part of the Group-wide employee survey.

With 83 out of 100 points, "My direct manager" received the best score in the employee survey.

In the employee survey, data is collected on two key figures with regard to this topic: "My direct manager" and "Corporate culture". In 2023, as in the previous year, the "My direct manager" index has the highest score of all topics in the employee survey, coming in at 83 out of 100 points. With a good score of 77 out of 100 points, the "Corporate culture" index remains stable. The online survey on cultural development shows that employees have a positive overall view of the progress made in the focus subjects. The greatest positive change is seen in the topics of "Customer centricity" and "Transformation leadership". In the "Flexibility and speed" area of action, progress is perceived be slower.

### En viadi: the Group-wide leadership development programme

The "En viadi" programme focuses on Swiss Post's new understanding of leadership and supports leaders in putting it into practice in their day-to-day work. It also supports the networking of leaders within their own unit and across hierarchies. Between August 2021 and spring 2023, in a transformation programme lasting several days, around 700 leaders at senior management levels addressed the challenges of their leadership role during the transformation to the Swiss Post of tomorrow. Since spring 2023, some 1,200 team leaders have been working through an adapted "En viadi" programme, which means that they, too, are receiving support in developing their understanding of leadership.

## Recruitment and retention of employees

At Swiss Post, the shortage of skilled workers and the “war for talent” that it entails are being felt not only in relation to sought-after specialists, such as in IT and digitization, but increasingly also among specialists in the letter and parcel business. An additional challenge is posed by the rapid pace of technological change, because the competencies that will be required in the future can be difficult to predict. Swiss Post is meeting these challenges with a fair, transparent and high-quality recruitment process. And it promotes and retains young talent with attractive graduate-entry programmes and a range of further employment opportunities after vocational training.

The topics of employee recruitment and retention are firmly anchored in the three strategic thrusts set out in the HR strategy:

- Shaping the organization and management
- Ensuring the right staff at the right time
- Assuming social and societal responsibility

### Recruitment

Swiss Post again received an award from Best Recruiters.

For Swiss Post, technological change not only brings challenges in terms of the ability to plan the competencies and job profiles required – applicants are also asking for greater flexibility (such as in their place of work, employment level or working hours). Throughout the entire recruitment process, Swiss Post focuses on improving the candidate experience and on using new recruitment channels such as WhatsApp. In 2023, for the eighth time in a row, Swiss Post received an award in the services sector from Best Recruiters for its innovative recruiting process and good candidate experience. This is also confirmed by the good results of the internal candidate experience study.

In 2023, Swiss Post introduced CV parsing software to improve efficiency in the recruitment process. The software supports staff involved in recruitment by matching CVs with the professional competencies and abilities they are looking for.

The internal referral programme “People4Post” allows employees to share vacancies on networks. In 2023, job postings were shared 36,527 times, leading to 2,435 applications. Where referrals lead to appointments, employees receive a bonus.

To attract talented people immediately after their training, Swiss Post maintains close contact with universities of applied sciences and universities throughout Switzerland. It offers attractive trainee programmes, graduate internships and specific entry programmes. In 2023, around 30 graduates started at Swiss Post. Swiss Post also targets school students with specific campaigns designed to interest potential apprentices in starting their career with the company.

Swiss Post processed 61,829 applications in 2023 (previous year: 61,861 applications) for 2,740 jobs (previous year: 3,300 jobs). That’s almost as many applications processed for 560 fewer jobs advertised than in 2022. On average, Swiss Post received 23 applications per advertised position. The profiles being sought fall into over 100 occupational groups. The vacancies are spread throughout Switzerland, with some positions located abroad (see Key figures, ↗ page 57).<sup>1</sup>

With the “Andiamo!” initiative, the Logistics Services unit has developed a set of tools with resources and approaches that support leaders in recruiting staff with logistics skills and industry expertise, and with the induction and personal development of their employees. The encouragement of potential focuses in particular on roles where there is a shortage of skilled staff (such as team leaders in delivery) and on the development of particular employee groups (such as apprenticeship graduates).

<sup>1</sup> GRI 3-3 Management approach to employment

Developing new skills with temporary internal job changes.

## Retention of employees

With internal placements and temporary job changes, Swiss Post offers its employees the opportunity to enhance their skills in new areas of responsibility and discover fields with which they were previously unfamiliar. This encourages internal mobility and boosts loyalty to the company in the long term. One indicator of successful retention of employees is the number of open positions that can be filled internally.

Swiss Post enhances employee retention using various measures including taking on trainees and interns from entry programmes. In 2023, 63 percent of all graduates signed a contract for a permanent position.

With the “Youngsters PN learning journey” programme, PostalNetwork develops talented young people with the goal of identifying their career prospects. The programme allows participants to switch positions internally and take on a new role for a period of six months, gaining new experience and enhancing their skills. Swiss Post offered the programme twice in 2023.

The Group unit Informatics/Technology (I/T) is positioning itself as an innovative and attractive employer by launching the “Workation” pilot project in 2023. This enables employees to combine work and vacation for a maximum of ten days within the EU and EFTA.

## Employee health, safety and well-being

Swiss Post’s workplace health management promotes good health among employees by providing preventive services and contributing to a mental and physical work culture that encourages employees to stay healthy. At the start of the 2021 to 2024 strategy period, and building on Swiss Post’s strategy and human resources policy, measures were defined in the areas of inclusion and reintegration, healthy leadership and performance. Swiss Post is now working on making the relevant key figures in the areas of health, safety and well-being more easily accessible to internal decision-makers.<sup>2</sup>

### Health and safety

The top priorities for employees are occupational health and safety.

The costs of absence as a result of illness, accidents or conflicts at work have increased in recent years – as they have for many other employers throughout Switzerland. Swiss Post is investing in the prevention of accidents and physical and psychological health protection to avoid suffering and the related costs. The aim is to ensure employees return home from work healthy. To do so, they must recognize risks, understand and apply rules, think for themselves and get involved.

To promote occupational health and safety, Swiss Post has a company-wide health and safety organization made up of specialists. It also uses an integrated operating group solution certified by the Federal Coordination Commission for Occupational Safety (FCOS) in 2021.<sup>3,4</sup>

With regular analysis of risks and developments, it is possible to identify trends and patterns and define appropriate improvement measures in response.<sup>5</sup> Improving the health and safety culture is a key priority: this means ensuring better risk awareness, reporting deviations and learning lessons. Information on accidents and findings are made available to employees. In 2023, Swiss Post launched the Group-wide campaign “Safely getting more out of life” on health and safety in the workplace. Digital and physical communication channels and images showing high-risk situations in the office and operations are used to raise awareness amongst employees and leaders.<sup>6,7</sup>

<sup>2</sup> GRI 3-3 Management approach to occupational health and safety

<sup>3</sup> GRI 403-1: Occupational health and safety management system

<sup>4</sup> GRI 403-8 Workers covered by an occupational health and safety management system

<sup>5</sup> GRI 403-2 Hazard identification, risk assessment, and incident investigation

<sup>6</sup> GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

<sup>7</sup> GRI 403-3 Occupational health services

To align social and technical elements of the digital transformation at Swiss Post, the interdisciplinary Digiwork network was founded in 2023. This consists of experts in the areas of security, health, human resources and IT. The Digiwork network provides analysis and recommendations on sustainably structuring interaction between people, technology and organization in digital projects.

## Well-being

StayFit offers employees a point of contact for psychosocial issues and conflicts.

An appreciative management style has a preemptive effect that can prevent absences. In 2022 and 2023, Swiss Post therefore raised awareness of this effect among leaders and enabled them to adopt a healthy management style. Swiss Post encourages all new leaders to take part in the "Healthy leadership" basic training module, and offers refresher courses on this topic. Thanks to the regular training courses, over 3,500 leaders were trained in healthy leadership in 2023.

Swiss Post's internal Social Counselling Service supports employees or teams facing difficult times personally and professionally, taking the pressure off leaders and HR advisors in complex conflict and crisis situations.<sup>8</sup> In 2023, the Social Counselling Service counselled 2,466 individuals and provided 133 collective consultations (audits, workshops).<sup>9</sup> In April 2023, Swiss Post launched StayFit, an online platform for anonymous chat consultation. This is a low-threshold point of contact supporting employees with psychosocial issues or conflicts. Information and specialists are available quickly and easily and provide proactive and comprehensive support. The service is used by generation Z in particular. The StayFit online platform, which Swiss Post operates in collaboration with the provider Evermood, has been available in German since March 2023. In October 2023, it was recognized by PostEurop with the "Coups de Coeur", an award for the best initiatives in the area of corporate social responsibility. On the back of its successful introduction, the platform will also be made available to all employees in French and Italian in 2024.<sup>10</sup>

A crisis hotline is available to support employees facing times of acute crisis (psychological emergencies, acute problems at work, accident or death). In 2023, 113 employees in acute crisis situations came forward and received expert support.

The Swiss Post Personnel Fund foundation supports employees and people in retirement facing emergency social situations by providing budgeting advice courses, assistance contributions or loans. The fund makes a financial contribution to "Reka-Ferien" in Switzerland, a holiday scheme of particular benefit to employees with family obligations living in modest circumstances. In 2023, the Swiss Post Personnel Fund supported 378 people with non-repayable contributions worth 1,112,241 francs and granted loans to 84 people with a total value of 639,254 francs.

### How successful reintegration after an occupational accident is managed

Swiss Post's HR counselling and internal case management help employees who have fallen ill or suffered an accident to find their way back into the work process. This includes coordination with external partners (insurance companies, disability insurance offices, doctors) and reintegration into everyday working life. If a return to a previously held position is not possible, adjustment of the area of responsibility will also be examined. An example: in 2020, a parcel carrier collapsed at work with acute heart failure. After a three-month period of rehabilitation, he remained on sick leave for a further three months. With the support of his manager, his team and specialists in reintegration into work, he returned to work one step at a time. He started back with office duty at a low employment level of 25 percent. Today, he is covering 60 percent of his working hours in his usual job as a parcel carrier, benefiting from Swiss Post's inclusion model and the opportunity to take a little more time to carry out his duties. The Swiss National Accident Insurance Fund (SUVA) has acknowledged this successful case of reintegration.

<sup>8</sup> GRI 403-6 Promotion of worker health

<sup>9</sup> GRI 403-4 Worker participation, consultation, and communication on occupational health and safety

<sup>10</sup> GRI 403-5 Worker training on occupational health and safety

## Equal opportunity, diversity and inclusion

Swiss Post firmly believes that promoting equal opportunity, diversity and inclusion in practice results in social and economic benefits. The diversity of the Swiss population is reflected in the composition of Swiss Post's workforce. An inclusive corporate culture allows people with different backgrounds, languages, genders and abilities to develop to their full potential. It also leads to better innovation and problem-solving skills, improves talent acquisition and retention, increases employee commitment and yields higher service and product quality.

Swiss Post takes a holistic view of equal opportunity, diversity and inclusion and promotes their enshrinement across all levels of the organization.<sup>11</sup> In 2021, Swiss Post defined the three Group-wide focal points of gender+, language and disability. A dedicated working group made up of members of Executive Management acts as a link between employees and Executive Management as a whole, the Board of Directors and the Confederation.

### Women in management roles

Promoting equal opportunities with top sharing and job sharing.

In the technical environment of the logistics sector in particular, where the percentage of men is higher, finding suitable female candidates is a challenge. Swiss Post has set itself the goal of using targeted measures to increase the percentage of women in management and leadership roles, including the opportunity to work in all management positions with an employment level of 80 to 100 percent, top sharing or job sharing, salary transparency, targeted development programmes for female talent, care to ensure a balanced gender ratio in the recruitment process and advertising of management roles as co-leadership positions. 14.6 percent of employees in management positions work part-time and 93 co-leaders manage teams.<sup>12</sup> With a view to sharing the lessons learned from these measures with other economic stakeholders and strengthening the focus on the issue of the advancement of women in the Swiss economy, Swiss Post is a member of external networks.<sup>13</sup>

To ensure equal pay for women and men and a transparent salary policy, equal pay is measured annually on the basis of salary data. Swiss Post is below the tolerance threshold of 5 percent provided for by the Confederation in all units. To eliminate the unexplained pay difference as far as possible, Swiss Post relies on, for example, PostCourage, an internal reporting office, and a clear and transparent pay system.<sup>14</sup>

### Linguistic diversity

Swiss Post encourages linguistic diversity with language-learning resources such as language tandems and table talks, communication in all national languages and targeted recruitment of French and Italian-speaking management staff. In 2023, Swiss Post held networking events for French and Italian-speaking colleagues at its headquarters in Bern. The goal was to facilitate the cultural integration of linguistic minorities.

#### MOSAICO: the internal network for cultural and linguistic diversity

Swiss Post supports various self-organized networks. The internal network MOSAICO creates, for example, awareness of the cultural and linguistic diversity at Swiss Post. It provides staff with an informal platform for networking in all units that transcends regions and linguistic borders. The network promotes and strengthens the integration and development of minorities at Swiss Post, with various activities such as table talks, networking events and blog posts. Language tandems give staff the opportunity to foster exchange across language and cultural boundaries. The E-tandem tool, developed by MOSAICO together with the "Forum du bilinguisme" foundation, has been available to all employees for three years. The principle: two people speaking different native languages form a tandem to teach each other their respective language.

<sup>11</sup> GRI 3-3 Management approach to diversity and equal opportunity

<sup>12</sup> GRI 405-1 Diversity of governance bodies and employees

<sup>13</sup> GRI 2-28 Membership associations

<sup>14</sup> GRI 405-2: Ratio of basic salary and remuneration of women to men

## People with disabilities

Since 2020, Swiss Post has been participating in the Inclusion Champions Switzerland research project run by the University of St. Gallen and the Federal Bureau for Equality of People with Disabilities (FBED), and it will continue to do so until the end of 2024. The goal of this research project is to improve equal opportunities for people with disabilities within companies. It is looking into previously under-researched areas, such as advanced training and promotion, in an effort to gain important insights into the successful inclusion of people with disabilities. The findings to date show that while in terms of inclusivity, the working environment at Swiss Post is at an encouraging level in general, employees with mental health problems in particular feel less well included. Measures to promote inclusion are being expanded on an ongoing basis.

### Pilot project at PostalNetwork on the inclusion of people with disabilities.

In 2022, the PostalNetwork business unit launched a pilot project focused on the inclusion of people with disabilities. Employees from the secondary labour market were given the opportunity to participate in the regular labour market. To support the teams involved in creating an inclusive working environment, Swiss Post developed practical examples of implementation in cooperation with the University of St. Gallen. On the basis of the success of the pilot project, this opportunity for inclusion has been offered throughout Switzerland since 2023.

This form of inclusion at PostalNetwork constitutes the third pillar that completes Swiss Post's model for the integration and inclusion of people with disabilities. The first pillar focuses on the reintegration of existing employees with temporary or permanent disabilities, while the second focuses on the inclusion of working people who apply from outside the company and have the same opportunities for employment at Swiss Post as all other applicants, with aids such as screen readers provided for the visually impaired where necessary.

## Non-discrimination

Swiss Post is particularly committed to the removal of structural and organizational barriers and the creation of an inclusive working environment. To ensure the removal of structural barriers and prejudices, Swiss Post does not tolerate any form of discrimination. Non-discrimination is a principle set out in the human resources policy, and therefore obligatory for all employees.<sup>15</sup> Leaders are made aware of this issue in training courses. In 2023, vocational trainers and second-year apprentices also received training on the topic of "Mutual respect" for the first time. With this measure, Swiss Post is focusing on its youngest employees, a particularly vulnerable target group (see also Employee health, safety and well-being, ➔ page 42).<sup>16</sup>

With regard to the issues of addiction, bullying, sexual harassment and discrimination, Swiss Post Health & Social Affairs regularly provides training courses for specific target groups (leaders, employees, apprentices) and implements awareness-raising measures. Every two years, employees are given the opportunity in the employee survey to indicate whether they experience discrimination or feel harassed or bullied. This helps with the development of targeted prevention measures.

All employees have access to the PostCourage reporting office. In the event that misconduct in the workplace is observed or suspected, it can be reported to this office anonymously and confidentially. In the future, the office will also be made available to employees abroad. For more information about PostCourage can be found in the Business ethics, integrity and compliance section on ➔ page 18.

<sup>15</sup> GRI 3-3 Management approach to non-discrimination

<sup>16</sup> GRI 406-1 Incidents of discrimination and corrective actions taken

## Employee training and development

The future viability and competitiveness of Swiss Post is tied closely to the development of its employees. There are more than 100 different job profiles that need to be developed and prepared for the working world of the future. With targeted development of its employees, Swiss Post is investing to ensure that it has the resources and expertise it will need in the future, supporting the implementation of the “Swiss Post of tomorrow” strategy.<sup>17</sup> Thanks to its development measures and vocational training, Swiss Post not only trains employees for its own needs, but also makes a contribution to the Swiss labour market.

### Training of apprentices

Every year, around 750 young people start their apprenticeship at Swiss Post. With 19 occupational groups, Swiss Post offers entry-level opportunities in various areas of activity. In 2023, Swiss Post trained around 1,800 apprentices. 97 percent of all apprentices passed their final exams in 2023. Over 60 percent of specialists continue to pursue their career with Swiss Post. In addition to eliminating the costs of hiring externally, this also helps mitigate against the shortage of workers in specific roles at Swiss Post.

In terms of digital transformation, Swiss Post has helped to develop the new profession of digital business developer, a job where talented young people learn to analyse business processes and data with a view to developing digital solutions. The Swiss Post Vocational Training department was one of the initiators of this innovative job profile. It was also instrumental in developing the necessary competencies and in drawing up approaches and documents. ICT-Berufsbildung Schweiz is the entity responsible for the new profession, while other external partners were vocational schools, cantons and other companies. Swiss Post is one of the first companies in Switzerland to offer this new vocational training course. In 2023, the first twelve apprentices started their apprenticeship as digital business developers at Swiss Post.<sup>18</sup>

### Digital skills

Empowering employees to use digital technologies.

Swiss Post believes that new technologies such as artificial intelligence (AI), robotic process automation and process mining will continue to grow in importance in the future. It has therefore invested heavily in developing digital skills in recent years and trained its employees accordingly.

A key programme for improving digital skills and introducing agile working methods is the Digital Champions programme, which provides training to employees on artificial intelligence (AI), the Internet of things (IoT), digital ethics, etc. 400 employees started the programme in 2023.

Thanks to new technologies, employees can make their day-to-day work more efficient and increase productivity. To take advantage of these benefits throughout Swiss Post, the Citizen Development programme was launched in 2023. In this programme, employees learn how to automate business processes and applications without having to learn complex programming languages. 100 employees have completed the programme, and more than 1,000 employees regularly share their experiences in the Citizen Developer Community. In addition, Swiss Post has developed further measures to empower employees and made them available across the Group. For example, offers for the targeted use of digital tools such as Microsoft 365 and Microsoft 365 Copilot (see case study on artificial intelligence in Data protection, cybersecurity and digital ethics → page 34). To enable employees to network and exchange ideas, Swiss Post has set up communities such as the Microsoft 365 Community.

<sup>17</sup> GRI 3-3 Management approach to training and development  
<sup>18</sup> GRI 203-2 Significant indirect economic impacts



At the end of 2021, Swiss Post Executive Management decided to provide all employees with a digital connection to Swiss Post. The Logistics Services unit employs around 20,000 people who sort and deliver letters and parcels and who, until now, had no digital connection to Swiss Post. In 2023, Swiss Post equipped the business smartphones of more than 12,000 delivery staff with a Swiss Post account and the Microsoft Teams app. The question of how employees in sorting can be connected is currently being examined. Digital access for staff in maintenance and special cleaning services was tested at Post Real Estate. Implementation throughout Switzerland is planned for 2024. At PostBus, all 2,500 drivers employed by Swiss Post were provided with Microsoft 365 licences in 2023, in addition to devices. In 2024, the 2,500 drivers employed by the subcontractors that operate routes for PostBus are also expected to be able to access Swiss Post's Microsoft 365 environment.

## Innovation organization and development

Swiss Post promotes the creation of new, innovative solutions with professional coaching of its employees and specific training opportunities. It also offers inspiring working environments such as EspaceLab, a free space for innovation and customer focus. With their in-depth knowledge of the business areas, employees help to identify incremental innovations that improve day-to-day business. All employees can submit their ideas on Postidea, the internal ideas platform. Around 2,500 ideas are received every year through this easy access service. One in every ten of these ideas is implemented, such as the introduction of the Junior Advisory Board, with a reward being given to the submitter. This gives young employees up to the age of 28 the opportunity to contribute their perspective and approach to work to strategic decisions taken at Executive Management level. The board starts work in 2024.

## Professional and personal development

In 2023, Swiss Post provided around 7 million francs in support of individual off-the-job training.

In times of digitization and demographic change, the day-to-day work of employees is subject to constant change. Swiss Post promotes a culture of independent learning and ensures that support from leaders is tailored as individually as possible to each employee. In 2023, Swiss Post employees took advantage of individual off-the-job training worth a total of around 9 million francs. Swiss Post contributed around 7.4 million francs. Swiss Post also invests in internal development measures within the framework of projects, product training, the introduction of new tools, and team and leadership development.<sup>19</sup>

In 2023, Swiss Post launched two initiatives designed to support employees in their personal and professional development: with "Learning next level", it created a learning platform for independent learning that is integrated into everyday working life. Training of learning specialists is planned for 2024, with the goal of embedding the learning culture within the Group units.

<sup>19</sup> GRI 404-2 Programs for upgrading employee skills and transition assistance programs

## Dialogue with employees and trade unions

### Dialogue with employees

Swiss Post takes advantage of many ways to engage in direct dialogue with its employees, such as internal training courses, surveys, hotlines and reporting offices or platforms such as StayFit (see Employee health, safety and well-being, [page 42](#)).

Employees can provide spontaneous feedback or obtain 360° feedback.

The results of the employee survey are discussed each year from management level through to team level. Where necessary, measures are defined on the basis of these discussions and checked against the scores from the follow-up survey. At Swiss Post, discussions about performance and development are managed using the DIALOGUE process. In 2023, the completion rate of employees with DIALOGUE was 95 percent.<sup>20</sup> Apprentices (development based on their own learning programme) and employees of Presto AG and the subsidiaries do not undergo the DIALOGUE process. Two digital feedback tools are also available to employees, who can get spontaneous feedback for themselves, provide spontaneous feedback to others or obtain feedback from different perspectives with 360° feedback. In 2023, the spontaneous feedback option was used 1,779 times and the 360° feedback option 81 times.

The internal networks can contribute suggestions concerning their specific issues, such as cultural and linguistic diversity, young employees, LGBTQIA+, sustainability or gender issues, at management level or for product developments. For example, the RAINBOW network brought about the issue of special stamps. Sustainability issues are also regularly taken up in internal communication channels (e.g. direct management communication, Group and unit news, internal publications). The magazine for Swiss Post employees, for example, has covered topics such as a balanced diet, salary transparency and multilingualism within the company.

### Dialogue with staff committees

Under the Federal Act on the Provision of Information to and the Consultation of Employees of Businesses (Participation Act), employees have a right to information and consultation. This right is guaranteed within Swiss Post Ltd and across all domestic subsidiaries.<sup>21</sup> Additional rights of participation in accordance with the Working Hours Act also apply to PostBus Ltd.<sup>22</sup> Swiss Post issues guidelines on the initial establishment of staff committees and re-elections (4-year cycle). Swiss Post employees elected their representatives to the staff committees in November 2023.<sup>23</sup>

Timely and comprehensive information concerning employees and their representatives in the event of planned operational changes is covered as a rule by the CEC and the legal basis (e.g. Participation Act). As established in case law, a maximum consultation period of 30 days is sufficient for complex undertakings. An extension of this period can be requested.<sup>24</sup>

### Social partnership

Swiss Post has a proven and solid partnership with syndicom and transfair.

As one of the largest employers in Switzerland, Swiss Post has cultivated a proven and solid social partnership with the union syndicom and staff association transfair for years. The goal of the partnership is to strike a balance between the interests of employees and Swiss Post. The three key pillars here are collective employment contracts, redundancy plans and occupational retirement provision (the Swiss Post pension fund), which enable a good work-life balance and guarantee employees progressive terms of employment.

<sup>20</sup> GRI 404-3 Percentage of employees receiving regular performance and career development reviews

<sup>21</sup> GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

<sup>22</sup> GRI 3-3 Management approach to freedom of association and collective bargaining

<sup>23</sup> GRI 3-3 Management approach to employee-employer relationship

<sup>24</sup> GRI 402-1 Minimum notice periods regarding operational changes

Collective employment contracts are the result of extensive cooperation between the social partners. They promote sustainable working conditions for employees of Swiss Post Group, and, where possible, within a market in which Swiss Post operates. In 2023, the key elements of this social partnership were seven company collective employment contracts (company CECs) and one umbrella collective employment contract (umbrella CEC) governing the mutual rights and obligations of the contracting parties:<sup>25</sup>

- Umbrella CEC agreement: applies to Swiss Post Ltd, Post CH Ltd, Post CH Network Ltd, Post CH Communication Ltd, PostFinance Ltd, PostBus Ltd, IMS Ltd, notime AG
- Post CH company CEC: applies to Swiss Post Ltd, Post CH Ltd, Post CH Network Ltd, Post CH Communication Ltd
- PostFinance Ltd company CEC
- PostBus Ltd company CEC
- IMS Ltd company CEC
- PostLogistics Ltd company CEC
- Early-morning delivery / Presto Presse-Vertriebs AG company CEC
- notime AG company CEC

and two redundancy plans:

- Swiss Post CEC redundancy plan: applies to Swiss Post Ltd, Post CH Ltd, Post CH Network Ltd, Post CH Communication Ltd, PostFinance Ltd, PostBus Ltd,
- IMS Ltd CEC redundancy plan

In terms of benefits provided, there is no difference between employees who work full-time and those who work part-time, with the exception that employees paid by the hour (up to a maximum of 20 percent at Post CH Ltd and up to a maximum of 30 percent at PostBus Ltd) are not covered by a redundancy plan and are not entitled to fringe benefits.<sup>26</sup>

The current CECs for Post CH Ltd and PostFinance Ltd and the umbrella CEC agreement expire at the end of 2024. In 2023, Swiss Post, the syndicom trade union and the transfair staff association commenced negotiations on the revision of the contracts. The focus is on modern employment conditions. The new collective employment contracts are due to come into force on 1 January 2025.

Negotiations for a new PostLogistics Ltd company CEC, which will come into force on 1 January 2025, begin in spring 2024. In May 2023, Swiss Post's social partners agreed to extend the company CEC for notime (Schweiz) AG by two years until 31 December 2025.

#### Binding standards for delivery with the industry-wide CEC

Starting at the end of 2021, the biggest employers and associations in the Swiss logistics market worked together with the social partners, the syndicom trade union and the transfair staff association to develop a common basis for employment conditions in the delivery industry. On 1 June 2023, the negotiating partners agreed on a collective employment contract (CEC) that defines binding standards, which they want to apply to employees throughout the Swiss delivery industry, including subcontractors. The social partners agree that the new delivery CEC should be declared generally binding. If the Federal Council approves this proposition, between 35,000 and 40,000 employees in Switzerland could soon benefit from improved employment conditions and binding minimum wages. This new CEC is an important achievement in an industry that is faced with many challenges, and one where there have previously been no consistent standards with regard to employment conditions. This makes it all the more important to have fair regulations in place for workers, who provide an excellent service every day. Nothing will change for Swiss Post employees, who are already covered by a company CEC of the Group. They fare at least as well if not better under the existing company CECs.

<sup>25</sup> GRI 2-30 Collective bargaining agreements

<sup>26</sup> GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Value added

## Procurement

Delivery vehicles, clothing, paper and ballpoint pens: Swiss Post procures goods and services worth around 3 billion francs each year. Its suppliers operate in over 200 sectors and 40 countries. Each partnership is based on the Supplier Code of Conduct for Responsible Procurement, which the supplier has to accept. The Code obliges the supplier to adhere to human rights, prohibit child labour, pay fair wages and protect the environment and climate along the supply chain.

## Responsible procurement

90 percent of greenhouse gas emissions from the supply chain will be cut by 2040.

Every year, Swiss Post purchases goods and services worth around 3 billion francs from its suppliers. This procurement volume gives the company a significant responsibility towards people and the environment. Swiss Post has set itself the goal of establishing fair and environmentally friendly supply chains for the benefit of everyone involved: manufacturers, employees, suppliers, partners and customers. It has created clear and binding targets for decarbonizing its supply chain. Swiss Post will cut 25 percent of the greenhouse gas emissions from its supply chain by 2030 and 90 percent by 2040 (base year: 2021).

In 2023, Swiss Post took the following measures to achieve its goals for a fair and environmentally friendly supply chain:<sup>1,2</sup>

- Introduced a management system to monitor human rights due diligence obligations<sup>3</sup> and environmental concerns.<sup>4</sup> Based on this, Swiss Post has established human rights due diligence guidelines that are modelled on the OECD Due Diligence Guidance for Responsible Business Conduct.
- Introduced a process for identifying potential risks at suppliers, including in relation to human rights and the environment. When prioritizing measures, Swiss Post takes account of the probability of occurrence and the severity of the impact.
- Revised the Supplier Code of Conduct for Responsible Procurement to strengthen partnership relations with its suppliers and ensure joint progress in social and environmental issues. The Code of Conduct is based on Swiss and international standards, including the ILO standards for the protection of workers, which apply both in Switzerland and abroad. The Code of Conduct obliges suppliers to adhere to human rights, prohibit child labour, guarantee fair pay and protect the environment throughout the supply chain. The Code must be accepted by suppliers as the basis for cooperation.<sup>5,6</sup>
- Expanded PostCourage, the anonymous reporting office. Suppliers, affected parties in the supply chain and other stakeholders can now use PostCourage to report concerns or tip-offs relating to human rights abuses or environmental pollution in the supply chain. The expansion of the reporting office is a vital step in enabling Swiss Post to receive information about breaches of the Supplier Code of Conduct and introduce countermeasures.
- Introduced mandatory sustainability criteria with a weighting of 15 percent in all procurements over 150,000 francs. Information such as targets and measures to reduce greenhouse gas emissions and sustainability performance rating is evaluated.

## Supply chain risk analysis

7,505 suppliers were assessed in the risk analysis.

Sustainability is embedded in Swiss Post's procurement organization and processes and is an integral part of its procurement policy.<sup>7,8</sup> In order to assess the risks relating to human rights due diligence obligations and the environment in its supply chain, Swiss Post conducted a risk analysis using a rating platform in 2023. A total of 7,505 suppliers were analysed for ethical, social and environmental risks.

The result of the risk analysis showed that the suppliers operate in more than 200 sectors and 40 countries. 18 of the 7,505 suppliers are deemed high-risk suppliers due to their sector, country of manufacture and risk categories. Suppliers from high-risk product groups will be brought up to standard incrementally through targeted supplier management. 13 of these are clothing and footwear suppliers that are audited by the Fair Wear Foundation (FWF). Swiss Post is able to rule out any sector-specific risk. The remaining five high-risk suppliers will gradually be assessed in more detail by Swiss Post.<sup>9,10</sup>

1 GRI 308-2 Negative environmental impacts in the supply chain and actions taken

2 GRI 414-2 Negative social impacts in the supply chain and actions taken

3 GRI 3-3 Management approach to supplier social assessment

4 GRI 3-3 Management approach to supplier environmental assessment

5 GRI 414-1 New suppliers that were screened using social criteria

6 GRI 308-1 New suppliers that were screened using environmental criteria

7 GRI 3-3 Management approach to forced or compulsory labor

8 GRI 3-3 Child labor

9 GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

10 GRI 408-1 Operations and suppliers at significant risk for incidents of child labor

Suppliers that present risks relating to child labour due to their country of production have been reviewed separately by Swiss Post under the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO). This internal review revealed that there is no substantiated risk of child labour and that the assessed suppliers are either carrying out an additional evaluation process via EcoVadis or have documented the relevant evidence.<sup>11</sup>

## Clothing and footwear product group

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Swiss Post clothing is produced exclusively in the EU.

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The clothing product group is deemed a high-risk product group due to sector risks, including in relation to child, forced and slave labour. As one of Switzerland's major companies, Swiss Post has been working closely with the independent organization Fair Wear Foundation (FWF) since 2012. Since 2017, the company has been guided by the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector.

Swiss Post conducts systematic audits at its suppliers, ensuring fair wages and occupational safety and health for their employees. The FWF audits suppliers in high-risk countries annually, and Swiss Post assesses suppliers from non-risk countries on a three-year cycle. In addition, the FWF and Swiss Post hold training courses for suppliers on-site. The FWF has again awarded Swiss Post Leader status for its commitment.

All clothing for Swiss Post is produced in the EU. Swiss Post is currently familiar with all of its production sites and sub-suppliers. However, it is still striving to improve transparency in its supply chain. This is the only way for Swiss Post to continue ensuring that human rights due diligence obligations (e.g. no use of child labour) are respected in upstream value creation and in the production of raw materials.

<sup>11</sup> GRI 3-3 Management approach to child labor,

Value added

## Economic and social added value

Swiss Post ensures nationwide delivery of consignments, the availability of payment transactions, a dense network of access points and accessibility in all regions of Switzerland. Swiss Post offers the services within the universal service at prices irrespective of distance. This makes a significant contribution to the promotion of rural areas and equal living conditions in Switzerland. Most of Swiss Post's services are part of the public service, including for example public transport, the electronic patient record and the ePost App. To promote social commitment, Swiss Post supports both Swiss art and charitable and cultural projects across linguistic borders, regions and generations. Swiss Post also supports projects that encourage the economic and digital development of Switzerland.

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## Public service

### Added value for Switzerland

Swiss Post employs 15,000 people in rural areas.

Swiss Post has significant economic value for Switzerland and is a key pillar of Switzerland and its economy. It provides the Swiss population and economy with 4,963 access points – the densest network in Europe. In peripheral regions, it not only ensures access to postal and payment transaction services, but also to public transport. Of the 2,160 municipalities, 578 (over 25 percent) are connected to the Swiss public transport network solely by PostBus.<sup>1</sup>

Swiss Post is a major employer throughout Switzerland, in all language regions, and in rural areas in particular: of its approximately 46,000 employees (33,387 full-time equivalents), around 15,000 people work in rural areas and mountain regions. Swiss Post employs people in 230 of the 620 municipalities in French-speaking Switzerland, in 555 of the 1,400 municipalities in German-speaking Switzerland, in 60 of the 125 municipalities in Italian-speaking Switzerland and in 10 of the 15 municipalities in Romansh-speaking Switzerland.

Swiss Post also aims to power a digital, interconnected Switzerland. Its digital solutions include the ePost App – Swiss Post's digital letter box – and the electronic patient record (see Digitization and innovation, [page 33](#)).

### Universal service obligation

Swiss Post fulfils its universal service obligation from its own resources, which means it does not receive any state financial assistance. In accordance with legal requirements, Swiss Post offers the services within the universal service at prices irrespective of distance. The price for a letter from Zurich to Basel is the same as from Poschiavo to Pruntrut, although the second letter entails significantly higher costs for Swiss Post. The fact that documents and goods consignments can be sent and received under the same terms and conditions in all regions constitutes a significant contribution to promoting rural areas and equal living conditions in Switzerland.<sup>2</sup>

Swiss Post met its universal service requirements in full.

Swiss Post is legally obliged to offer all universal postal services (such as delivery of letters, parcels and newspapers, payment transactions and the operation of a nationwide infrastructure). Detailed information can be found in the Financial Report, [page 17](#). The quality of the universal service is regulated by postal legislation and is monitored by the Federal Postal Services Commission (PostCom) on behalf of the Confederation. The provisions governing postal services (letters and parcels) and payment transaction services, which are stringent by international standards, stipulate for example that:

- Swiss Post must deliver 97 percent of addressed domestic letters and 95 percent of domestic parcels on time.
- In each canton, its branches must be accessible to 90 percent of the population within 20 minutes on foot or by public transport.

The quality of the universal service is measured annually and reported to PostCom. In 2023, Swiss Post provided the universal postal service and payment transaction services nationwide and at a very high level of quality. Swiss Post complied with or exceeded all regulatory requirements, with 97.3 percent of all A Mail letters and 99.5 percent of B Mail letters reaching their recipients on time. At 99.6 percent for Economy parcels and 95.7 percent for Priority parcels, delivery times for parcels exceeded the legal requirements. The goal for average accessibility of post offices and agencies was met at 96.7 percent, as was access to payment transaction services at 98.1 percent, putting the figure for accessibility at 6.7 percent and the figure for payment transactions at 8.1 percent above the statutory target of 90 percent.

<sup>1</sup> GRI 203-2 Significant indirect economic impacts

<sup>2</sup> GRI 3-3 Management approach to indirect economic impacts 2016



Swiss Post is committed to the Swiss economy and Swiss society.

## Social commitment

Besides its commitment to a universal public service and the development of services that contribute to sustainable economic growth in Switzerland, Swiss Post also devotes its expertise to national and local social issues.<sup>3</sup> Its commitments contribute to the defined strategic communicative positioning, strengthening the Swiss Post brand (for more information, see the Financial Report, Brands, → page 10).

The sponsorship portfolio has a major impact on how Swiss Post is perceived by the public, and is therefore managed consistently in accordance with defined criteria. These criteria must, for example, be in line with Swiss Post's values (see Corporate culture and responsible leadership, → page 39), must not be harmful to health or the environment and must not pursue a political direction. To establish its commitments successfully, Swiss Post works in the long term to keep them in place over several years.

Swiss Post is active in three areas: commitment to Switzerland, social commitment and business sponsorship.

In the area of commitment, Swiss Post promotes and collects art, supports cultural projects and recreational programmes to promote cohesion across linguistic borders, regions and generations, such as the Locarno Film Festival, and has been the main partner of the Swiss Hiking Trail Federation since 2017. With its commitment to Switzerland's hiking trails, Swiss Post supports the unique network of 65,000 kilometres of trails for Switzerland's most popular national sport (→ [swisspost.ch/hiking](https://swisspost.ch/hiking)). Together with selected cantonal hiking trail organizations, Swiss Post offers work assignments for employees who want to volunteer for a day to do something to improve Swiss hiking trails. This work enables employees to make a valuable contribution to maintaining a safe and well maintained network of hiking trails. Since 2017, 305 Swiss Post employees have contributed more than 61,000 hours of voluntary work.

In the area of social commitment, Swiss Post uses its postage stamp fund, which is financed by the sale of special stamps, to support social organizations (such as Pro Patria and Pro Juventute) and charitable projects. Other commitments are the Santa Claus campaign, where Swiss Post, playing the role of Santa, answers over 32,518 letters sent in by children with their Christmas wish list, and 2 x Christmas (→ [swisspost.ch/2xchristmas](https://swisspost.ch/2xchristmas)).

In the area of business sponsorship, Swiss Post contributes to projects that promote Switzerland's economic and digital development. As a partner of SEF.NextGen, Swiss Post works with other Swiss companies and institutions to promote entrepreneurial thinking among the younger generation. Swiss Post is a supporter of the Swiss sustainability award, the Green Business Award, with Swiss Post CEO Roberto Cirillo sitting on the interdisciplinary jury of experts. Swiss Post also backs the Future-Health health conference and the SCORE! event – the Swiss Conference for Retail and E-Commerce.

### 2 x Christmas

Since 1997, Swiss Post has been a co-sponsor of 2 x Christmas, a campaign which, together with the Swiss Red Cross, broadcaster SRG SSR and retailer Coop distributes non-perishable food items and personal hygiene products to people living in poverty every year. Swiss Post's contribution to this effort is its core competency as a logistics partner. In 2023, the campaign distributed 54,050 parcels. As part of the 2023 2 x Christmas campaign, 104 Swiss Post employees helped the Swiss Red Cross sort the goods in their free time.

<sup>3</sup> GRI 3-3 Management approach to local communities

## Stakeholder engagement

A key task for any sustainable company is to involve all relevant stakeholders. As a publicly owned company with its public service mandate and as one of Switzerland's biggest employers, Swiss Post has numerous stakeholders. To ensure that it meets their expectations, Swiss Post maintains continuous dialogue with the following stakeholders:<sup>4</sup>

### – Employees

Swiss Post engages in dialogue with its employees through the annual employee survey and through the appraisals conducted between the company's employees and leaders. It is also in ongoing contact with its employees through the internal reporting offices and platforms (see Dialogue with employees and trade unions, ➔ page 48).

### – Business and private customers

Swiss Post cultivates its relationships with customers through the Swiss Post Contact Center, through its branch network and through direct contact with its letter and parcel carriers. To collect customer experience data systematically, it conducts an annual customer satisfaction survey (see Customer centricity and relevance for the customer, ➔ page 31).

### – Suppliers

Swiss Post maintains relationships based on partnership with its suppliers. Collaboration is based on the Supplier Code of Conduct for Responsible Procurement, which was revised in 2023. In 2023, the anonymous PostCourage reporting office was opened for suppliers and parties affected by failure to meet human rights due diligence obligations in the supply chain (see Responsible procurement, ➔ page 51).

### – Society

With its public service, Swiss Post makes an important contribution to Swiss society (see Added value for Switzerland, ➔ page 54). It also espouses national and local social issues (see Social commitment, ➔ page 55).

### – Owner

Swiss Post holds regular discussions with the Confederation with regard to the quality and development of the universal service (see Statutory mandate in the Financial Report, ➔ page 17). Swiss Post produces a yearly report on the strategic goals set by the owner (see Strategic goals set by the Federal Council in the Financial Report, ➔ page 18) and submits its Annual Report for approval. Within the Federal Administration, the General Secretariat for the Department of the Environment, Transport, Energy and Communications (DETEC), in conjunction with the Federal Finance Administration (FFA), assumes the role of owner and the associated tasks. The most important business is discussed at quarterly meetings between representatives of the owner (DETEC and FFA) and members of Executive Management.

### – Politics

In the national political landscape, Swiss Post and postal issues are a subject of ongoing debate. The members of the National Council, Council of States, committees or parliamentary groups submit proposals concerning Swiss Post, actively influencing the regulatory framework. Swiss Post also engages in political dialogue at cantonal level: once a year, it meets the cantonal Departments of Economic Affairs to discuss the future development of the branch network and other aspects of postal services, other services, Swiss Post's role as an employer and strategic dossiers. Swiss Post maintains a close dialogue with its public sector stakeholders on the issues of the public service, Swiss Post in the digital world, logistics and delivery, and the mobility of tomorrow. The company is bound by neutrality and does not support political campaigns or parties.<sup>5</sup> Where it is directly affected, it states its position and provides information. Swiss Post maintains further contacts in the political context with stakeholders and associations.<sup>6</sup>

<sup>4</sup> GRI 2-29 Approach to stakeholder engagement

<sup>5</sup> GRI 415-1 Political contributions

<sup>6</sup> GRI 3-3 Management approach to political contributions

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# Environment

## Climate and energy

### Climate and energy

2021–2023	GRI reference	Unit	2021 <sup>1</sup>	2022 <sup>1</sup>	2023
<b>Energy consumption within the organization</b>	<b>302-1</b>	<b>GWh</b>	<b>1,092</b>	<b>1,085</b>	<b>1,060</b>
from renewable sources	302-1	%	16.2%	16.1%	16.6%
Fuel consumption	302-1	GWh	97	87	83
from renewable sources	302-1	%	35.4%	38.1%	39.1%
Motor fuel consumption	302-1	GWh	862	866	847
from renewable sources	302-1	%	1.5%	1.5%	1.5%
Electricity consumption	302-1	GWh	133	132	130
from renewable sources <sup>2</sup>	302-1	%	100.0%	100.0%	100.0%
Heating	302-1	GWh	5	4	4
Electromobility	302-1	GWh	5	6	9
Buildings/equipment/sorting	302-1	GWh	123	122	117
<b>Energy consumption outside of the organization<sup>1</sup></b>	<b>302-2</b>	<b>GWh</b>	<b>971</b>	<b>1,013</b>	<b>998</b>
<b>Energy consumption within and outside of the organization</b>	<b>302-2</b>	<b>GWh</b>	<b>2,063</b>	<b>2,098</b>	<b>2,058</b>
<b>Energy production</b>					
Self-generated solar power		GWh	8.7	9.5	8.0
Share of self-generated electricity out of electricity consumption		%	6.6%	7.2%	6.2%
Installed capacity of own PV systems		MWp	9.9	10.8	11.0
<b>Energy intensity of operating income</b>					
In relation to energy consumption					
within the organization	302-3	MWh/million CHF	159	158	146
within and outside of the organization	302-3	MWh/million CHF	300	306	283
<b>CO<sub>2</sub> emissions (Scope 1–3)</b>	<b>305</b>	<b>t CO<sub>2</sub>e</b>	<b>2,192,399</b>	<b>2,206,468</b>	<b>2,102,124</b>
Scope 1 emissions	305-1	t CO <sub>2</sub> e	245,989	245,095	239,078
Scope 2 emissions	305-2	t CO <sub>2</sub> e	3,045	2,892	2,143
location-based	305-2	t CO <sub>2</sub> e	15,902	15,701	15,457
market-based	305-2	t CO <sub>2</sub> e	3,045	2,892	2,143
Scope 1 and 2 emissions	305-2	t CO <sub>2</sub> e	249,034	247,987	241,221
Passenger transport (PostBus)	305-1	t CO <sub>2</sub> e	133,359	134,961	136,426
Goods transport	305-1	t CO <sub>2</sub> e	80,686	77,749	70,605
Heat generation	305-1	t CO <sub>2</sub> e	15,176	12,988	12,297
Vehicle leasing to third parties	305-1	t CO <sub>2</sub> e	14,848	17,271	17,793
Remainder <sup>3</sup>	305-1	t CO <sub>2</sub> e	4,965	5,017	4,100

**Climate and energy**

2021–2023	GRI reference	Unit	2021 <sup>1</sup>	2022 <sup>1</sup>	2023
<b>Scope 3 emissions</b>	305-3	t CO <sub>2</sub> e	1,943,365	1,958,481	1,860,903
Purchased goods and services (Scope 3.1) <sup>4</sup>	305-3	t CO <sub>2</sub> e	120,112	128,213	112,937
Capital goods (Scope 3.2) <sup>4</sup>	305-3	t CO <sub>2</sub> e	78,967	77,018	88,763
Fuel and energy-related activities (Scope 3.3)	305-3	t CO <sub>2</sub> e	58,863	58,590	57,282
Upstream transportation and distribution (Scope 3.4)	305-3	t CO <sub>2</sub> e	202,103	212,579	215,043
Waste generated in operations (Scope 3.5)	305-3	t CO <sub>2</sub> e	241	274	252
Business travel (Scope 3.6)	305-3	t CO <sub>2</sub> e	65	196	203
Employee commuting (Scope 3.7)	305-3	t CO <sub>2</sub> e	31,775	35,861	34,689
Upstream leased assets (Scope 3.8)	305-3	t CO <sub>2</sub> e	12,301	12,852	11,209
Use of sold products (Scope 3.11)	305-3	t CO <sub>2</sub> e	29,760	28,388	24,118
End-of-life treatment of sold products (Scope 3.12)	305-3	t CO <sub>2</sub> e	2	1	1
Downstream leased assets (Scope 3.13)	305-3	t CO <sub>2</sub> e	15,952	14,864	15,700
Investments (Scope 3.15) <sup>5</sup>	305-3	t CO <sub>2</sub> e	1,393,223	1,389,646	1,300,705
<b>Offset greenhouse gas emissions</b>					
CO <sub>2</sub> compensation	305-1	t CO <sub>2</sub> e	170,002	210,724	298,307
Emission reductions sold (Klik Foundation)	305-1	t CO <sub>2</sub> e	1	41	912
<b>CO<sub>2</sub> intensity of operating income</b>					
CO <sub>2</sub> intensity in relation to					
Scope 1 emissions	305-4	t CO <sub>2</sub> e/revenue	36	36	33
Scope 2 emissions	305-4	t CO <sub>2</sub> e/revenue	0	0	0
Scope 3 emissions	305-4	t CO <sub>2</sub> e/revenue	283	286	256

<sup>1</sup> The base year 2021 and the intermediate year 2022 are recalculated retroactively in the event of acquisitions/disposals of subsidiaries or changes in data quality, as 2021 is used as the base year for the 2030/2040 targets.

<sup>2</sup> For electricity consumed by companies acquired, no guarantees of origin are purchased for past financial years. The share of renewable electricity is therefore not 100 percent in the years with subsequent data entries, even though 100 percent of electricity consumed within Swiss Post in the financial year in question was covered by renewable sources.

<sup>3</sup> Includes emissions from all business vehicles, cooling system consumption in buses as well as electricity and cooling system consumption in buildings.

<sup>4</sup> The emissions from purchased goods and services were calculated using emission factors per goods group (secondary data from a spend-based input output model).

<sup>5</sup> The financed emissions of corporate bonds have been integrated into the organizational life cycle assessment since the 2021 financial year. The coverage of corporate bonds entered with CO<sub>2</sub> data is 86.44 percent. Only Scope 1 and 2 emissions from the companies invested in are included. Owing to the dependence on the volatile investment volume and fluctuations in company emissions due to one-off items (e.g. COVID), the emissions level can differ significantly from year to year. There are currently no standardized calculation methods for the other asset classes in the PostFinance portfolio (mainly government bonds, promissory note loans and central mortgage institution loans), which is why these figures have not yet been integrated. More information can be found in the disclosure of climate-related financial risks on the PostFinance website.

**Noise, air and light emissions****Air emissions**

2021–2023	GRI reference	Unit	2021	2022	2023
Chlorofluorocarbons	305-6	kg CFC-11 equiv.	0.047	0.190	0.204
Nitrogen oxides (NO <sub>x</sub> )	305-7	t	1,796	1,789	1,714
Sulfur oxides (SO <sub>x</sub> )	305-7	t	582	593	581
Non-methane volatile organic compounds (NMVOC)	305-7	t	405	412	401
Particulate matter (PM10)	305-7	t	76	76	73

## Customers

### Customer centricity and relevance for customers

#### Customer satisfaction

2021–2023	GRI reference	Unit	2021	2022	2023
Overall satisfaction		%	N/A <sup>1</sup>	76	76

<sup>1</sup> 2022 represented a baseline measurement. Owing to changes to the organizational structure and new weightings, no comparable prior-year figures are available.

### Digital ethics, data protection and cybersecurity

#### Customer privacy

2021–2023	GRI reference	Unit	2021	2022	2023
Privacy violations reported	418-1	Number	41	30	15
Complaints <sup>1</sup>	418-1	Number	0	0	0
Successful data theft incidents through hacking or malware attacks	418-1	Number	0	0	0

<sup>1</sup> Including those resulting in investigation procedures by the Federal Data Protection and Information Commissioner (FDPIC).

## Employees

### Corporate culture and responsible leadership

#### Corporate culture and responsible leadership

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Employee survey</b>					
My work		Index (0–100)	77	77	78
My team		Index (0–100)	80	80	80
My direct manager		Index (0–100)	82	83	83
Our corporate culture		Index (0–100)	76	77	77
My commitment		Index (0–100)	N/A	80	80

### Recruitment and retention of employees

#### Recruitment and retention of employees

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Headcount</b>					
Headcount	2-7	Full-time equiv.	42,004	35,911	36,431
Headcount (excluding apprentices)	2-7	Full-time equiv.	40,144	34,072	34,587
Switzerland	2-7	Full-time equiv.	33,531	33,322	33,387
Abroad	2-7	Full-time equiv.	6,613	751	1,200
Trainees in Switzerland	2-7	Persons	1,860	1,839	1,844
Jobs in peripheral regions	2-7	Persons	16,660	16,224	16,244

**Recruitment and retention of employees**

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Recruitment</b>					
Vacancies		Number	N/A	3,300	2,740
Applications		Number	62,000	61,861	61,829
<b>Newly recruited employees</b>					
New hires	401-1	Persons	3,867	3,811	3,078
Female	401-1	Persons	1,192	1,358	1,162
under the age of 30	401-1	%	39.3%	39.7%	36.4%
between 30 and 50	401-1	%	48.7%	50.4%	52.3%
over the age of 50	401-1	%	12.0%	9.9%	11.3%
Male	401-1	%	2,675	2,453	1,916
under the age of 30	401-1	%	43.4%	39.8%	36.5%
between 30 and 50	401-1	%	47.1%	47.6%	50.2%
over the age of 50	401-1	%	9.5%	12.6%	13.3%
<b>Employee turnover</b>					
Turnover	401-1	Persons	5,065	4,120	4,532
Female	401-1	Persons	2,001	1,679	1,798
Male	401-1	Persons	3,064	2,441	2,734
Turnover rate (overall)	401-1	%	13.9%	11.6%	12.8%
Voluntary turnover	401-1	%	5.0%	6.2%	6.4%
Due to retirement	401-1	%	2.7%	2.6%	2.9%
Expiring contracts	401-1	%	1.3%	0.5%	0.5%
Departure agreed	401-1	%	0.5%	0.4%	0.5%
Notice given by employer	401-1	%	1.4%	1.2%	1.4%
Other departures	401-1	%	2.9%	0.6%	1.0%
Death	401-1	%	0.1%	0.1%	0.1%
<b>Turnover rate (overall) by gender and age</b>					
Female	401-1	%	13.4%	11.7%	12.7%
under the age of 30	401-1	%	22.6%	21.3%	23.0%
between 30 and 50	401-1	%	12.1%	10.2%	11.1%
over the age of 50	401-1	%	12.1%	10.5%	11.4%
Male	401-1	%	14.3%	11.5%	12.9%
under the age of 30	401-1	%	26.1%	23.2%	24.5%
between 30 and 50	401-1	%	12.7%	9.7%	11.3%
over the age of 50	401-1	%	6.8%	9.3%	10.7%
<b>Employees taking</b>					
parental leave (those with a monthly salary)	401-3	Persons	1,804	2,005	2,053

## Employee health, safety and well-being

### Employee health, safety and wellbeing

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Accidents</b>					
Occupational accidents	403-9	Number per 100 FTEs	7.4	7.0	7.5
resulting in fatalities	403-9	Number	0	3	0
<b>Days lost to illness and accidents<sup>1</sup></b>					
Absentee days for medical reasons <sup>2</sup>	403-10	Days per full-time equiv.	7.7	9.4	9.8
<b>Social Counselling Service</b>					
Individual consultations	403-4	Number	2,130	2,326	2,466
Collective consultations	403-4	Number	111	104	133
<b>Reintegration</b>					
Case management reintegration rate (excluding PostFinance)		Percent	58.7%	64.4%	60.2%
<b>Swiss Post Personnel Fund support services</b>					
Non-repayable grants		Persons	316	364	294
		CHF	1,007,860	1,324,195	1,112,241
Loans		Number	24	66	82
		CHF	241,993	388,229	639,254

<sup>1</sup> All persons with 100% level of employment and absences of ≤ 180 calendar days.

<sup>2</sup> New calculation method: the continuing employment of staff on long-term absences is treated differently depending on the type of operations and sector. To enable comparison with the data of the Swiss Federal Statistical Office (SFSO) and other companies in Switzerland, we include the absences of full-time employees for a maximum period of six months in this calculation.

## Equal opportunity, diversity and inclusion

### Equal opportunity, diversity and inclusion

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Employees</b>					
	<b>2-7</b>	<b>Persons</b>	<b>47,378</b>	<b>46,518</b>	<b>46,077</b>
Female	2-7	%	43.0%	42.0%	41.3%
Male	2-7	%	57.0%	58.0%	58.7%
<b>Type of employment</b>					
<b>Full-time employees</b>					
	2-7	Persons	23,450	23,142	23,212
Female	2-7	%	23.0%	22.6%	22.8%
Male	2-7	%	77.0%	77.4%	77.2%
<b>Part-time employees</b>					
	2-7	Persons	18,317	17,794	17,123
Female	2-7	%	65.5%	64.2%	64.0%
Male	2-7	%	34.5%	35.8%	36.0%
In management positions		%	13.7%	13.9%	14.6%
<b>Permanent employees</b>					
	2-7	Persons	38,424	38,057	37,345
Female	2-7	%	41.7%	40.6%	40.3%
Male	2-7	%	58.3%	59.4%	59.7%
<b>Temporary employees</b>					
	2-7	Persons	646	319	279
Female	2-7	%	36.8%	43.6%	44.1%
Male	2-7	%	63.2%	56.4%	55.9%
<b>Employees without guaranteed working hours</b>					
	2-7	Persons	5,439	5,278	4,977
Female	2-7	%	44.4%	43.0%	42.0%
Male	2-7	%	55.6%	57.0%	58.0%



**Equal opportunity, diversity and inclusion**

2021–2023	GRI reference	Unit	2021	2022	2023
<b>Diversity</b>					
Women in management roles					
In senior management		%	21.6%	22.6%	24.2%
In middle/lower management		%	22.8%	21.8%	22.3%
Swiss Code of Obligations and leaders under the CEC		%	22.7%	21.9%	22.5%
Communication language					
German		%	76.9%	76.3%	76.4%
French		%	18.3%	18.8%	18.7%
Italian		%	4.8%	4.9%	4.9%
Leadership pairs who share managerial responsibility		Number	N/A	68	93
Average age of workforce		Years	45.8	45.8	46.1
<b>Diversity on the Board of Directors and Executive Management</b>					
Gender					
Female	405-1	%	27.8%	33.3%	33.3%
Male	405-1	%	72.2%	66.7%	66.7%
Age					
under 30	405-1	%	0.0%	0.0%	0.0%
between 30 and 50	405-1	%	16.7%	16.7%	11.1%
over the age of 50	405-1	%	83.3%	83.3%	88.9%
Nationality					
Switzerland	202-2	%	77.8%	77.8%	72.2%
Germany	202-2	%	16.7%	16.7%	22.2%
Netherlands	202-2	%	5.6%	5.6%	5.6%
<b>Equal pay</b>					
Post CH Ltd <sup>1</sup>		%	-1.8%	N/A	N/A
Post CH Ltd (LS)		%	N/A	N/A	-0.3%
Post CH Network Ltd		%	N/A	N/A	-2.3%
Post CH Communication Ltd (KS)		%	N/A	N/A	-2.2%
Swiss Post Ltd (function units)		%	N/A	N/A	-3.5%
PostBus Ltd		%	-0.7%	N/A	-0.3%
PostFinance Ltd		%	-2.3%	N/A	-3.1%
SecurePost Ltd		%	-0.9%	N/A	N/A
Post Real Estate Management and Services Ltd		%	-8.9%	N/A	-3.3%
PostLogistics Ltd		%	0.2%	N/A	-1.3%
Presto Presse-Vertriebs AG		%	-2.8%	N/A	-2.6%
notime AG		%	-0.4%	N/A	-3.0%
<b>Salary range</b>					
Salary range (annual total compensation ratio) <sup>2</sup>	2-21	Factor	9.42	9.25	9.49
Change in salary range (annual total compensation ratio)	2-21	Percent	1.77	-0.82	1.57

<sup>1</sup> Post CH Ltd was reorganized in 2023 and all function units (Finance, Communication, Human Resources etc.) were transferred to Swiss Post Ltd.

<sup>2</sup> Factor = average remuneration paid to members of Executive Management vs average employee salary.

## Employee training and development

Employee training and development					
2021–2023	GRI reference	Unit	2021	2022	2023
<b>Apprenticeship</b>					
Occupational groups		Number	18	19	19
Trainees in Switzerland		Persons	1,860	1,839	1,844
Ratio of apprentices to employees		%	5.5%	5.5%	5.5%
Start of vocational training		Apprentices	749	723	753
Final examinations passed		%	98.0%	97.0%	97.0%
New professionals continuing their career at Swiss Post		%	85.0%	65.0%	60.0%
<b>Further training courses</b>					
External training		CHF million	7.7	9.0	9.2
Cost-sharing of Swiss Post		CHF million	5.8	7.0	7.4

## Dialogue with employees and trade unions

Dialogue with employees and trade unions					
2021–2023	GRI reference	Unit	2021	2022	2023
<b>Collective employment contracts</b>					
Employment in accordance with Swiss Post CEC		%	80.3%	81.0%	80.3%
Swiss Post CEC minimum salary for region D		CHF/year	50,451	50,653	52,503

## Procurement

Procurement					
2021–2023	GRI reference	Unit	2021	2022	2023
Procurement volume at domestic suppliers	204-1	Share in %	90.0% <sup>1</sup>	94.8% <sup>1</sup>	93.0%

<sup>1</sup> Excluding PostFinance.

# Annex

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# Assurance statement (CO<sub>2</sub>)

GRI 2-5 External assurance

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intep

To the Executive Management  
Swiss Post Ltd.  
Wankdorffallee 4  
3030 Bern

Zurich, February 23th, 2024

Swiss Post Ltd. – Greenhouse gas balance fiscal year 2023

→ **Independent auditor's report on the greenhouse gas balance and the procurement of ecological equality certificates**

## Our mission and scope of the Audit

We have been engaged to perform a limited assurance review of the following scope for the reporting period from January 1<sup>st</sup>, 2023 to December 31<sup>th</sup>, 2023:

- Swiss Post's greenhouse gas balance for the fiscal year 2023 and the accuracy of the key figures in the 2023 non-financial report on sustainability reporting in accordance with GRI 302 (Energy consumption) and GRI 305 (Direct greenhouse gas emissions - Scope 1, indirect energy-related greenhouse gas emissions - Scope 2 and other relevant indirect greenhouse gas emissions - Scope 3)
- The review of the quantity of GHG certificates to be procured to fully offset the greenhouse gas emissions of the "pro clima" shipment for the financial year 2023
- The audit of the procured quantity of electricity certificates and assessment of the separation of the quantity into renewable and eco-electricity certificates
- The process of reporting, the workflow for data collection, calculation and aggregation as well as the process of verification in the context of the greenhouse gas balance, the "pro clima" shipment and the eco-electricity certificates

## Criteria

The greenhouse gas balance was prepared based on the following criteria defined by Swiss Post:

- ISO 14064-1:2018, WRI/WBCSD Greenhouse Gas Protocol, Revised Edition 2004 und GRI Standards 302 und 305.
- The responsibilities and specifications defined by Swiss Post and listed in the Corporate Life Cycle Assessment manual 2023 and the Climate and Energy Target functional instruction for the procurement of ecological quality certificates and the process of data collection, processing and aggregation as well as data verification and quality assurance.

## Responsibility of the Swiss Post

The Executive Management of Swiss Post is responsible for the preparation of the greenhouse gas balances and for the procurement of the ecological quality certificates in accordance with the criteria listed above. This responsibility includes the design, implementation and maintenance of adequate internal controls related to the compilation and fair representation of greenhouse gas balances including the calculation of greenhouse gas emissions that are free from material misstatement, whether due to fraud or error. In addition, management is responsible for the selection and implementation of the criteria and for maintaining appropriate records.

Berlin | Frankfurt a.M. | Hamburg | München | Wien | Zürich  
Minneapolis | Beijing | Chengdu | Shenzhen

**Responsibility of the Auditor**

Our responsibility is to express an opinion on the greenhouse gas balancing, the calculation of the GHG emissions to be offset from the "pro clima" shipment and the electricity consumption including the procured amount of electricity certificates based on our limited assurance engagement.

We conducted our review in accordance with the Guidance and Verification of Greenhouse Gas Statements (ISO 14064-3:2019) to determine whether the subject matter has been prepared, in all material respects, in accordance with the criteria listed above.

Taking into account risk and materiality considerations, we performed audit procedures to obtain sufficient and appropriate audit evidence. The procedures selected depend on the judgement of the independent auditor. In a limited assurance engagement, the procedures performed are less comprehensive than in a reasonable assurance engagement and therefore offers a more limited level of assurance.

We have performed the following essential work:

- Assessment of the Group's greenhouse gas balancing and offsetting processes and their practical implementation
- Interviews with key data suppliers and managers from the Group companies PostBus Ltd., Post Company Cars Ltd. and PostFinance Ltd, as well as from the Goods Logistics (LS4) Real Estate and Management Services (IMS) and the Procurement (F30) business units
- Interview with the Corporate Responsibility Team (UE2) of the Corporate Services as the unit responsible for greenhouse gas balancing, "pro clima" shipment including offsetting, and procurement of electricity certificates
- Inspection of the organizational structure, the level of knowledge and training of the employees involved, the methods of data collection and processing, and the internal controls as relevant for the audit review
- Analytical reviews, interviews and inspection of the documentation of the systems and processes used to collect, calculate, record, analyze and aggregate the data, including document reviews and random sampling
- Assess and review the methodology used to calculate the Group's greenhouse gas balance
- Assessment of the calculation basis of the "pro clima" shipment and review of the quantity of GHG certificates to be procured for their complete compensation
- Verification of the electricity consumption for the quantity of electricity certificates to be procured and assessment of the division of the quantity into renewable and eco-electricity certificates

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

**Conclusion**

Based on our audit, nothing has come to our attention that causes us to believe that the greenhouse gas balance and the quantity of ecological quality certificates to be procured (GHG certificates "pro clima" shipment and electricity certificates) for the fiscal year 2023 have not been prepared, in all material respects, in accordance with the criteria.

Intep – Integrale Planung GmbH

Martina Alig  
Division Manager

Beat Stemmler  
Managing Director

## Methodology

The calculation rules are in line with the GRI (Global Reporting Initiative) Standards. For greenhouse gas (GHG) emissions, Swiss Post applies the international standards ISO 14064-1:2018 and WRI/WBCSD Greenhouse Gas Protocol (revised edition 2004).

All definitions for the indicators published in this report are available in an internal glossary. Any change in calculation methodology is communicated transparently, either as a footnote in the Non-Financial Report or in this section, depending on the impact of the change.

From a regulatory perspective, Swiss Post is not subject to the provisions of the Swiss Code of Obligations 964 a-c. It has chosen a proactive approach and reports voluntarily based on the provisions indicated. The references to the relevant provisions are indicated in the GRI Index, [➔](#) page 69. PostFinance is subject to the provisions indicated and reports on the relevant topics in its separate report on non-financial matters ([➔](#) Report on non-financial matters 2023, PDF).

## Scope of consolidation and reporting methods

This report covers the Group and its subsidiaries for the period from 1 January 2023 to 31 December 2023.<sup>1</sup> If a new subsidiary is acquired or founded by Swiss Post, the procedures and definitions on non-financial data may differ from Swiss Post's standards. New subsidiaries are granted a transition period before Swiss Post's standards must be met.

All environmental data is collected by Swiss Post in accordance with the principles of the Greenhouse Gas Protocol. If subsidiaries are disposed of, the performance-related data is excluded from the calculation basis – conversely, the data from acquired companies is included. Discontinued companies remain in the historical data. No restatements are made for data on social and governance aspects.<sup>2</sup>

## Scope and reporting methodology: specifications

Coverage of our non-financial data varies depending on the topic. The following systems and methods are currently used for the individual sustainability dimensions:

- Data on social aspects is collected primarily through the financial system. Coverage for 2023 stands at 92 percent. Coverage for governance data is also 92 percent.
- Climate and energy data is collected using environmental data software. Coverage for 2023 is 93 percent for CO<sub>2</sub> emissions in Scope 1 and Scope 2 GHG emissions. Scope 3 categories 3.9, 3.10 and 3.14 are not calculated, as they are not relevant to Swiss Post.
- Air pollutant emissions (nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), non-methane volatile organic compounds (NMVOC), chlorofluorocarbons and particulate matter (PM10) are derived from the energy data. Coverage is the same as for greenhouse gas performance (93 percent).
- The risk analysis on human rights due diligence obligations and the environment includes 7,505 suppliers and covers 90 percent of the procurement volume in 2023.
- Our subsidiary PostFinance is not included in the data on data protection and the risk analysis on procurement. This information can be found in its non-financial report ([➔](#) Report on non-financial matters 2023, PDF).

## Audit and verification

All non-financial data is collected by Group subsidiaries (Post CH Ltd, PostFinance Ltd, PostBus Ltd, Post CH Communication Ltd and Post CH Network Ltd) and consolidated at Group level. There is an external assurance on the greenhouse gas performance and procurement of environmental quality certificates, which is audited by the independent consultancy firm Intep with limited assurance (see Assurance statement, [➔](#) page 66). Swiss Post is considering extending the scope of the assurance to other material topics over the coming years.

<sup>1</sup> GRI 2-2 Entities included in the organization's sustainability reporting, GRI 2-3 Reporting period, frequency and contact point  
<sup>2</sup> GRI 2-4 Restatements of information

## Global Reporting Initiative Index

Swiss Post, headquartered in Bern (Switzerland), documents its sustainability performance for the year 2023 in accordance with the GRI Standards. Sustainability means ensuring an appropriate balance between economic success, environmental action and social responsibility. The Global Reporting Initiative (GRI) sets out internationally recognized standards for sustainability reporting, helping to foster transparency and comparability.

In the GRI content index below, the numbers listed in the columns SDG, UNGC, CO 964 and TCFD refer to the following issues:

### Explanation of the GRI table

Sustainable Development Goals (SDG)	United Nation Global Compact (UNGC) Principles	Swiss Code of Obligations (CO) 964, Art. 964a–c and 964j	Task Force on Climate-related Financial Disclosures (TCFD)
3 = Good health and well-being	1 = Businesses should support and respect the protection of internationally proclaimed human rights; and...	1 = Environmental matters, particularly CO <sub>2</sub> targets	1 = Governance
7 = Affordable and clean energy	2 = ...make sure that they are not complicit in human rights abuses.	2 = Social matters	2 = Strategy
8 = Decent work and economic growth	3 = Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	3 = Employee matters	3 = Risk management
9 = Industry, innovation and infrastructure	4 = Businesses should support elimination of all forms of forced and compulsory labour.	4 = Respect for human rights	4 = Key figures and targets
11 = Sustainable cities and communities	5 = Businesses should support elimination of child labour.	5 = Anti-corruption measures	
12 = Responsible consumption and production	6 = Businesses should support elimination of discrimination in hiring and employment practices.	6 = Due diligence and transparency in relation to minerals and metals from conflict-affected areas and child labour <sup>1</sup>	
	7 = Businesses should adhere to the precautionary principle when dealing with environmental problems.		
	8 = Businesses should launch initiatives to promote greater environmental awareness.		
	9 = Businesses should accelerate the development and dissemination of environmentally friendly technologies.		
	10 = Businesses should work against corruption in all its forms, including extortion and bribery.		

The following abbreviations are used:

FR = Financial Report

NFR = Non-Financial Report

<sup>1</sup> Swiss Post does not place in free circulation or process conflict materials or metals in Switzerland (art. 964j, para. 1, item 1 CO). As a result, due diligence and reporting obligations on conflict minerals and metals do not apply to Swiss Post.

## Global Reporting Initiative Index

GRI indicator	Reference page (report)	Omissions, reasons for omission and required explanations	SDG (no.)	UNGC principle (no.)	CO 964	TCFD	
<b>GRI 2: General Disclosures 2021</b>							
2-1	Organizational details	6 (FR)				1	
2-2	Entities included in the organization's sustainability reporting	68 (NFR)				1	
2-3	Reporting period, frequency and contact point	68 (NFR)				1	
2-4	Restatements of information	68 (NFR)				4	
2-5	External assurance	66 (NFR)				1	
2-6	Activities, value chain and other business relationships	6 (FR)			4	1	
2-7	Employees	60 (NFR)					
2-8	Workers who are not employees	–	Data not available centrally – will be collected in 2024	8	6	4	1
2-9	Governance structure and composition	59 (FR)	8				
2-10	Nomination and selection of the highest governance body	67 (FR)			5	1	
2-11	Chair of the highest governance body	60 (FR)				1	
2-12	Role of the highest governance body in overseeing the management of impacts	15 (NFR)				1	
2-13	Delegation of responsibility for managing impacts	15, 17 (NFR)				1	
2-14	Role of the highest governance body in sustainability reporting	16 (NFR)				1	
2-15	Conflicts of interest	59 (FR)			5		
2-16	Communication of critical concerns	54 (FR)					
2-17	Collective knowledge of highest governance body	59 (FR)				1	
2-18	Evaluation of the performance of the highest governance body	59 (FR)					
2-19	Remuneration policies	71 (FR)	8			1	
2-20	Process to determine remuneration	73 (FR)					
2-21	Annual total compensation ratio	63 (NFR)					
2-22	Statement on sustainable development strategy	1 (NFR)	9	8		1	
2-23	Policy commitments	19,20 (NFR)	9	8			
2-24	Embedding policy commitments	19 (NFR)	3	6	2		
2-25	Processes to remediate negative impacts	19 (NFR)	8	1	5	1	
2-26	Mechanisms for seeking advice and raising concerns	19 (NFR)	8	1	5	1	
2-27	Compliance with laws and regulations	18 (NFR)			5		
2-28	Membership associations	1, 19, 36, 44 (NFR)	9	8	2		
2-29	Approach to stakeholder engagement	56 (NFR)	9	8			
2-30	Collective bargaining agreements	49 (NFR)	8	3	3		
<b>GRI 3: Material Topics 2021</b>							
		12 (NFR)				2	
3-1	Process to determine material topics	11 (NFR)				2	
3-2	List of material topics	11 (NFR)				2	
<b>GRI 201: Economic Performance 2016</b>							
		48 (FR)	8				
201-1	Direct economic value generated and distributed	99 (FR)	8				
201-2	Financial implications and other risks and opportunities due to climate change	17 (NFR)	9	7	1	3	
201-3	Defined benefit plan obligations and other retirement plans	108 (FR)	8		3		
201-4	Financial assistance received from government	98 (FR)				2	



## Global Reporting Initiative Index

GRI indicator	Reference page (report)	Omissions, reasons for omission and required explanations	SDG (no.)	UNGC principle (no.)	CO 964	TCFD
<b>GRI 202: Market Presence 2016</b>			8	6	3	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	–	Not relevant at Group level. 5 cantons have defined a minimum wage.	8	6	3	
202-2 Proportion of senior management hired from the local community	63 (NFR)		8	6	3	
<b>GRI 203: Indirect Economic Impacts 2016</b>	54 (NFR)				2	
203-1 Infrastructure investments and services supported	27 (FR)		9	8	2	
203-2 Significant indirect economic impacts	46, 54 (NFR)		11		2	
<b>GRI 204: Procurement Practices 2016</b>	51 (NFR)		8		2	
204-1 Proportion of spending on local suppliers	64 (NFR)		8, 11		2	
<b>GRI 205: Anti-corruption 2016</b>	19 (NFR)				5	
205-1 Operations assessed for risks related to corruption	19 (NFR)				5	
205-2 Communication and training about anti-corruption policies and procedures	19 (NFR)				5	
205-3 Confirmed incidents of corruption and actions taken	19 (NFR)				5	
<b>GRI 206: Anti-competitive Behavior 2016</b>	19 (NFR)			10	5	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	19 (NFR)			10	5	
<b>GRI 301: Materials 2016</b>	27 (NFR)		12	8	1	
301-1 Materials used by weight or volume	–	Data not available centrally, relevance for central collection will be assessed in 2024	12	8	1	
301-2 Recycled input materials used	–		12	8	1	
301-3 Reclaimed products and their packaging materials	–		12	8	1	
<b>GRI 302: Energy 2016</b>	25 (NFR)		7	8	1	4
302-1 Energy consumption within the organization	25 (NFR); 58 (NFR)		7		1	4
302-2 Energy consumption outside of the organization	58 (NFR)		7		1	4
302-3 Energy intensity	58 (NFR)		7		1	4
302-4 Reduction of energy consumption	25 (NFR)		7		1	4
302-5 Reductions in energy requirements of products and services	25 (NFR)		7		1	4
<b>GRI 303: Water and Effluents 2018</b>	27 (NFR)		12	8	1	
303-1 Interactions with water as a shared resource	–	Data not available centrally, relevance for central collection will be assessed in 2024	12	8	1	
303-2 Management of water discharge-related impacts	–		12	8	1	
303-3 Water withdrawal	–		12	8	1	
303-4 Water discharge	–		12	8	1	
303-5 Water consumption	–		12	8	1	
<b>GRI 304: Biodiversity 2016</b>	28 (NFR)		11	8	1	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Not available. A qualitative study was carried out on this topic in 2023. A quantitative study will be carried out in 2024.	11		1	
304-2 Significant impacts of activities, products, and services on biodiversity	28 (NFR)		11	8	1	
304-3 Habitats protected or restored		Not available. A qualitative study was carried out on this topic in 2023. A quantitative study will be carried out in 2024.	11		1	
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations			11		1	

## Global Reporting Initiative Index

GRI indicator	Reference page (report)	Omissions, reasons for omission and required explanations	SDG (no.)	UNGC principle (no.)	CO 964	TCFD
<b>GRI 305: Emissions 2016</b>	22, 28 (NFR)		7	8	1	4
305-1 Direct (Scope 1) GHG emissions	58 (NFR)		7		1	4
305-2 Energy indirect (Scope 2) GHG emissions	58 (NFR)		7		1	4
305-3 Other indirect (Scope 3) GHG emissions	23 (NFR); 59 (NFR)		7		1	4
305-4 GHG emissions intensity	59 (NFR)		7		1	4
305-5 Reduction of GHG emissions	24 (NFR)		7		1	4
305-6 Emissions of ozone-depleting substances	59 (NFR)		7		1	4
305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	28 (NFR)		7		1	4
<b>GRI 306: Waste 2020</b>	27 (NFR)		12	8	1	
306-1 Waste generation and significant waste-related impacts	27 (NFR)		12	8	1	
306-2 Management of significant waste-related impacts	27 (NFR)		12	8	1	
306-3 Waste generated		Not available. This information is managed locally. We will assess the relevance of collecting this information centrally in 2024.	12	8	1	
306-4 Waste diverted from disposal			12	8	1	
306-5 Waste directed to disposal			12	8	1	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	51 (NFR)		8	8	1	4
308-1 New suppliers that were screened using environmental criteria	51 (NFR)		8	8	1	
308-2 Negative environmental impacts in the supply chain and actions taken	51 (NFR)		8	8	1	
<b>GRI 401: Employment 2016</b>	41 (NFR)		8	6	3	
401-1 New employee hires and employee turnover	61 (NFR)		8	6	3	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	49 (NFR)		8	6	3	
401-3 Parental leave	61 (NFR)		8	6	3	
<b>GRI 402: Labor/Management Relations 2016</b>	48 (NFR)		8	6	3	
402-1 Minimum notice periods regarding operational changes	48 (NFR)					
<b>GRI 403: Occupational Health and Safety 2018</b>	42 (NFR)		3	1	3	
403-1 Occupational health and safety management system	42 (NFR)		3	1	3	
403-2 Hazard identification, risk assessment, and incident investigation	42, 62 (NFR)		3	1	3	
403-3 Occupational health services	42 (NFR)		3	1	3	
403-4 Worker participation, consultation, and communication on occupational health and safety	43, 62 (NFR)		3	1	3	
403-5 Worker training on occupational health and safety	43 (NFR)		3	1	3	
403-6 Promotion of worker health	43 (NFR)		3	1	3	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	42 (NFR)		3	1	3	
403-8 Workers covered by an occupational health and safety management system	42 (NFR)		3	1	3	
403-9 Work-related injuries	62 (NFR)		3	1	3	
403-10 Work-related ill health	62 (NFR)		3	1	3	

## Global Reporting Initiative Index

GRI indicator	Reference page (report)	Omissions, reasons for omission and required explanations	SDG (no.)	UNGC principle (no.)	CO 964	TCFD
<b>GRI 404: Training and Education 2016</b>	46 (NFR)		3		3	
404-1 Average hours of training per year per employee		Data not fully available centrally.	3		3	
404-2 Programs for upgrading employee skills and transition assistance programs	47 (NFR)		3		3	
404-3 Percentage of employees receiving regular performance and career development reviews	48 (NFR)		3		3	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	44 (NFR)		8	6	2	
405-1 Diversity of governance bodies and employees	44, 63 (NFR)		8	6	2	
405-2 Ratio of basic salary and remuneration of women to men	44 (NFR)		8	6	2	
<b>GRI 406: Non-discrimination 2016</b>	45 (NFR)		8	6	2	
406-1 Incidents of discrimination and corrective actions taken	45 (NFR)		8	6	2	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	48 (NFR)		8	3	3	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	48 (NFR)		8	3	3	
<b>GRI 408: Child Labor 2016</b>	51 (NFR)		8	5	4	
408-1 Operations and suppliers at significant risk for incidents of child labor	51 (NFR)	Based on the location of our operations, this only applies to our suppliers.	8	5	4	
<b>GRI 409: Forced or Compulsory Labor 2016</b>	51 (NFR)		8	4	4	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	51 (NFR)	Based on the location of our operations, this only applies to our suppliers.	8	4	4	
<b>GRI 414: Supplier Social Assessment 2016</b>	51 (NFR)		12	1	2	
414-1 New suppliers that were screened using social criteria	51 (NFR)		12	1	2	
414-2 Negative social impacts in the supply chain and actions taken	51 (NFR)		12	1	2	
<b>GRI 415: Public Policy 2016</b>	56 (NFR)		11		5	
415-1 Political contributions	56 (NFR)		11		5	
<b>GRI 416: Customer Health and Safety 2016</b>	31 (NFR)		12	1	2	3
416-1 Assessment of the health and safety impacts of product and service categories	31, 32 (NFR)		12	1	2	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	32 (NFR)		12	1	2	
<b>GRI 418: Customer Privacy 2016</b>	34 (NFR)					
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	34, 60 (NFR)					

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## Reporting

### Document structure

The Swiss Post annual reporting documents for 2023 consist of:

- Swiss Post Ltd:
  - Annual Report 2023
  - Financial Report 2023 (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
  - Non-Financial Report 2023
- PostFinance Ltd:
  - Annual Report 2023
  - Report on non-financial matters 2023
  - Capital adequacy disclosure on grounds of systemic importance as at 31 December 2023
  - Capital adequacy disclosure as at 31 December 2023
  - Disclosure of climate-related financial risks for financial year 2023

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