

We are developing tomorrow's public service today

Annual Report 2021



SWISS POST 

We are developing tomorrow's public service today

Customer-centric, trustworthy, committed



6,877 million

francs in **operating income**, up by 5.0 percent year-on-year.



457 million

francs in normalized **Group profit**, up 279 million francs year-on-year.¹



1,811 million

letters delivered by Swiss Post in Switzerland, 3.3 percent fewer than in 2020.



202 million

parcels delivered by Swiss Post in Switzerland thanks to booming online retail, 9.6 percent more than in the previous year.



111 billion

francs, down by 10.5 percent, represents the **level of average PostFinance customer assets**.



135 million

passengers transported by PostBus, 6.5 percent more than in the previous year.



81 points

Customer satisfaction remained at a high level, as in the previous year.



56.3%

of Swiss Post's own **real estate premises** are **heated with renewable energies**.

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This Annual Report is supplemented by a separate **Financial Report** (management report, corporate governance and annual financial statements), comprehensive **Business Report key figures** and a **Global Reporting Initiative Index**. Reference documents can be found on page 66. These documents are available in electronic format in the online version of the Business Report at annualreport.swisspost.ch.

¹ Normalized figure. See section "One-off item 2021" on page 41 of the Financial Report.

Swiss Post – a reliable asset for Switzerland



SWISS POST 

Swiss Post in numbers

As a public service company, Swiss Post offers private and business customers high-quality products and tailored solutions in the logistics sector, for the national and international transport of letters, parcels, newspapers, (small) goods and promotional mailings. Swiss Post is also building on its origins in the communication market, strengthening its role as an independent intermediary between the physical and digital worlds whilst bringing the principle of mail secrecy to the digital world – for example, through e-voting and the electronic patient record. With a wide range of access points, it offers the densest network for postal services in Europe and is opening up its self-operated branches to third parties. In the financial services market, PostFinance is accelerating the digital transformation, offering its customers solutions for digital money management and expanding the independent Swiss comparison and sign-up platform for financing, insurance and retirement planning. In the mobility market, Swiss Post aims to continue strengthening its position, with PostBus as the number one in road-based public transport in Switzerland, and ensure that the Swiss public transport system remains attractive.



100%
electricity from
renewable
sources

286,000
new IncaMail users
in 2021

805
self-operated
branches

1,847
locations with a home
delivery service

56.3%
of Swiss Post's own real
estate premises are
heated with renewable
energies

More than
33,000
people use the
ePost App

262,669
P.O. Boxes

In
13
cantons, it is possible
to open an electronic
patient record

4
million customer
accounts
(PostFinance)

111
billion francs in
customer assets
(PostFinance)

202
million parcels

More than
25,000
internal and external
vehicles managed
(Post Company Cars)

46%
of all Swiss Post vehicles
use alternative drives

1,811
million letters

1,424
million unaddressed
items

27
photovoltaic systems

65,878
m² of panel surface

100%
carbon-offset
consignments

8,500
Customer Service
queries per day

199
My Post 24
terminals

Customer
satisfaction
81
out of 100 points

10.3
GWh of solar power
per year

Foreword



Christian Levrat
Chairman of the Board of Directors



Roberto Cirillo
CEO

Swiss Post is a company with an impressive past and a promising future. It is an institution that serves Switzerland.

Christian Levrat
Chairman of the Board of Directors

Dear Reader

1 January 2021 marked the beginning of a new four-year strategy period for Swiss Post – and it arrived in the midst of the challenges posed by the coronavirus pandemic and the restrictions and measures imposed to protect the population. Thanks to major organizational adjustments, in particular the merger of the logistics units, the opening of the network to third-party providers and the strengthening of our digital services, we got off to a good start in the new strategy period. We succeeded in implementing all planned strategic measures designed to support Swiss Post's transformation, and we managed to improve our financial results significantly. This means that Swiss Post is now on a more stable footing than before the pandemic and can look ahead to the coming years with confidence.

Our focus now turns to the public service of the future. In 2021, we managed to lay the foundation for this. Swiss Post is and will remain a public service company that provides Switzerland, its people and the companies and organizations based here with postal services that extend well beyond the traditional universal service. This is shown by the comparison published by the Universal Postal Union, which has named us "the world's best postal service" for the fifth time in a row. Swiss Post is an institution with a systemically important mandate for Switzerland's public service. With Europe's densest network, our postal services are available to the entire population, always and everywhere. This dense

network enables Swiss Post to offer around 47,500 jobs in Switzerland. In delivery alone, we offer more than 20,000 jobs. Almost every hundredth franc of Switzerland's gross domestic product comes – directly or indirectly – from Swiss Post. During the coronavirus pandemic lockdowns, this figure was significantly higher.

Swiss Post is a modern commercial enterprise that fulfils its responsibility for future generations. As a signatory of the UN Global Compact, the Sustainable Development Goals are part of its strategy.

This year, our organization's resilience and ability to cope with crisis were once again put to the test. And we have shown that Swiss Post is a company the public can rely on. Each and every employee worked with a sense of responsibility and in a spirit of solidarity to ensure that the public service was provided in full for the benefit of the population and the Swiss economy. That deserves our great respect and profound thanks.

Swiss Post is a company with an impressive past and a promising future. It is an institution that serves Switzerland. On behalf of the Board of Directors and Executive Management, we would like to express our special thanks to all our employees for their exceptional commitment in 2021. We would also like to thank our customers for the trust they place in us.

We got off to a good start in the new strategy period. In 2021, we managed to lay the foundation for the public service of the future.

Roberto Cirillo
CEO



Christian Levrat
Chairman of the Board of Directors



Roberto Cirillo
CEO

Key events in 2021

Logistics

Newly structured logistics handles record volumes

On 1 January, Swiss Post launched its strategic and organizational realignment. As part of this process, PostMail and PostLogistics were merged to create the new Logistics Services unit. This move enables Swiss Post to retain attractive jobs and further consolidate its role as a service provider in the Swiss e-commerce value chain. At more than 202 million parcels, Swiss Post increased its parcel volume by 9.6 percent year-on-year.

➔ Pages 22 and 27



Mobility

Electric bus is well received

As part of a roadshow, PostBus drivers familiarized themselves with the electric bus a little more, either in service on the routes or at specially organized events. And they're enthusiastic. PostBus plans to run its entire fleet of over 2,400 vehicles on fossil-free fuels as soon as possible.

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Communication

Navigating everyday digital life securely

Everyday life is becoming more and more digital. Swiss Post wants to help shape the future and is therefore expanding its range of services. This involves cloud solutions to protect information, an electronic identity, certificate and signature services, and software and cloud solutions for public administrations. To provide these services as part of Switzerland's future digital infrastructure, Swiss Post has acquired Tresorit, SwissSign Group Ltd and Dialog Verwaltungs-Data AG.

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Employees

Industry-wide collective employment contract for delivery in Switzerland

The six largest employers and associations in the Swiss logistics market, including Swiss Post, are committed to minimum standards for employment conditions. They intend to create a new employer association and to negotiate an industry-wide collective employment contract with the social partners syndicom and transfair.

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Communication

E-voting: source code published

Swiss Post published the source code for its e-voting system and launched a bug bounty programme. Experts can examine the documents – and are rewarded for doing so. From 2022, e-voting is planned to be available for the cantons, allowing us all to participate electronically in votes and elections in the future.

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Logistics

New parcel centers, stronger performance

Construction began on the regional parcel centers in Rümlang, Buchs and Pratteln. In future, Swiss Post will process parcels directly in the different regions, shortening transport routes and times. To increase its processing capacity, Swiss Post has invested around 300 million francs since 2017. By 2030, a further 1.5 billion francs is planned for the expansion of the sorting and delivery infrastructure.

➔ Pages 27–29



Financial services

Pay, save, invest: all in a single app

Open an account from your smartphone – quickly, easily and with no paperwork. Yuh, the digital banking app from Swissquote and PostFinance, meets the demands of a new generation.

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Logistics

Advertising – ever more digital

In future, Swiss Post wants to enable its customers to convey their advertising messages to consumers not just physically, but also digitally and in real time. For this reason, it has acquired Livesystems and the shopping app Bring!

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Network

Transforming branches into local service centers

In 2021, Swiss Post opened its self-operated branches to service providers and public authorities. In the course of the year, it launched market tests with potential partners, such as the legal service provider YLEX.

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Communication

Digital and secure: the ePost App

Pay bills or receive correspondence digitally: these are just two of the things that are now possible by smartphone. Swiss Post launched the ePost App, a solution for handling confidential data that is both simple and secure. And not only for private customers, but also for companies and public authorities.

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Board of Directors

As at 31 December 2021



Christian Levrat
Chairman of the Board of Directors
since 2021



Thomas Bucher
Member of the Board of Directors
since 2019



Ronny Kaufmann
Member of the Board of Directors
(human resources representative)
since 2018



Bernadette Koch
Member of the Board of Directors
since 2018



Denise Koopmans
Member of the Board of Directors
since 2019



Nadja Lang
Member of the Board of Directors
since 2014



Philippe Milliet
Member of the Board of Directors
(Vice-Chairman) since 2010



Corrado Pardini
Member of the Board of Directors
(human resources representative)
since 2020



Dirk Reich
Member of the Board of Directors
since 2021



Urs Schwaller
Chairman of the Board of Directors
from 2016 to November 2021

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Roger Schoch
General Secretary since 2018

Executive Management

As at 31 December 2021



Roberto Cirillo
CEO since 2019



Thomas Baur
Head of PostalNetwork since 2016,
Deputy CEO



Nicole Burth
Head of Communication Services
since 2021



Johannes Cramer
Head of Logistics Services since 2021



Alex Glanzmann
Head of Finance since 2016,
Deputy CEO



Christian Plüss
Head of PostBus since 2018



Valérie Schelker
Head of Human Resources since 2017



Jörg Vollmer
Head of Swiss Post Solutions
since 2015



Hansruedi Köng*
CEO of PostFinance Ltd since 2012

* As CEO of PostFinance Ltd, Hansruedi Köng is not a member of Executive Management, but attends Executive Management meetings as an observer.

 More information
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Business results

Swiss Post has recovered faster than expected from the financial impact of the coronavirus pandemic. In 2021, it generated Group profit of 457 million francs, up 279 million francs year-on-year. To ensure that Swiss Post can hold its ground in free competition and in the digital world and continue guaranteeing the universal service without relying on taxpayers' money, it is making consistent and focused investments. This is because the pressure on the letter and financial business remains unabated. Swiss Post wants to develop its core business such that it can continue meeting the needs of people and businesses in Switzerland. In both the physical and digital worlds. Swiss Post met with success as it embarked on this path in 2021, the first year of the new strategy period.

6,877

million francs
in operating
income

457

million francs
in normalized
Group profit

81

Index (scale of 0–100)
of customer satisfaction

1,811

million
letters

202


million
parcels

111

billion francs monthly
avg. in customer
assets (PostFinance)

135

million
passengers
(PostBus)







Interview with Alex Glanzmann
Head of Finance, Member of Executive Management

“There is no alternative to investment in digital business models”

Swiss Post has recovered from the financial impact of the coronavirus pandemic faster than expected. The most important key figures, such as operating income, operating profit and Group profit, have risen year-on-year. Compared to 2019, the year before the pandemic, the result has stabilized.

Swiss Post has significantly exceeded last year's result. Are you surprised?

No, but the financial result is indeed better than expected. Swiss Post has recovered unexpectedly quickly from the financial impact of the coronavirus pandemic. However, the pressure on important Swiss Post value drivers has not gone anywhere: letter volumes are falling while parcel volumes are rising, and interest rates remain low. We need to pursue our “Swiss Post of tomorrow” strategy consistently, with targeted investment, growth, efficiency improvements and price adjustments. Through our new strategy, we are taking a proactive approach to tackling the key challenges.

Swiss Post has had the new strategy in place for a year. Is this already reflected in the result?

I'm happy with the financial trend. However, given the powerful impact of the pandemic last year, there is little to gain from any comparison with the previous year. Compared to 2019, the year before the pandemic, the result has stabilized. One thing is clear: Swiss Post has recovered from the negative financial consequences of the coronavirus pandemic faster than expected. The three units Mobility Services, PostalNetwork and PostFinance improved their results significantly. Mobility Services

benefited from the deficit guarantee covering losses due to the pandemic and from rail replacement services, PostFinance saw improved service and commission income and higher trading profit, and PostalNetwork more than offset losses in its core business thanks to network development and efficiency improvements. And finally, the trend in our logistics business is also positive. Growth in the parcels segment and in goods logistics and catch-up effects in the advertising market almost offset the decline in earnings from letters.

Investment and growth play an important role in Swiss Post's ongoing development. Why?

Without growth, Swiss Post cannot survive in a rapidly changing market environment. We generate 86 percent of our earnings in free competition. We cannot afford any loss of competitiveness, because we need this financial strength to finance the universal service from our own resources and ensure the high quality of our services in the future. We are continuing to develop our business models in line with our customers' requirements. For this reason, we are concentrating on logistics initiatives such as parcel processing and goods logistics. In my view, however, and in particular with regard to customer requirements,

there is no alternative to investment in digital business models. By the end of 2024, we will invest around 4 billion francs as part of our “Swiss Post of tomorrow” strategy, primarily in the logistics and communication segments. Where appropriate, we are supplementing our organic growth with acquisitions – always with the aim of improving our services and boosting financial returns.

Swiss Post sold parts of the company last year. Is growth only possible by selling off the family silver, so to speak?

We finance all investments from our own earning power and our current business operations. We sell parts of the company only when a business area is no longer a good fit for our strategy or when a company can achieve better growth outside Swiss Post Group – as is the case with Swiss Post Solutions. Another part of the strategy is to make our operations as efficient as possible. With the merger of the letter and parcel divisions and further efficiency improvements in our branch network, we have made a very good job of this.

Financial result

Successful first year for Swiss Post with new strategy

2021 was the first year of Swiss Post's new four-year strategy period. And it was the second year in which it experienced the consequences of the coronavirus pandemic. Encouragingly, Swiss Post has recovered faster than expected from the financial impact of the pandemic. With Group profit of 457 million francs, its result was up 279 million francs year-on-year. Compared to 2019, the year before the pandemic, the result has stabilized.

In 2021, Swiss Post coped with the challenges of the pandemic successfully and dependably, whether it be the enormous parcel volumes in day-to-day operations, serving at the Swiss Post branches or working behind the wheel of a Postbus. Swiss Post's financial result for the year is also positive: at 515 million francs, operating profit (EBIT) is up 257 million francs year-on-year. Group profit for 2021 totals 457 million francs, up 279 million francs over 2020, the first year of the pandemic. Because of the extremely negative impact of the pandemic in 2020, there is more to be gained from a comparison with the year 2019 (in other words, before the pandemic): operating profit in 2021 is up 65 million francs on the figure for 2019. Swiss Post CEO Roberto Cirillo sums up the situation as follows: "I'm very pleased with the first year of the new strategy period. We have successfully consolidated our logistics for parcels and letters. We have developed and acquired important digital skills for SMEs, public authorities and the healthcare sector. We have kept our promise to stabilize the number of our self-operated branches at around 800. And we were named the world's best postal service for the fifth time. Our very good financial result offers further reassurance that we are on the right track."

Financial impact of the pandemic absorbed quickly

Swiss Post proved able to cushion the financial impact of the pandemic in 2021. This quick recovery was possible thanks to its flexibility and positive developments in various business units: at 18 million francs in 2021, the

result generated by the Mobility Services unit (PostBus / Post Company Cars) is 81 million francs higher year-on-year. The main reason for the increase is that the Confederation and cantons will compensate PostBus for its revenue losses in regional transport resulting from the coronavirus pandemic. In addition, rail replacement services also improved the PostBus result. In 2021, PostalNetwork also increased its operating result by 33 million francs compared to the previous year (EBIT 2021: -68 million francs). The decline in traditional over-the-counter transactions at Swiss Post branches continued last year. However, thanks to targeted modifications to the branch network and consistent efficiency improvements, the PostalNetwork unit more than offset these further losses in over-the-counter transactions in 2021. Head of Finance Alex Glanzmann explains: "Swiss Post has recovered faster than expected from the financial impact of the coronavirus pandemic. However, the pressure on Swiss Post's core business has not gone anywhere. We must continue to make targeted investments in the things that Switzerland's people and businesses need, both now and in the future."

Positive impact of banking packages and digital investment solutions at PostFinance

PostFinance achieved an operating profit of 272 million francs, up 110 million francs year-on-year. Last year, PostFinance introduced the new PostFinance App, launched the digital banking app Yuh in conjunction with Swissquote and, as in previous years, reinforced its investment business with new digital investment solutions. Thanks to this strategic approach and the banking packages introduced in July 2021, PostFinance achieved an improvement in its result from commission business and services. The trend in trading portfolio assets was also positive. Interest income on financial assets continued to decline due to market conditions. This decline was not fully offset by PostFinance, despite increased activity in the interbank market and higher customer asset fees.

6,877

million francs in
operating income

515

million francs in
normalized operating
profit (EBIT)

457

million francs in
normalized Group profit

-19

million francs in
normalized economic
value added

8,832

million francs in
equity

100%

Degree of internal
financing in investments

At the end of the strategy period, we aim to be generating profit through **digital communication services**.

Alex Glanzmann
Head of Finance

More parcels require more investment

In the logistics business, Swiss Post achieved a stable result of 465 million francs last year (–5 million francs compared to 2020). Due to booming online retail and the lockdown at the beginning of 2021, parcel volumes again rose by almost 10 percent. Thanks to a combination of this trend and company acquisitions across the range of its core business, the Logistics Services unit increased its revenue by 127 million francs last year. However, rising parcel volumes also result in significantly higher costs in the Human Resources and Transport units. And they require Swiss Post to invest heavily in its infrastructure, increasing operating expenses in the logistics segment by 132 million francs year-on-year. The volume of letters again declined by more than three percent last year. However, thanks to growth in the parcels segment, acquisitions and consistent cost management, Swiss Post almost offset the further decline in earnings from letters last year.

Important investments also in secure digital solutions for customers

In 2021, the operating result for the newly created Communication Services unit stood at –80 million francs. Swiss Post has been building up this unit since the beginning of last year with a view to providing SMEs, public authorities, the healthcare sector and not least the people of Switzerland with digital postal services in the future. These services will be simple and secure and will offer an alternative to services from foreign corporations and companies with a purely commercial focus. This requires the development of new digital skills, which Swiss Post is also securing through the acquisition of selected specialized companies – for example, in cloud security, electronic identification, SME digitization and software for municipalities. These investments led to a negative financial result at the Communication Services unit in 2021 and will also do so in the coming years, a scenario in line with expectations. Head of Finance Alex Glanzmann explains: “This unit’s result is expected to improve continuously in the coming years. At the end of the strategy period, we aim to be generating profit through digital communication services.”

Pressure on the core business remains unabated

Despite the positive annual result, the challenges in Swiss Post’s core business remain unchanged: the negative interest rate environment at PostFinance, declining numbers of over-the-counter transactions and a further decline in letter volumes coinciding with a rise in parcel volumes. As in previous years, the rising parcel volumes alone cannot compensate for the decline in profit due to falling letter volumes. In addition, processing and delivery of the enormous parcel volumes pose a major challenge for staff, and hence for Swiss Post as a whole. Investments of around 1.5 billion francs in infrastructure are envisaged in the logistics segment by 2030. In order to survive in the market, Swiss Post must also achieve targeted growth in its core business and become digitized. Roberto Cirillo stresses: “The debate about Swiss Post and competition is not always based on the facts. For years, Swiss Post has been generating well over 80 percent of its income in open and fierce competition with other companies. However, Swiss Post also wants to do justice to the important role it plays in the Swiss economy, especially for SMEs. That’s why we want to invest – including in digital skills. This is in line with the requirements of people and businesses in Switzerland. In the long term, it is the only way we can guarantee the Swiss public service throughout all parts of the country without relying on taxpayers’ money.”

+ More information on the result in the **Financial Report** from page 30

Read more about the strategy:

- ➔** Interview with Christian Levrat and Roberto Cirillo, from page 16
- ➔** Swiss Post of tomorrow, from page 20

Non-financial results

High scores for Swiss Post

Parcels and letters delivered reliably and on time

97.0 percent of A Mail letters and 99.3 percent of B Mail letters arrived on time in 2021. The target of 97.0 percent was achieved, and indeed exceeded for B Mail.

For parcels, 95 percent of PostPac Priority and 95.9 percent of PostPac Economy consignments arrived on time. The target of 95.0 percent was achieved, and exceeded for Economy consignments.

Unlike letters, the delivery times for parcels were measured only from March to October 2021. Because the other four months were severely affected by the pandemic, they were excluded from the measurement after approval by PostCom. Despite difficult conditions and a record volume of parcels, Swiss Post staff delivered parcels and letters reliably and on time.

Customers impressed by the quality of service

The majority of customers are very satisfied with Swiss Post: the figure for overall satisfaction in 2021 is 81 points (on a scale of 0 to 100 points). The figure remains stable compared to the previous year. And it shows that Swiss Post and its services continue to impress – despite the challenges posed by the coronavirus pandemic and rising parcel volumes. The approximately 12,500 private and business customers surveyed give their “Customer experience” (CEM index) a score of 80 points (previous year: 79 points). This index comprises the following aspects: simplicity, agility and reliability.

Employees see the purpose of their work

The results of the 2021 employee survey for the Group are stable at a very high level, with a slight tendency towards improvement compared to 2020. This is despite the ongoing challenges posed by the pandemic and changes resulting from the new strategy. The questions on “My team” (81 out of 100 points), “My direct manager” (84 points) and “My commitment” (79 points) receive particularly high scores. 88 percent of participants see a professional future for themselves at Swiss Post. All in all, 31,663 employees took part in the survey, representing a response rate of over 73 percent.



Climate: Swiss Post is reducing its CO₂ emissions

Swiss Post aims to cut CO₂ emissions from its own operations by 46 percent between 2019 and 2030, and also to reduce CO₂ emissions in its value chain. From 2040, the aim is for the entire company to be carbon neutral, which means that Swiss Post will remove the emissions remaining in 2040 from the atmosphere by supporting climate projects. This ambitious target is in line with the United Nations' goal of limiting global warming to a maximum of 1.5 degrees Celsius. Of the approximately 14,900 vehicles in use, around half are already powered by alternative drive technologies. In its buildings, Swiss Post heats 56.3 percent of its premises without fossil fuels. It operates 27 photovoltaic systems on roofs, producing 10.3 gigawatt hours of solar electricity each year. 100 percent of electricity requirements are covered by renewable sources from Switzerland. Swiss Post calculates its greenhouse gas emissions across the Group each year and implements improvement measures consistently.

+ More information
Financial Report from page 51

97.0%

A Mail letters
delivered on time

95.0%

Priority parcels
delivered on time

86

Index (scale 0–100)
“I see the purpose
of my work”

81

Index (scale 0–100)
“I'm very satisfied with
Swiss Post overall”

56.3%

of Swiss Post's own real
estate premises are heated
with renewable energies.

Strategy

The strategy is based on Swiss Post's traditional strengths, with a focus on Swiss Post's core competency: trustworthy transport of goods and information. Swiss Post wants to strengthen and expand its range of services through acquisitions and partnerships in logistics and communication. This will enable it to generate new revenue streams. The focus in Swiss Post's markets* is on evolving its services towards a sustainable range of products for the whole of Switzerland.

The growth Swiss Post is aiming for in order to continue generating the profits necessary for financing the universal service in Switzerland requires substantial investments – including in neighbouring countries. This is the only way in which Swiss Post can continue to guarantee a self-financed universal service in Switzerland.

This will also allow Switzerland to focus on the important issues in the future, too. Swiss Post's strategy is based on its traditional strengths and core competencies: trustworthy services in the physical and digital worlds. At all times, at home, during leisure time and at work. In the countryside and in the city.

* At the end of 2021, Swiss Post decided to sell its subsidiary Swiss Post Solutions. Consequently, the "International BPO" market no longer appears in the Swiss Post Annual Report 2021. More information on SPS can be found in the Swiss Post Financial Report 2021.



Interview with
Christian Levrat and Roberto Cirillo

“Our goals are and remain ambitious”

Swiss Post’s new four-year strategy period, with its ambitious goals, began on 1 January 2021. In a joint interview, Chairman of the Board of Directors Christian Levrat and CEO Roberto Cirillo explain what priorities will be set as the company continues to work on achieving these goals.

We are developing tomorrow’s public service today.

Roberto Cirillo
CEO

Mr Levrat, you took up your position as Chair of the Swiss Post Board of Directors on 1 December 2021. The strategy was drawn up and approved the year before that. What do you think of the strategy?

Christian Levrat: Swiss Post is the backbone of the Swiss economy, primarily due to its logistics infrastructure and its products and services. The realignment prompted by the “Swiss Post of tomorrow” strategy was a significant step for the current and future public service. The future-oriented strategy was a major factor in my decision to accept the role of Chair of the Board of Directors. Parts of our working and private lives are becoming increasingly fast-paced due to new technologies. We need to ensure that Swiss Post is positioned correctly as early as possible. Swiss Post must make a substantial contribution to improving Switzerland’s attractiveness as a location and quality of life with top-class services that are available nationwide. I believe that Switzerland as a whole, its residents and the companies and organizations based here benefit from Swiss Post and its alignment.

For enterprises affiliated with the Confederation, each strategy period lasts four years. Swiss Post has one year of “the Swiss Post of tomorrow” behind it, with three years still to go. How long-term was the planning when the strategy was developed?

Roberto Cirillo: It would be negligent of us to have only the next four years in mind when developing a strategy. Specifically, we wrote the strategy with Horizon 2030 in sight. We have to be quick off the mark in looking at how our customers’ requirements and habits are developing and what public services Switzerland will need in the future. Thanks to our good start to the current strategy period, both strategically and financially, we have established several of the prerequisites necessary to ensure that Swiss Post will still be powering a modern Switzerland in 10 and 20 years’ time.

What specifically has been achieved?

What are the main results of the first year?

Roberto Cirillo: Swiss Post was restructured from an organizational and legal perspective with effect from 1 January 2021. In an environment shaped by the pandemic, we merged our letter and parcel units, one of the biggest mergers



in Switzerland in recent years. This opens up opportunities for collaboration and optimization and creates new prospects for our colleagues in the letters unit. This is also where we will invest most heavily. We have significantly expanded our services in e-commerce and enhanced those for the advertising sector with digital solutions. We have also strengthened Switzerland's connection to international goods flows with a number of acquisitions in goods logistics. After 18 years, we were also permitted to adjust our letter prices somewhat, ensuring better financing of the universal postal service for the next few years. The new Communication Services unit will safeguard Switzerland's postal infrastructure in the digital age. Above all, our aim is for SMEs to be able to rely on Swiss Post as a trustworthy partner in digitizing their business processes. The public, authorities and healthcare sector also depend on trustworthy digital infrastructure. To this end, we have made initial acquisitions. As promised, the branch network has been stabilized at around 800 locations and is being gradually opened up. By selling Swiss Post Solutions, we have also succeeded in our ambition of focusing our portfolio

of activities on our public service and our responsibilities within the parameters of the universal service. We have also done a good deal more besides. All with a consistently high level of quality – we have again been named the world's best postal organization. And in the end, we have achieved an impressive financial result.

The values of “reliability” and “proximity” have been cultivated by Swiss Post since the company was founded. Is “proximity” still an important value in the age of digitization?

Christian Levrat: First and foremost, digitization enables Swiss Post to provide additional access and services for its customers. Digitization makes access to Swiss Post's services easier. But this does not conflict with the idea of proximity, which is still one of the key values we embrace. Swiss Post visits every household in Switzerland every weekday – and that will remain the case. One theme that is very important for the entire postal organization is customer centricity. We have to put our customers at the center of our activities. Physical and digital proximity play a major role in this.

Digitization makes access to Swiss Post's services easier. This does not conflict with the idea of customer proximity.

Christian Levrat
Chairman of the Board of Directors

We have to be able to provide the universal postal service now and in the future from funds we have generated ourselves.

Christian Levrat
Chairman of the Board of Directors

Our challenge is to serve the many and varied requirements of our customers in both rural and urban areas. Our branches – supplemented by our branches with partners and My Post 24 terminals – help us to do this, as do our digital services.

In the last strategy period, digitization was one of the key issues. How is that looking today?

Roberto Cirillo: The secure, reliable and confidential transport of sensitive information is our raison d'être. This is a growing need in the digital age, as the letter market shrinks. We are adapting accordingly and offering our customers digital services that they can use easily, securely and with confidence. For us, this means that we will significantly expand our digital services, which also create the conditions necessary to ensure that the universal service still offers relevant benefits for Switzerland in 10 and 20 years' time. To achieve this, we need to invest and grow. We are focusing our investments on the logistics and e-commerce sectors and on developing digital solutions for SMEs, the healthcare sector and public authorities.

In recent years, Swiss Post has been able to finance the provision of the universal service from its own resources. How is this looking for the future?

Christian Levrat: We have to be able to provide the universal postal service now and in the future from funds we have generated ourselves. In other words, without subsidies or taxpayers' money. This is the only way we can secure the freedom to act entrepreneurially within the framework of the Postal Services Act. It requires growth. But the issue here is not growth per se. We want and need to develop our infrastructure for Switzerland in our existing core areas and other related sectors, in response to changes brought about by the rapid pace of transformation in this day and age. Wherever we can, we will achieve this development from within – but wherever it makes sense and wherever necessary, we will supplement our services and competencies with carefully selected acquisitions of external companies.

Sustainability has long since ceased to be just an issue of image. It has become a competitive advantage and, above all, a question of survival for our planet. What can Swiss Post do to help?

Roberto Cirillo: There are several facets to the issue of sustainability. For one thing, it has indeed become a competitive advantage. Over 90 percent of the total volume of letters



Why Swiss Post adjusted its prices

Swiss Post wants to continue to provide a high-quality public service for future generations and to finance this from its own resources. One of four strategic thrusts aimed at achieving this goal is the adjustment of prices, which will ensure a long-term continuation of the service quality valued by customers, in all regions of Switzerland, in the cities and in the countryside, at the same price for everyone. In 2021, Swiss Post and the price regulator signed a new amicable settlement covering modifications to prices and product ranges for letters and parcels. It has been in force since 1 January 2022.

Letter prices had remained unchanged for 18 years. While the number of letters processed has seen a massive 40-percent decrease since 2002, the structural costs for the universal postal service have risen sharply, as a result of general inflation and the increase in the number of households – and hence letter boxes – in Switzerland. By way of comparison, wages in Switzerland have risen by around 17 percent since 2004, while health insurance premiums have leaped by 45 percent.

and parcels is sent by business customers. And many of these firms position themselves as sustainable companies. With our climate-friendly products and services, we are their preferred logistics partner. And thanks to our networked and environmentally-friendly solutions, we are also a pioneer in sustainable mobility. In 2021, we have already fully electrified deliveries in some areas of Switzerland. By 2030, we want to have converted to alternative drive systems throughout Switzerland. Swiss Post plans to be carbon neutral from 2040. We want to set an example and make a substantial contribution to achieving Switzerland's climate goals. Like all other companies, it is our responsibility to leave behind a liveable planet for future generations by taking bold and committed steps.

Swiss Post is the third largest employer in Switzerland. In rural regions, it is in fact the largest. What role do the employees play?

Roberto Cirillo: Our employees are our greatest asset. They approach and carry out their various responsibilities with a very high level of identification with Swiss Post. But the roles and job profiles at Swiss Post are not rigid – employees need to show flexibility and be willing to evolve. Due to the digitization and automation of new products and services, the expectations placed on employees are also changing. New knowledge and skills are required. As an employer, we support our employees on this path and provide training and development opportunities where necessary. But we are also competing in the “war for talent” to attract the best young workers to Swiss Post. Many of our colleagues are close to retirement. This means that we have a high demand for new employees, especially in the growing IT sector. We offer a wide range of exciting roles and projects, outstanding employment conditions and, above all, good prospects for the future. Swiss Post is a top employer.



We want to set an example and make a substantial contribution to achieving Switzerland's climate goals.

Roberto Cirillo
CEO

The Swiss Post of tomorrow

Swiss Post is tackling the challenges of the future. It is focusing on what it does best: transporting goods, information and people and providing financial services. Wherever it needs to build up new competencies, it makes targeted investments. Always with the goal of providing the universal postal service from its own resources. Both now and in the future.

The new strategy entered into force on 1 January 2021.



Supporting the UN's Sustainable Development Goals

We're acting now – for tomorrow, for future generations, for the sustainable development of our environment and society. The 17 Sustainable Development Goals (SDGs) are the core of the UN's 2030 Agenda for Sustainable Development. They are designed to tackle the most urgent global challenges by 2030. Swiss Post focuses its efforts on six goals where it can have the greatest impact.

Challenges and solutions

Public service is and remains the core of Swiss Post

For over 170 years, Swiss Post has been an institution that fosters national cohesion and provides public services on behalf of the Swiss Confederation. However, the environment in which Swiss Post operates has changed significantly over the past 20 years, with opportunities arising that the company plans to harness in the interests of Switzerland.

Swiss Post has experienced a long history of continuous change. Today, as a company limited by shares subject to a special statutory regime, it ensures the provision of the universal service (physical and digital) for letters, parcels and payment transactions. It is a leading mobility provider in road-based public transport. The proven model of a state-owned company limited by shares that provides its services on the market and finances itself from its own resources should remain the model of the future. However, Swiss Post aims to update the model by making substantial investments that will enable the company to secure Switzerland's self-financed universal service for the future.

Swiss Post's situation before the new strategy

Key drivers of past earnings faced a difficult market environment: the digitization of business processes caused a sustained reduction in letter volumes, which have fallen by 18 percent since 2017. Persistently low interest rates weighed on PostFinance's interest differential business. The interest margin has declined by 40 basis points since 2017. Digitization also reduced demand for services at the branches. The number of over-the-counter inpayments has fallen by around one third since 2016. Parcel volumes, on the other hand, driven by national and international e-commerce, have continued to rise – by no less than 53 percent compared to 2017. Overall, the growing parcel business was unable to make up for the decline in letter volumes.

Megatrends accelerated this market development, leading to significant changes in the environment in which Swiss Post operates:

digitization is breaking down traditional value chains and changing business models fundamentally. Data is becoming the new driver of innovation. Demand among customers for a positive customer experience and easily accessible services has risen sharply. The internationalization of goods flows is producing increasing levels of complexity. Sustainability and social responsibility are becoming the basis of people's conduct, offering opportunities for new ranges of services in areas such as the circular economy. For Swiss Post, demographic change and increasing urbanization entail new and additional challenges for providing its services over the "last mile".

Fulfilling the Federal Council's mandate

Achieving a balance between state ownership, the universal service and economic viability is becoming more challenging. The Federal Council's strategic requirements for the period 2021–2024 require Swiss Post to continue offering a high standard of competitive, innovative products, services and solutions in both physical and electronic forms within its core business – the fields of communication, logistics, financial services and passenger transport. With the new financial objectives, the Federal Council recognizes that Swiss Post is in a challenging phase of transformation. The Council is adjusting its expectations accordingly, but Swiss Post is expected over the next four years to establish the conditions required to allow it to safeguard the value of the company sustainably in the medium term. In addition, all business areas (with the exception of the subsidized area of PostBus) must achieve an industry-standard result.

This balance between the universal service and economic viability is threatened by market developments and the consistently high demands placed on the universal service. The regulatory restrictions on PostFinance with regard to lending are no longer sustainable in the long term. The financing of the universal service through the monopoly for letters under 50 grams is already insufficient, yielding less every year. To guarantee the balance between the universal service and economic

We don't just want to maintain the **universal service**, we want to **strengthen** and **develop it**.

Roberto Cirillo
CEO



In its new strategy, Swiss Post is focusing clearly on the competencies and markets that **provide the greatest benefit for Switzerland.**

Roberto Cirillo
CEO

viability, Swiss Post's proven business model must be modernized. The model of a state-owned company limited by shares that provides and finances its services on the market should remain the model of the future.

The Swiss Post of tomorrow

Through its "Swiss Post of tomorrow" strategy, Swiss Post aims to develop its existing model and supplement the components of state ownership, the universal service and economic viability with sustainable growth, enabling it to meet the Federal Council's strategic goals. To achieve this, however, Swiss Post also requires a balanced regulatory environment.

Growing sustainably and developing new competencies

Swiss Post wants to continue generating profits, which it invests in its ongoing development and the fulfilment of its universal service obligation. In its new strategy, Swiss Post is focusing clearly on the competencies and markets that provide the greatest benefit for Switzerland.

The focus in Swiss Post's markets* is on evolving its services towards a sustainable range of products for the whole of Switzerland.

Logistics

Expansion and innovation in logistics with a view to establishing Swiss Post as a comprehensive logistics service provider.

Communication

Facilitation of intuitive digital interaction for people, companies and public authorities, as well as simple and secure handling of their data.

Network

Presence throughout Switzerland, and expansion of the products and services on offer at the branches by opening up the network to partners.

Mobility

Development of future-oriented mobility solutions designed to create connections within Switzerland over the long term.

Financial services

Product innovation at PostFinance to strengthen market leadership in the private customer segment and in payment transactions.

These plans extend beyond national borders. Swiss Post ensures that Switzerland is connected to global goods flows. It contributes to sustainable development, operating in a resource-efficient and socially responsible manner. With regard to CO₂ reduction, Swiss Post acts as a role model and contributes to Switzerland's sustainability goals (→ Pages 64–65).

* At the end of 2021, Swiss Post decided to sell its subsidiary Swiss Post Solutions. Consequently, the "International BPO" market no longer appears in the Swiss Post Annual Report 2021. More information on SPS can be found in the Swiss Post Financial Report 2021.

2021 milestones

By merging PostMail and PostLogistics, Swiss Post countered declining letter volumes and a simultaneous sharp increase in parcel volumes (➔ Page 27). To manage the dramatic increase in parcel volumes, Swiss Post is investing in expanding parcel logistics (➔ Pages 27–29).

Cross-border logistics flows (parcels and goods) are becoming more significant, and links between Switzerland and neighbouring countries are growing in importance for Swiss Post and its customers. Swiss Post is expanding these links through targeted acquisitions

in countries close to Switzerland's borders (➔ Page 33). Through the price increase for letters as of 1 January 2022, Swiss Post is compensating for the cost increases accumulated over the past 18 years (➔ Pages 18 and 27). Thanks to targeted acquisitions in the digitization sector, Swiss Post is developing its core business and adapting its products and services to market requirements (➔ Pages 35 and 37).

More about the market strategies

- ➔ Logistics, from page 26
- ➔ Communication, from page 36
- ➔ Network, from page 40
- ➔ Mobility, from page 44
- ➔ Financial services, from page 48

➔ More about the environment and strategy
Financial Report Pages 13–23

➔ More about the corporate responsibility strategy
Financial Report Pages 24–27

➔ Corporate responsibility and the UN's Sustainable Development Goals (SDGs), page 64

Focus on technology and digitization

Digital infrastructure, data security, online retail and logistics chains are becoming increasingly important to Switzerland's competitiveness and prosperity. For this reason, technology and digitization are major elements in Swiss Post's future development and the key to ensuring that Swiss Post can continue powering Switzerland.

Digital ecosystems

Swiss Post is developing digital customer solutions that are easy and intuitive to use but also enable secure and trustworthy interaction. Digital ecosystems are becoming more and more significant. One example is the ePost App, which enables companies and authorities to communicate with their customers easily and securely. Swiss Post is also continually improving the user-friendliness of its own digital solutions: customers can now use the "My consignments" online service to manage their consignments individually.

Information security and innovation

Maximum security for customer data – that goes without saying at Swiss Post. Digital

products in particular require a high degree of trustworthiness. That's why Swiss Post uses modern methods in its information security strategy. Thanks to its bug bounty programme, which enables IT developments to be tested by an international hacker community, Swiss Post is playing a pioneering role in Europe. In the field of analytics, Swiss Post uses artificial intelligence (AI) to optimize processes via data-based findings and to develop new business models.

Digital and technological expertise

Digitization requires extensive know-how. As part of the development of the new e-voting platform, Swiss Post has established a highly specialized team of developers in Neuchâtel in order to guarantee postal secrecy in the digital world. Employees also benefit from the technological innovations. In parcel sorting, for example, robotic process automation (RPA) handles repetitive tasks that people had to perform manually via user interfaces on computers.



E-voting

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ePost App

➔ Page 38

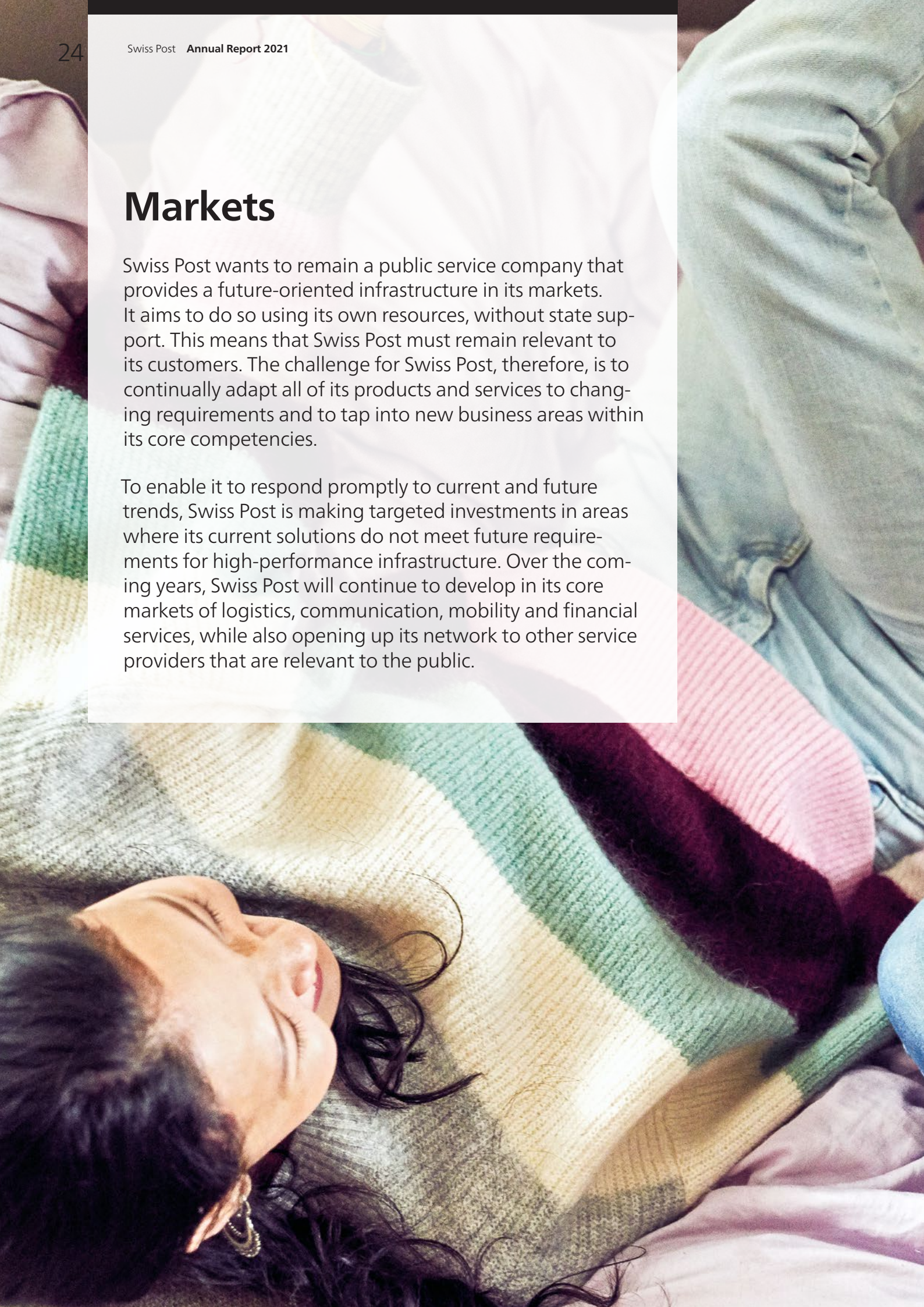
Digital health

➔ Page 39

Markets

Swiss Post wants to remain a public service company that provides a future-oriented infrastructure in its markets. It aims to do so using its own resources, without state support. This means that Swiss Post must remain relevant to its customers. The challenge for Swiss Post, therefore, is to continually adapt all of its products and services to changing requirements and to tap into new business areas within its core competencies.

To enable it to respond promptly to current and future trends, Swiss Post is making targeted investments in areas where its current solutions do not meet future requirements for high-performance infrastructure. Over the coming years, Swiss Post will continue to develop in its core markets of logistics, communication, mobility and financial services, while also opening up its network to other service providers that are relevant to the public.





Logistics

Market strategy

Swiss Post complements its traditional services in the letter and parcel market with goods logistics, services in the media and advertising market, and complete logistics solutions for selected industries. This allows it to accommodate digitization and the boom in e-commerce.

The **courier, express, parcels (CEP) and mail** services are operated by Swiss Post both nationally and internationally. The CEP market is competitive. For this reason, Swiss Post wants to further increase convenience for senders and recipients and simplify border crossings.

Swiss Post also delivers both newspapers and addressed and unaddressed advertising. The **media and advertising market** is strongly affected by digitization. Swiss Post is securing its relevance in this market through appropriate expansion into digital services and by advancing into upstream and downstream business areas.

The boom in e-commerce has demonstrated the importance of **goods logistics** for postal organizations. As a result, Swiss Post is making targeted investments in the domestic market and in neighbouring countries, in an effort to dovetail its national logistics with international goods flows.

Swiss Post combines its industry know-how and logistics expertise with digital solutions to create tailor-made industry solutions. Its current focus is on the healthcare, construction, circular economy and food markets.

2021 milestones

- Parcel logistics: start of construction on four more regional parcel centers
- Agreement with the price regulator on a moderate increase in letter prices
- Growth in the digital advertising and media market through acquisitions: Livesystems, Bring! and EDS Media AG
- Industry solutions: coronavirus test logistics for the cantons and majority stake in Steriplus AG to ensure growth in healthcare logistics
- Goods logistics: growth thanks to targeted acquisitions in Switzerland and neighbouring countries abroad

Outlook for 2022+

- Operative launch of additional logistics infrastructure
- Close integration with international logistics flows through targeted acquisitions
- Electrification of the delivery fleet by 2030

Transformation of parcel and letter logistics

Processing of tomorrow

Thanks to online retail, parcel volumes have grown by 65 percent in the last five years. Swiss Post is responding to this huge increase and to customer demand for short delivery times by fundamentally transforming its processing. By 2030, it will invest around 1.5 billion francs in additional locations for parcel sorting, more staff, conversions and new technologies.

While the number of parcels delivered by Swiss Post was just 122 million only five years ago, the figure for 2021 stood at 202 million. And the growth is continuing. At the same time, letter volumes are declining, freeing up capacities in letter logistics. Swiss Post is responding to this change with its "Processing of tomorrow" programme, which is fundamentally transforming parcel and letter logistics. Over the next ten years, Swiss Post plans to invest around 1.5 billion francs in its sorting and delivery infrastructure as part of the "Processing of tomorrow" initiative: by 2030, the logistics network is expected to consist of about 15 locations for parcel sorting in addition to the letter sorting locations – seven more parcel sorting locations than today. "The growing parcel volumes can only be managed with major investments in infrastructure," says Johannes Cramer, Head of Logistics Services. "With our measures, we can continue to meet future market demands and live up to our title as the 'world's best postal service'. We want to remain the preferred provider of logistics services for Switzerland – and not only maintain our market share, but expand it."

Processing large volumes, shortening routes

To increase sorting capacities at the existing parcel centers, Swiss Post is continuously expanding its infrastructure. "We want to double our sorting capacity for parcels by 2030," says Johannes Cramer.

To achieve this, Swiss Post is building new regional parcel centers (RPCs) near the conurbations of Basel, Bern and Zurich. Some of these RPCs are new buildings, some are conversions of existing logistics spaces. "Thanks to the new RPCs, parcels posted in one region are also sorted and delivered in that region, without having to go through the big parcel centers," explains Johannes Cramer.

Making the planned RPCs a reality, however, is a challenge: from finding suitable land and real estate to the start of operations, the process takes several years. Land that offers Swiss Post enough space to accommodate the required processing capacities is hard to find. Swiss Post has therefore developed location strategies for smaller or so-called verticalized RPCs, where the belt conveyors run over several floors.

Because the volumes processed at the letter centers are falling continuously, Swiss Post intends to use the space freed up there for parcel sorting – for example, at the Härkingen letter center. With fewer letters, less sorting capacity is needed there. A regional parcel center will therefore be built in some of the available space. Another part of the planned capacity increase will be the conversion and expansion of the existing parcel centers in Frauenfeld and Härkingen. These renovations depend on the life cycle of the building. Where it is possible and makes good sense, the buildings will be equipped to handle higher sorting capacities.

We are modernizing parcel processing: ensuring that it is customer-centric and efficient.

Johannes Cramer
Head of Logistics Services



Moderate increase in letter prices after 18 years

With effect from January 2022, Swiss Post increased letter prices for the first time in 18 years in agreement with the price regulator: A Mail by 10 centimes, B Mail by 5 centimes. Other price adjustments affect bulk mailing, P.O. Boxes, forwarding and international letter mail. The list prices for parcels remain unchanged. To support its customers, Swiss Post also offers price benefits: SMEs can have up to five parcels collected free of charge by delivery staff. Business customers who frank their parcels online receive a 10-percent discount. Private customers who frank their parcels online also continue to benefit from reduced prices.



Contribution to the UN's Sustainable Development Goals

- 8 Decent work and economic growth
- 11 Sustainable cities and communities

Implementation of "Processing of tomorrow"

Start of construction on four new regional parcel centers



Record parcel volumes

In 2021, Swiss Post processed an unprecedented volume of parcels and delivered them reliably to all corners of Switzerland: 9.6 percent more parcels than in the previous year, which itself was already a strong period. This is equivalent to growth of around 35 percent compared to 2019. Cross-border goods shipments are playing an increasingly important role in these figures: Swiss Post sorted over 11 million consignments for shipment abroad or for delivery to Swiss customers from abroad. Swiss Post harnessed the resources available in letter processing to take the pressure off parcel logistics. The teams efficiently processed up to 150,000 small parcels a day at the letter centers.

Building regional parcel centers, using free space at the letter centers, converting the large parcel centers: by 2030, there are major projects to be completed for the strategically planned expansion of parcel sorting capacity. In 2021, Swiss Post reached numerous milestones along this path.

To ensure that the logistics network continues to meet expected market demands, Swiss Post is investing in additional parcel sorting locations and expanding existing ones. In September 2021, Swiss Post began construction of three new regional parcel centers in Rümlang (ZH), Pratteln (BL) and Buchs (AG) and started a conversion at the Härkingen letter center. In addition, Swiss Post is also focusing on synergies with letter processing.

Conversion of space at letter centers

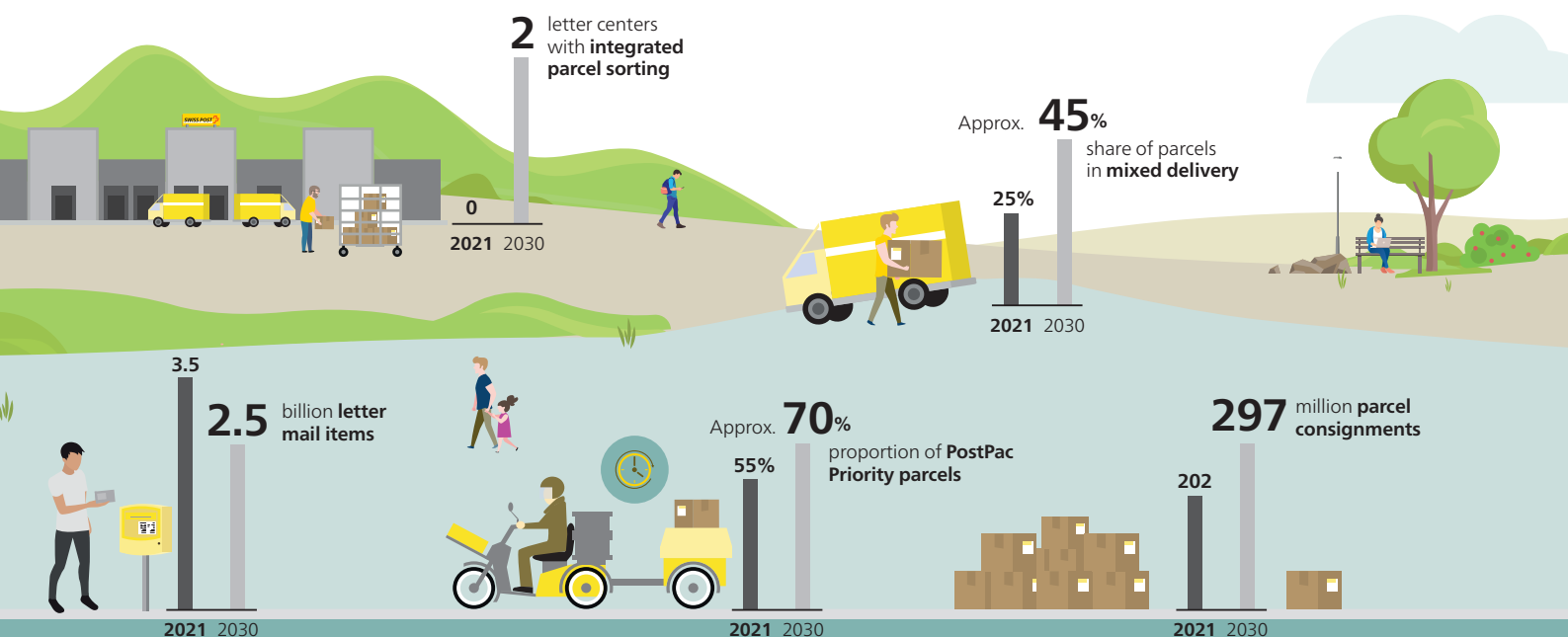
"The fact that parcel volumes are growing exponentially while letter volumes are declining is a challenge," says Nicole Schnitfeld, Head of the "Processing of tomorrow" Competence Center, "but this development also holds great potential for synergies and for the consolidation of our logistics network with shorter

transport routes." In concrete terms: space that is freed up at letter centers can be used for something else. By 2023, for example, the Härkingen letter center will also become a regional parcel center (RPC), where parcels and letters will be sorted. And the existing modern MixMail system at the Zurich-Mülligen letter center will be converted to allow the processing of small parcels in addition to small goods consignments.

Start of construction on new regional parcel centers (RPCs)

The RPCs are the decisive factor in the expansion of parcel processing capacity. For the greater Zurich North area, the RPC in Rümlang (ZH), with a sorting capacity designed for 5,000 parcels per hour, will start operations in spring 2022. From summer 2022, the converted RPC in Buchs (AG) will follow for the greater Aarau, Seetal, Suhrental and Lenzburg area. In autumn 2022, Swiss Post will start operation of another RPC at the Pratteln (BL) location for posting and delivery sorting for parts of the Canton of Basel-Landschaft and the Fricktal valley. The RPC has a sorting capacity of 10,000 parcels per hour. The duties

Planned capacity expansion in parcel sorting by 2030



of its 480 employees will also include postal customs clearance, international forwarding, returns and bulky goods processing, as well as construction site logistics. Three new RPCs in Ostermundigen (BE), Vétroz (VS) and Untervaz (GR) previously came on stream in 2020, with another starting operations in Cadenazzo (TI) in 2019.

By 2030, around 1,500 jobs with a wide range of job profiles are expected to be created and secured in Swiss Post parcel processing.

Conversion of the Härkingen and Frauenfeld parcel centers

The new RPCs will take the strain off the major parcel centers. Once these new capacities are in place, the existing parcel centers in Härkingen, Frauenfeld and Daillens (VD) can be converted and refurbished. This is expected to again significantly increase sorting capacity: for example, from 25,000 to approximately 40,000 parcels per hour at the Härkingen and Frauenfeld parcel centers. Structural, operational and transport aspects are currently being examined in a range of feasibility studies initiated in autumn 2021.

We are **securing jobs** and creating **1,500 new positions**.

Johannes Cramer
Head of Logistics Services



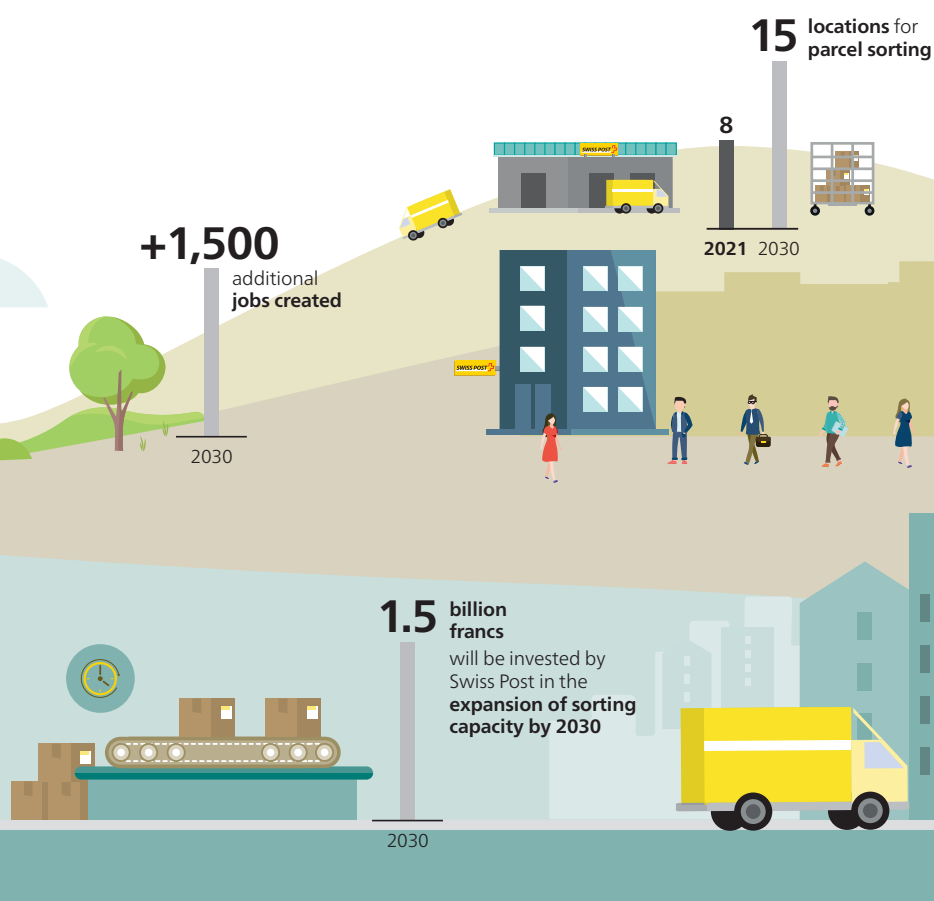
New technologies

Robots support sorting at the "Flex" RPC in Basel

Until now, all parcels in Basel were pre-sorted by hand before being transferred to the Härkingen parcel center for further processing. Since the Flex RPC started operations in August 2021, a new robot sorting technology has taken over manual pre-sorting for all consignments. 28 self-driving vehicles, known as automated guided vehicles, move along a predefined route and drop their parcels at specified end points, allowing sorting of up to 35,000 consignments per day.

More sorting capacity in less space

To increase capacity in parcel processing, Swiss Post is testing multi-floor system solutions that save production space and achieve more sorting capacity at small locations. Bulk processing, which is used at the Pratteln RPC, is another forward-looking technology. While most parcels today are unloaded manually and individually using space-intensive input lines with belt conveyors, consignments in bulk processing are unloaded en masse in roll boxes or swap bodies. This not only saves time, it also requires fewer gates and less space.





Sustainable logistics

On the road to carbon-neutral logistics

Whether it's expansion of the e-fleet, sustainably built Swiss Post buildings or photovoltaic systems: the implementation of Swiss Post's sustainability goals is a key component of the "Processing of tomorrow" programme.

Swiss Post wants to expand its logistics network and at the same time become more sustainable: how do these two things go together? "Thanks to measures such as the new regional parcel centers, we are moving closer to our customers and shortening our transport distances," says Nicole Schnitfeld, Head of the "Processing of tomorrow" Competence Center. "We rely on electromobility for our deliveries. Between the big centers, rail transport is also our choice." And when evaluating new locations, Swiss Post draws up mobility strategies that promote public transport accessibility and carpooling.

Sustainable new buildings

Swiss Post is building the new regional parcel centers (RPCs) to modern sustainability standards (DGNB label) and equipping them with

photovoltaic systems. "We are also taking measures to increase biodiversity," explains Silvio Gloor, Head of Portfolio Management at Post Real Estate. "One way we are doing this is by using wild meadows instead of asphalt or rooftop greening." For rented locations, Swiss Post uses defined criteria to examine what sustainability measures are feasible within the limits of their life cycle.

At the RPCs with integrated delivery, the charging infrastructure for electromobility is being prepared. Renewable energy is given priority in terms of covering the energy requirements for operations, and consumption in the buildings and processes is reduced to the greatest extent possible. Energy-efficient production facilities with less waste heat mean that less cooling energy is required. An approach to lighting that makes extensive use of daylight and the incorporation of LEDs with self-regulating and demand-led lighting control also play a role in saving energy.

Thanks to the new **regional parcel centers**, we are **shortening transport distances**.

Nicole Schnitfeld
Head of the "Processing of tomorrow"
Competence Center



27

photovoltaic systems
covering an area of **65,878 m²**
are operated by Swiss Post
on its roofs.

56.3%

of Swiss Post's **own real
estate premises** are **heated
with renewable energies**.

6,000

electric scooters and 260 elec-
tric delivery vans for **emission-
free delivery** of letters and
parcels.

100%

of the **electric vehicles**
run on **"naturemade star"-
certified eco-electricity**
from Switzerland.

E-mobility an important factor

By 2030, Swiss Post plans to achieve carbon-neutral delivery by investing in its electric fleet and alternative drive systems. Today, with its 260 electric vans and 6,000 electric scooters, which are powered by "naturemade star"-certified green electricity produced in Switzerland, it already operates the largest electric fleet in Switzerland.

Recent milestones: the Fétigny and Mendrisio delivery points were converted to full e-mobility in 2021. This means that Swiss Post deliveries from 30 delivery points are now CO₂-free.

In March, Swiss Post started operations at a second city logistics hub in Zurich Neumünster, based on the model of the Zurich Enge location. Deliveries to households and businesses from these local transshipment points are made by electric delivery van and other electric vehicles and are carbon neutral – which means that Zurich city center is becoming greener and quieter.



Contribution to the UN's Sustainable Development Goals
7 Affordable and clean energy

➔ Page 65

pro clima

Carbon offsetting for all postal deliveries

Whether letters, parcels, small consignments or press products, in Switzerland or abroad: since the beginning of 2021, all Swiss Post consignments have been sent with the "pro clima" label, meaning that their carbon emissions have been offset. The surcharges for the carbon offsetting are covered by Swiss Post in full. Swiss Post has been offsetting carbon emissions from domestic letter mail since 2012, with promotional mailings added to the programme in 2017.

At present, Swiss Post is committed to the construction of modern biodigesters. These are used at Swiss farms, where they generate heat or clean eco-electricity from methane, the greenhouse gas produced by manure and dung. In Cambodia, meanwhile, small private biodigesters are reducing CO₂ emissions by more than 95,000 tonnes year after year. At these locations, biogas is produced from livestock manure and water. As a clean fuel, it ensures a better quality of life: kitchens remain free of smoke, preventing damage to residents' respiratory systems.



Contribution to the UN's Sustainable Development Goals
3 Good health and well-being
11 Sustainable cities and communities

➔ Page 65



Cross-border e-commerce

Full service for online retailers

Thanks to the booming cross-border online retail sector, international logistics flows are gaining in importance, offering potential for growth. Through Asendia, Swiss Post is making an important contribution to connecting Switzerland to other countries. The joint venture between Swiss Post and France's La Poste offers comprehensive international e-commerce and logistics solutions.

In March 2021, Asendia acquired all of the shares in Irish company eShopWorld. The company supports international online re-

tailers with technological solutions for end-to-end e-commerce: from marketing and the presentation of the product range in retailers' shops to payment, shipping and returns solutions. "Thanks to eShopWorld, we can offer online retailers cross-border solutions along the entire value chain. This is an important distinguishing feature amid growing competition in the international e-commerce market," says Ulrich Hurni, Chairman of the Asendia Board of Directors.

EU customs clearance

Streamlined processes thanks to customs clearance solution

Since the summer of 2021, a new value-added tax law with cost implications for Swiss exporters has been in force in the EU. For international shipping, therefore, Swiss company unique media AG relies on a solution from Swiss Post with integrated processing of EU VAT.

Based in Bäch (SZ), unique media AG sells media products of all kinds worldwide. For the international shipment of small goods, the company relies on a solution from Swiss Post that integrates EU customs clearance directly. "As a Swiss mail-order company, both we and our end customers benefit equally," says Sven Lisenz, Managing Director of unique media. "When people abroad order something in Switzerland, we can tell them the final price

straight away. They don't need to worry about having to pay customs duties, VAT or handling costs on receipt." That increases customer satisfaction significantly.

The background: the EU's value added tax law, which has been in force since 1 July 2021, requires Swiss companies to register for VAT in all countries to which they ship, and this VAT is due from the first euro of revenue. "Multiple registration would have been tremendously time-consuming and expensive and would have required specific expertise for each country," explains Sven Lisenz. "Our cooperation with Swiss Post has solved the problem for us. Despite the new law, the administrative effort for our accounting department remains low."

We can state **final prices for our EU customers – with no surprises** when they receive their goods.

Sven Lisenz
Managing Director of unique media

Warehousing and goods logistics

Customer example: Kärcher AG

Swiss Post operates the entire warehousing logistics for Kärcher AG at its Mägenwil location, from where it sends small consignments and parcels safely and reliably throughout Switzerland – and thanks to a special solution, dangerous goods are also sent in the express channel.

Whether it's a window vacuum cleaner, power sweeper or high-performance battery ordered online: Kärcher AG relies on Swiss Post for warehousing logistics, the transport of small consignments and dangerous goods, and parcel shipping. From the Mägenwil location, Swiss Post reliably supplies business and private customers throughout Switzerland with Kärcher products and spare parts. Every month, more than 2,200 small consignments and over 3,100 parcels leave Swiss Post's warehouse and find their way to end consumers or retailers. The successful collaboration between Kärcher and Swiss Post has been in place for many years. "By using Swiss Post's warehousing logistics, we gain greater flexibility and save on fixed costs," says Marcel Sutter, Head of Marketing at Kärcher. "With Swiss Post's transport of small consignments, any volume is possible, which is particularly important for us." Swiss Post has also developed an individual, safe solution for dangerous goods for Kärcher: Swiss Post transports sensitive goods such as rechargeable batteries



over 100 watts for Kärcher in the daily express channel. The two partners are currently jointly developing a new project for handling repair shipments.

It is not only at Kärcher that the demand for logistics services is growing steadily as a result of online retail – it is also across borders: "We want to transport goods safely, smoothly and reliably for industrial and commercial companies in Switzerland, both nationally and internationally – helping to simplify their access to the global market," says Dieter Bambauer, Head of Goods Logistics. "To strengthen our position in the Swiss logistics market, we are investing in our network, and we also want to grow inorganically."



950,000

small consignments are transported annually by Swiss Post from the Dintikon logistics center.

1,280,000

picking orders are processed annually by Swiss Post at its locations in Dintikon, Villmergen, Mägenwil, Oftringen and Pfungen.

Small consignment logistics

Investment in trade routes relevant to Switzerland

Swiss Post complements its traditional postal services with small consignment logistics. The importance of this business segment has become apparent in the e-commerce boom and cross-border trade. Swiss Post is making targeted investments in the domestic market and in neighbouring countries, in an effort to dovetail its national logistics with international goods flows. In the course of 2021, for example, it invested in trade routes relevant to Switzerland. By acquiring Basel-based Otto Schmidt Ltd, which operates in the warehousing and transport logistics sector, Swiss Post is consolidating its geographical coverage in the

Basel region and southern Germany. To fully cover the north-south axis, it acquired Iemoli Trasporti S.r.l., based in Como, Italy, and Iemoli Trasporti SA, based in Balerna, Switzerland. The acquisition of InTraLog Hermes AG, based in Pratteln, and InTraLog Overseas AG, based in Kloten, was designed to ensure an improved presence in European countries, including through expanded air freight capacities. Swiss Post has also expanded its logistics network for Switzerland to the east by acquiring Ost-West Cargo Europe GmbH, headquartered in Stuttgart.

To remain **competitive**, we have to connect to **international logistics networks**.

Dieter Bambauer
Head of Goods Logistics



Industry solutions

Coronavirus test kits tailored to the cantons

For every aspect of coronavirus mass testing in schools and companies, the logistics need to function reliably. Swiss Post responded quickly to this need, developing customized solutions for the cantons.

Swiss Post supports the cantons in healthcare logistics, playing to the strength of its core logistical competency: it ensures reliable storage and picking and safe transport of coronavirus test kits. It has expanded its capacities for this purpose: at the Villmergen, Mägenwil and Oftringen logistics centers, Swiss Post prepares the individual components of the PCR saliva tests for shipment. The day after receiving an order, it transports the prepared kits directly to where they are used in schools and companies. In some cantons, Swiss Post has also installed containers in selected branches, where organizations can drop off their saliva samples. These are then transported onward by courier.

An individual solution for each canton

In January 2021, Graubünden became the first canton for which Swiss Post developed a tailor-made solution. Other cantons and partners followed in the ensuing months. Thanks to its connection to central IT platforms, Swiss Post is aware of all customers' information and goods flows and knows exactly how many tests are needed by each recipient. Swiss Post also works closely with the institutions that evaluate the tests.

Infrastructure for healthcare logistics

At the Villmergen location, Swiss Post operates a certified, fully automated storage and picking facility for pharmaceutical small goods and medical products. This is used for safe storage of medical goods, which Swiss Post can then pick in perfect quality and transport to customers.



Contribution to the UN's Sustainable Development Goals

3 Good health and well-being

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Healthcare logistics

Seamless supply for hospitals

Through its full supplier strategy, Swiss Post supports the processes along the **entire value chain in the healthcare sector.**

Daniel Vögeli
Head of Industry Solutions

The Swiss healthcare system is caught between profitability and pressure on costs. As a result of the coronavirus pandemic and the failure of the framework agreement with the EU, the economic situation for its stakeholders is now even more challenging.

There is also a need for efficiency in logistics: thanks to its new strategic focus, Swiss Post is creating a full range of supply services, from procurement, storage, provisioning and legally compliant transport to the delivery of medical products directly to cabinets in hospital wards. Through these services, it contributes to cost optimization and supply security in the healthcare system.

By acquiring the majority of shares in Steriplus AG, Swiss Post has taken an important step.

The company, founded in 2020 by the Uster and Wetzikon hospitals, sterilizes reusable medical instruments for operations and delivers them directly to operating theatres, along with the consumables required. Sterilization, instrument management, material supply and transport together form a comprehensive logistics solution. This so-called case cart approach is unique in Switzerland.

Swiss Post is building its full range of supply services on the core competency of its established forward and reverse logistics.



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Advertising logistics

Digital advertising logistics for cross-media solutions

Swiss Post is modernizing and expanding its solutions in the domestic advertising logistics market, as digitization is having a major impact on the media and advertising market. Without appropriate development of digital services and advancing into upstream and downstream business areas, Swiss Post will fall behind in this market.

In July, Swiss Post acquired Livesystems to ensure that it can also provide its customers with this cross-media digital advertising logistics solution. The company is the leading provider of digital advertising space on public transport and a pioneer in the display of real-time digital outdoor advertising in Switzerland. "Expanding Swiss Post's cross-media expertise is an important step in tailoring our services to customer requirements, and hence in gaining market share in the physical and digital advertising markets," says Oliver Egger, Head of Advertising & Media Market at Swiss Post. "By acquiring Livesystems, we are complementing physical direct marketing with a very high-reach, in-demand mass medium: digital outdoor advertising."



In addition to letter mail, Swiss Post also delivers newspapers and addressed and unaddressed advertising. Livesystems distributes advertising via digital posters and screens, including in trains, in buses and at petrol stations, in shops and city centers, and also in Swiss Post branches. The company was founded in 2007 and currently has more than 8,000 advertising screens at busy locations.

828

million francs in
direct advertising

373

million francs in
outdoor advertising

Digital advertising channels

The shopping app "Bring!" turns yellow

By linking physical direct marketing and future-oriented digital advertising options, including mobile marketing, Swiss Post is expanding its cross-media competency.

In 2020, Swiss Post acquired a stake in Zurich-based startup Bring! Labs AG, which developed the shopping app "Bring!". In September 2021, Swiss Post then acquired the majority of shares. Due to its services in the digital advertising market, Bring! Labs AG is a good fit for Swiss Post, which is strong in the physical advertising logistics market and which, thanks to Profitall, also offers a successful solution in mobile marketing.

Bring! makes shopping easier. The app can be used to keep shopping lists and share them with family members or flatmates. One crucial factor for Swiss Post and its commitment to the advertising logistics market is that retailers can advertise their offers in the app exactly at the point when customers are making their purchase decision. This is because Bring! is used directly while shopping in store.

+ getbring.com

Due to its services in the **digital advertising market**, Bring! Labs AG is an excellent fit for Swiss Post.

Oliver Egger
Head of Advertising & Media Market
at Swiss Post

Communication

Market strategy

Swiss Post assumes the role of a trustworthy, independent intermediary between the physical and digital worlds, focusing on four market areas:

With its **trust-based information services**, Swiss Post transports data in a secure, unalterable and traceable manner and ensures that the sender and recipient are authorized to receive and send the information.

Thanks to its **digital assistant services**, Swiss Post ensures that the interfaces between the physical and digital worlds function smoothly. The company helps Swiss SMEs and the general public to navigate the digitized world securely and easily.

Swiss Post is expanding its position as a provider of secure and legally compliant **digital services for public authorities**, with the aim of further digitizing processes for the Confederation, cantons and municipalities and simplifying the dialogue between the population and public administrations.

Swiss Post is continuing to reinforce its leading role as a one-stop provider of **digital services in the healthcare sector** and tapping into new business areas.

2021 milestones

- Swiss Post introduces the principle of mail secrecy to the digital world and looks to achieve growth via ecosystems
- Swiss Post extends its competencies in the fields of electronic identity, certificate and signature solutions and secure cloud solutions
- Swiss Post launches the ePost App for digital correspondence in conjunction with its subsidiary, KLARA Business Ltd
- With its E-Health platform, Swiss Post lays the foundation for the introduction of the electronic patient record (EPR) by the EPR providers (core communities)

Outlook for 2022+

- Expansion and reinforcement of digital competencies through targeted acquisitions
- Expansion of the SME, public authority and healthcare ecosystems through Swiss Post products and services, and integration of partners and their services
- Provision of an e-voting system for the cantons in compliance with the legal requirements

Simple, secure, digital

Bringing the principle of mail secrecy to the digital world

The everyday lives of people and companies are becoming increasingly digital. Swiss Post wants to play a key role in shaping this trend and expand its role as a company powering a digital and connected Switzerland.

"We facilitate intuitive digital interaction for people, companies and public authorities, as well as simple and secure handling of their data." This is how Nicole Burth describes the vision of the new Communication Services unit, which she has headed since the beginning of 2021. To achieve this vision, Swiss Post wants to develop straightforward digital solutions that require no instructions for use – but are nevertheless secure. "After all, transporting sensitive data confidentially and securely from A to B is part of Swiss Post's DNA," says Nicole Burth. "Everything we have been proving with mail secrecy for 170 years, we now want to bring to the digital age, building on our traditional strengths and competencies."

Strategic development of new growth areas

Swiss Post wants to develop so-called digital ecosystems, in which people, SMEs, public authorities and the healthcare sector can easily connect, obtain services and interact with one other. This is part of Swiss Post's new strategy to carry its core business into the digital future. Inorganic growth is also part of the plan: through company acquisitions, Swiss Post wants to tap into new growth areas while expanding the expertise available within the company. "We are not looking for growth at any price, however – we want to grow selectively, and specifically where we believe there is added value for our customers," explains Nicole Burth. "No matter what we do, our commitment to the public service and the future needs of the Swiss people and our economy are always at the center of our planning and implementation."

We want to make today's mostly physical public service **fit for the future** and **digitize** it.

Nicole Burth
Head of Communication Services



Contribution to the UN's Sustainable Development Goals

9 Industry, innovation and infrastructure
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Secure cloud solutions

Secure digital solutions via Tresorit

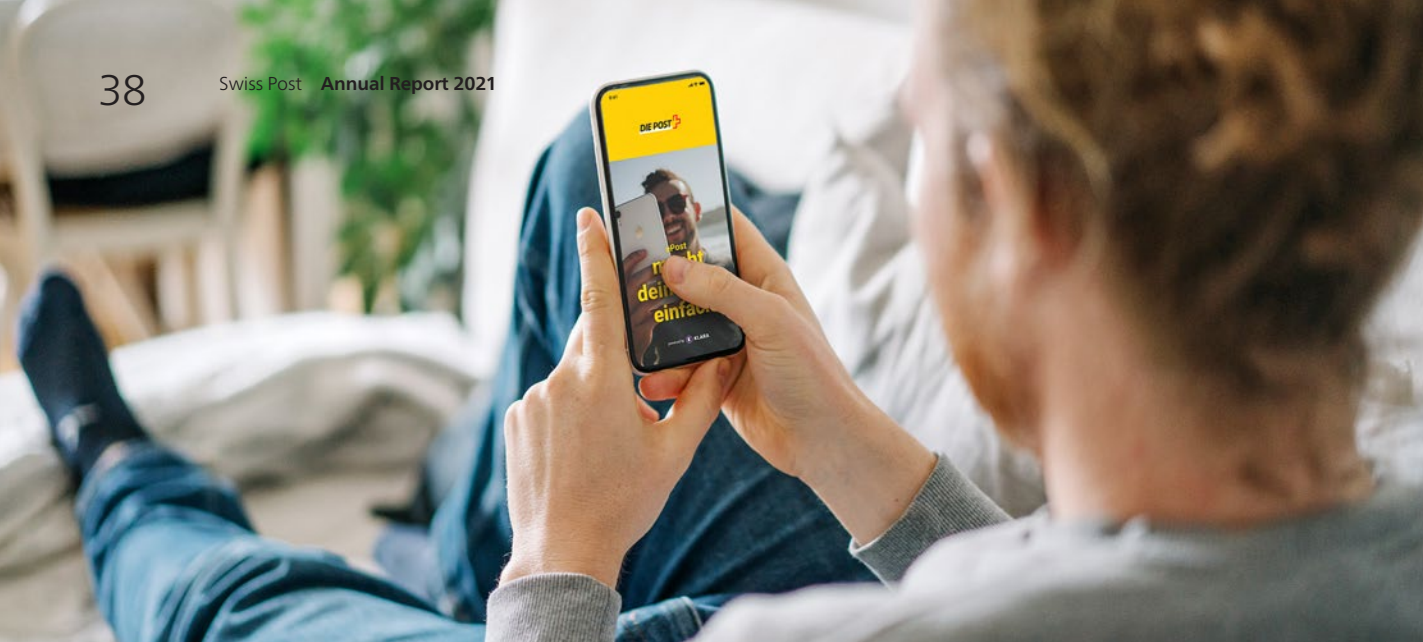
Transporting sensitive data confidentially and securely from A to B is part of Swiss Post's DNA. Thanks to its majority takeover of the established file-sharing company Tresorit, Swiss Post is strategically expanding its competencies in digital data security and digital privacy. Tresorit provides a secure solution for managing, saving, synchronizing and sharing files in the cloud for private individuals and companies. The company, with its holding headquarters in Luxembourg and branches in Zurich, Munich and Budapest, was founded in 2011. Tresorit will become a Swiss Post subsidiary and continue to operate as an independent company.

Identity services

Digital identity management under SwissSign Group

In line with its "Swiss Post of tomorrow" strategy, Swiss Post wants to assume the role of a trustworthy, independent intermediary between the physical and digital worlds – including in the increasingly digital sector of communication between public authorities and citizens. Through its acquisition of SwissSign Group Ltd on 1 October 2021, Swiss Post has secured important expertise and established solutions in the digital identity sector. The services provided by SwissSign Group Ltd focus on identity services such as SwissID, digital signatures and the certificate business. Swiss Post previously held a 17-percent stake in the Swiss joint venture, which was founded in 2018. Following the takeover, SwissSign becomes an independent subsidiary of Swiss Post.

swissign.com
tresorit.com



ePost App

This letter box fits in your smartphone

The **ePost App** is **easy to use** and, thanks to multilevel user verification and **encrypted data**, it is also **secure**.

Nicole Burth
Head of Communication Services

The ePost App has enabled Swiss Post to reach a milestone on the road to the digital future: anyone who registers in the app can use it to receive letters, scan physical mail themselves, pay bills and more. The application is open to private customers, companies and public authorities.

This is how secure communication between companies and their customers works in the digital age: via the ePost App, Swiss Post's new hub for digital correspondence. Companies connected to the application can send letters and invoices at the touch of a button. In no time at all, the correspondence pops up in the recipient's digital letter box, which can be emptied anytime and anywhere.

But the ePost App is even more versatile: users can also edit documents and pay digital bills directly via the app. As an additional paid feature, there is also a scanning service that allows both private and business customers to receive consignments sent physically as scanned documents.

"The ePost App is more than just another app on our smartphones. It will allow us to create an entire ecosystem for numerous companies and private customers. With this digital letter box, we are making not just correspondence but also a great deal of time-consuming administrative work easier," says Nicole Burth, Head of Communication Services.

Effective collaboration

The app can be downloaded from the Apple App Store and the Google Play Store. The people behind it are the developers at KLARA Business Ltd. Swiss Post has been the majority shareholder in this Lucerne-based company, which specializes in IT solutions, since 2020. The application is available not only to private customers, but also to companies and public authorities. Initial partners include the bank Credit Suisse, the insurance company Vaud-oise and the Canton of Lucerne.

[+ epost.ch](https://epost.ch)



E-voting source code publicly released

Swiss Post has published the full 150,000 lines of revised source code for the beta version of its e-voting system. It has also launched a bug bounty programme, in which IT and cryptography experts from around the world can examine the documents. They are rewarded for their findings and insights. This approach is consid-

ered best practice. Transparent systems are among the requirements of the Confederation for the trial of e-voting in Switzerland. Swiss Post intends to make the e-voting system available to the cantons from 2022.

[+ evoting-community.post.ch/en](https://evoting-community.post.ch/en)

Digital health

Solid steps towards advancing digitization in healthcare

Since the end of 2021, the electronic patient record (EPR) has been available in 13 cantons. Again, this is thanks to Swiss Post, whose E-Health platform serves as the “engine” for the EPR providers. The roll-out of the system to all five core communities is a milestone – and proof that Swiss Post is making an important contribution to the digitization of the Swiss healthcare sector.

With the electronic patient record (EPR), citizens can digitize their personal healthcare data, view it anytime and anywhere, and grant access to specialists and institutions. In its pioneering role, Swiss Post has been driving the development of the EPR for ten years now and has been providing a certifiable EPR infrastructure since the end of 2020. “Transporting sensitive data confidentially and securely is part of Swiss Post’s DNA,” says Nicole Burth, Head of Communication Services. “As a system provider of the EPR infrastructure, we are bringing this expertise to the digital age and making an important contribution to the digital networking of all stakeholders in the healthcare system.” As early as 2013, Swiss Post launched “Mon Dossier Médical”, Switzerland’s first EPR, in the Canton of Geneva. Since the Federal Assembly’s decision in 2015 to introduce the electronic patient record throughout Switzerland, Swiss Post in its role as a system provider has been actively involved in shaping the relevant federal legislation.

Easy access to the EPR at selected post offices

As a provider of secure digital solutions, Swiss Post makes its E-Health platform available to the EPR providers, the so-called core communities. The core communities can use this infrastructure to obtain certification and provide the general public with access to the EPR. Swiss Post’s platform has been put through its paces in accordance with Swiss law. It is used by eHealth Aargau, eSANITA, Mon Dossier Santé, e-Health Ticino and CARA. But Swiss Post also offers the general public easy access to the EPR: in the Canton of Aargau and in south-east Switzerland in the Cantons of



Graubünden, Glarus, Appenzell Innerrhoden and Appenzell Ausserrhoden and in the St. Gallen Rhine Valley, the EPR can be opened at Swiss Post branches. At present, 24 branches are certified for the opening of the EPR.

Cuore – the Swiss health platform

In addition to the EPR infrastructure, Swiss Post has also invested in development of the Swiss health platform Cuore: this is a secure digital platform open to healthcare professionals, health insurers, medtech companies, system providers, logistics providers and patients. The platform is expected to grow into an ecosystem for the whole of Switzerland: “Through Cuore, we want to connect all stakeholders in the healthcare sector to enable them to work hand in hand – in both the physical and digital worlds,” says Head of Communication Services Nicole Burth, explaining the goal of Cuore. The launch is planned for 2022.

Through the EPR infrastructure, we are making an important contribution to **digital networking in the healthcare sector.**

Nicole Burth
Head of Communication Services



Contribution to the UN's Sustainable Development Goals

9 Industry, innovation and infrastructure

Network

Market strategy

Swiss Post's physical presence in all regions of Switzerland reflects our view of a nationwide universal service. Swiss Post is continuing to expand its network, which currently totals more than **4,800 access points**, with innovations such as terminals and services at home. Swiss Post is investing some 40 million francs in modernizing over 300 self-operated branches. It is also **strengthening the quality of its branches with partners** through local support from Swiss Post staff, training for partner staff and customer-friendly infrastructure. In addition, the network is being stabilized at around 800 self-operated branches.

Swiss Post is now **opening its premises to large service providers and public authorities**, enabling them to remain close to their customers. By taking this step, Swiss Post is establishing new service centers in all regions of Switzerland, with products and services that are relevant to everyday life.

2021 milestones

- Intelligent bots answer more straightforward enquiries at the Contact Center, easing the workload for staff
- At Lausanne railway station, Swiss Post operates the first Self-service Swiss Post in Switzerland
- Further market tests for network opening with partners from various sectors (SBB, TIER, Primeo Energie, Cornècard, Fischer Friosol, YLEX)
- Various market tests for digital consulting with Swiss Post services (e-finance, Yuh)

Outlook for 2022+

- Stabilization of the number of self-operated branches at around 800
- Conclusion of first strategic partnerships for network opening with health insurers, insurance companies and banks
- Conclusion of first strategic partnerships with public authorities and healthcare providers
- Further market tests of network opening with partners from various sectors
- Introduction of a new generation of terminals, now also in residential and other areas

Network opening

Visiting a Swiss Post branch for legal advice

Whether small or large, regional or nationwide: Swiss Post's branch network is now also available to other companies and public authorities. With this approach, Swiss Post is positioning itself as a partner for solutions from a single source – in close proximity to customers.

YLEX is a modern Swiss legal services provider that currently operates four of its own walk-in stores in city center locations in Zurich, St. Gallen, Bern and Winterthur. "YLEX offers straightforward and intelligible legal support for everyone by video call or online, with no need for an appointment," says Ralph Siegl, Delegate of the Board of Directors, explaining YLEX's business model. For a six-month period, customers can find out about the services offered by YLEX at three Swiss Post branches in Zurich. Swiss Post staff mention these services to customers and arrange for them to get in touch with YLEX personally if interested. Swiss Post and YLEX are testing the best approach to providing legal advice and whether Swiss Post customers are interested in these services. "Working with Swiss Post, we want to show people how easy it is to receive clarity on legal issues in everyday life," says Ralph Siegl.

Network opening is strategically important
Companies can arrange their presence in a branch individually with Swiss Post. Whether



it's mobile phone repair at a single location, promotional spaces for product presentation in bigger cities, takeaway coffee in a region's branches or a nationwide advertising campaign on analogue and digital advertising spaces: the offer is aimed at companies of all kinds. For Swiss Post, this opening is strategically important: it is looking to develop its branches into multifaceted service centers for the Swiss public. "For YLEX, this open attitude and the strong focus on customers' real needs is the perfect match for a collaboration with Swiss Post," says Ralph Siegl.

In the branches, customers can find out how easy it is to clear up legal issues.

Ralph Siegl
Delegate of the Board of Directors, YLEX

Market test

Yuh: digital advice at the post office counter

At 20 Swiss Post branches, staff mentioned the digital banking app Yuh to customers, showing those who were interested how it adds value and helping them to install the app and get it up and running. Yuh enables users to initiate payments, set savings goals and manage investments, all digitally and all completely independently. "By referring as many new customers as possible, we want to impress our partner with the impact of our

advice," says Vijdan Gussen, Head of Marketing at PostalNetwork, explaining the goal of the market test. "We want to use the findings to create further incentives for interested partners." Through partnerships like this, Swiss Post aims to simplify access to the digital world for customers in municipalities and cities.

➔ More about Yuh on page 50

We want to use the findings to create further incentives for interested partners.

Vijdan Gussen
Head of Marketing at PostalNetwork

Network development

Stabilizing the network – and offering more access points

We are adapting **our network** to the **requirements** of our **customers**.

Thomas Baur
Head of PostalNetwork

Swiss Post currently has around 800 self-operated branches at busy locations, where it handles more than 320,000 customer contacts per day. Swiss Post also aims to offer customers the best possible universal service at their front door, on the move and digitally, and is therefore increasing the number of access points.

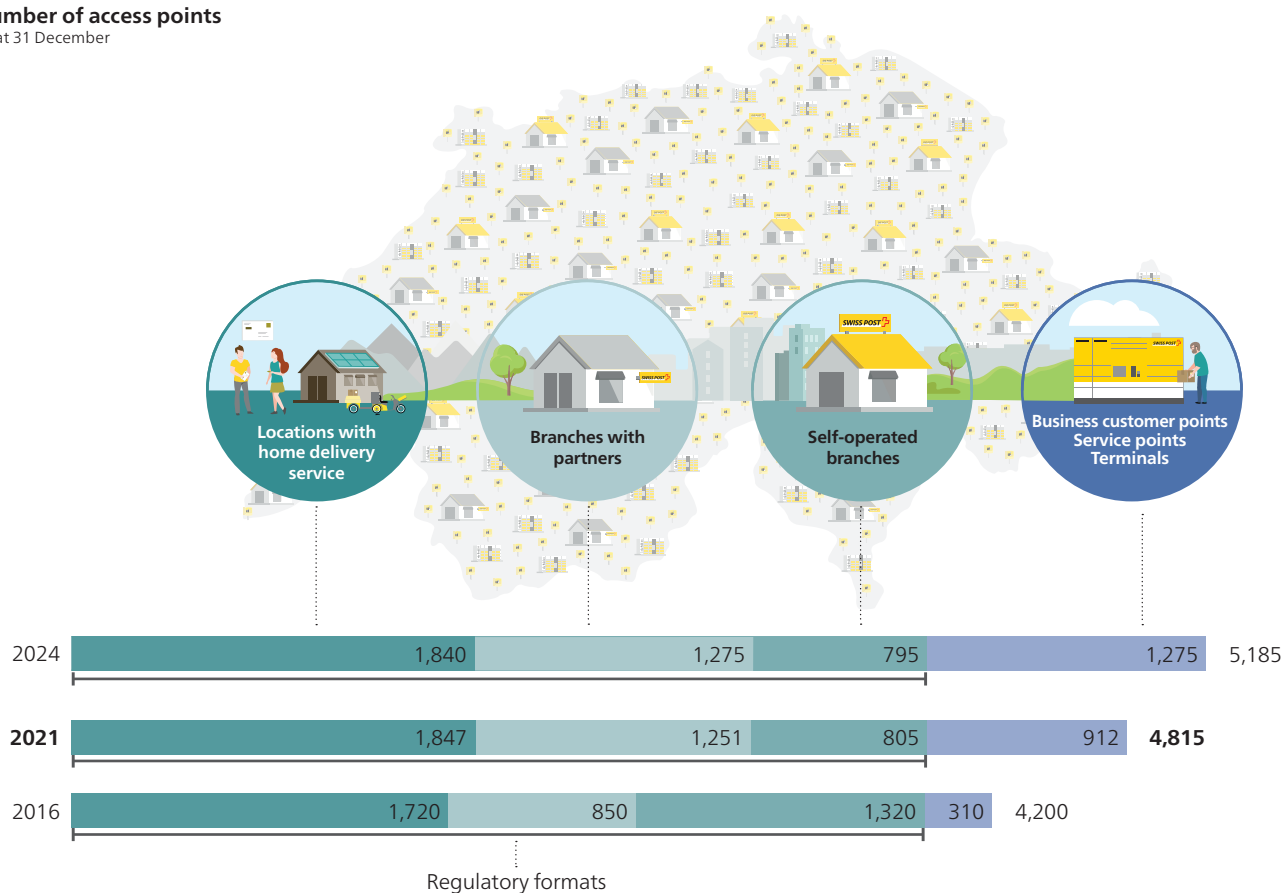
Although digitization means that fewer and fewer postal transactions are being carried out at the counter, Swiss Post still wants to be right there for its customers. "Physical locations remain essential for us," says Thomas Baur, Head of PostalNetwork. That is why Swiss Post has invested around 40 million francs in the modernization of some 300 branches since 2019 and is improving the quality of branches with partners, where customers can carry out post-

al transactions in village shops or at petrol stations, which are open from 6 in the morning until 10 in the evening.

By 2024, Swiss Post plans to stabilize the network at around 800 self-operated branches and increase the number of access points from 4,800 to over 5,000, including additional acceptance and collection points in retail outlets, My Post 24 terminals and business customer points. "These solutions are in line with customers' preference for more flexible opening times," says Thomas Baur. Thanks to its services in home delivery service areas, Swiss Post is also meeting the needs of older people in particular, who wish to conduct their postal transactions at their front door. And they don't even need an Internet connection to do so.

Number of access points

As at 31 December



Customer centricity

When a bot answers customer enquiries in an instant

The Contact Center – Swiss Post’s customer service – creates trust, answers enquiries and solves problems. Now, intelligent bots take care of more straightforward enquiries, easing the workload for staff.

Anyone who misses a parcel or has questions about delivery can get the answers they need via the Contact Center: by phone, by letter, by e-mail and, since May 2020, also by live chat. With the boom in parcels, the number of enquiries received by the Contact Center has increased by around 15 percent since 2019. But how do Swiss Post staff handle up to 8,500 enquiries per day? The answer? With technological support. For example, incoming e-mails are analyzed by software. If the software can identify the problem, it retrieves the required information – such as the delivery status of a parcel – and fills it into a suitable template. To be on the safe side, this ready-made reply e-mail is checked by an employee at the Contact Center before it is sent.

The chatbot never sleeps

For the past year, a bot has also been in use for live chat. It can hold a friendly conversation and answer some questions by itself – again providing information on the status of parcel consignments, or referring customers to content on the website that may be of help for their queries. One major benefit is that the chatbot works around the clock, so it can help even at midnight on Sunday. And it eases the workload for the staff at the Contact Center, who can then devote all of their efforts to dealing with less straightforward issues.

Over **1.8 million**

enquiries in total were answered by the Contact Center in 2021.

175,000

people got in touch by chat.

Around **120,000**

problems were resolved independently by the chatbot.

Automation

Self-service access points under test

It’s open around the clock, contains a My Post 24 terminal, a Postomat, a photocopier and a letter box: the first “Self-service Swiss Post” in Switzerland has been in operation at Lausanne railway station since August 2021. Customers can also make inpayments at a special terminal. Swiss Post’s new range of services offers an additional access point at locations with high pedestrian traffic.

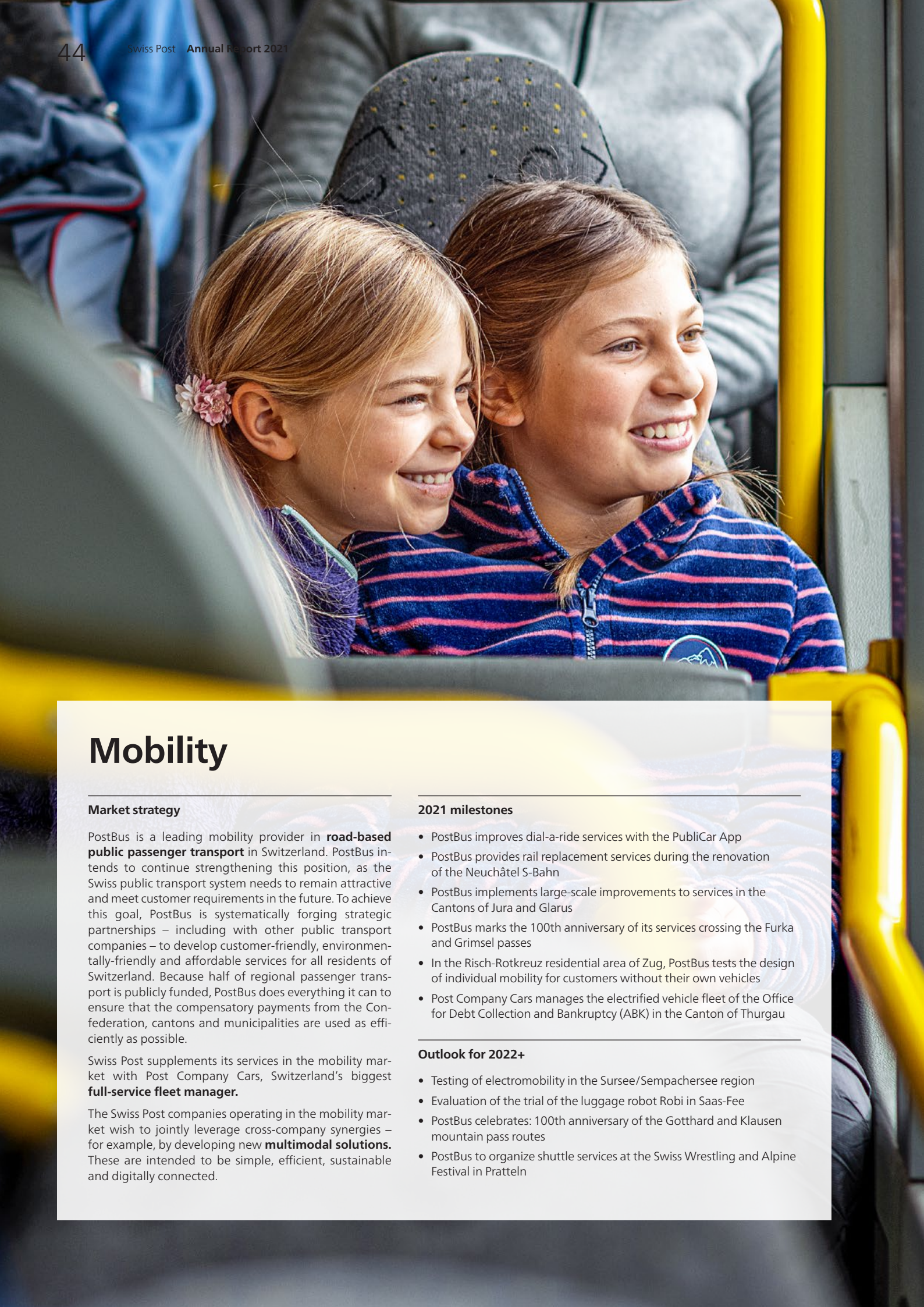
My Post 24 terminals have been in successful use for a number of years now, allowing customers to drop off and collect parcels 24/7.

The second generation is now in place for testing at three locations: these are operated with a smartphone and have no display. Thanks to lower maintenance costs, they could in future also be used at less frequented locations, where they will complement the existing machines with displays – which will continue to be used.



Over **2.5 million**

is the number of times customers used a My Post 24 terminal in 2021.



Mobility

Market strategy

PostBus is a leading mobility provider in **road-based public passenger transport** in Switzerland. PostBus intends to continue strengthening this position, as the Swiss public transport system needs to remain attractive and meet customer requirements in the future. To achieve this goal, PostBus is systematically forging strategic partnerships – including with other public transport companies – to develop customer-friendly, environmentally-friendly and affordable services for all residents of Switzerland. Because half of regional passenger transport is publicly funded, PostBus does everything it can to ensure that the compensatory payments from the Confederation, cantons and municipalities are used as efficiently as possible.

Swiss Post supplements its services in the mobility market with Post Company Cars, Switzerland's biggest **full-service fleet manager**.

The Swiss Post companies operating in the mobility market wish to jointly leverage cross-company synergies – for example, by developing new **multimodal solutions**. These are intended to be simple, efficient, sustainable and digitally connected.

2021 milestones

- PostBus improves dial-a-ride services with the PubliCar App
- PostBus provides rail replacement services during the renovation of the Neuchâtel S-Bahn
- PostBus implements large-scale improvements to services in the Cantons of Jura and Glarus
- PostBus marks the 100th anniversary of its services crossing the Furka and Grimsel passes
- In the Risch-Rotkreuz residential area of Zug, PostBus tests the design of individual mobility for customers without their own vehicles
- Post Company Cars manages the electrified vehicle fleet of the Office for Debt Collection and Bankruptcy (ABK) in the Canton of Thurgau

Outlook for 2022+

- Testing of electromobility in the Sursee/Sempachersee region
- Evaluation of the trial of the luggage robot Robi in Saas-Fee
- PostBus celebrates: 100th anniversary of the Gotthard and Klausen mountain pass routes
- PostBus to organize shuttle services at the Swiss Wrestling and Alpine Festival in Pratteln

On-demand solutions

PubliCar enables digital mobility

Digitization makes it easy to book on-demand solutions. In Appenzell, Vaud and the Viamala region, the PubliCar App improves dial-a-ride services and makes them more efficient.

People in Graubünden looking to travel from Obertschappina to Thusis in the evening can now use the PubliCar App to order their journey with a dial-a-ride bus. That's not only handy, it's also more sustainable, because the system can compare and synchronize incoming orders, combining similar journeys to avoid unnecessary additional trips. The app can also be used to track bus journeys live, with an automatic smartphone notification in the event of delays.

In Thusis, around 75 percent of journeys are now booked via the app. The most important customer groups at present are older people and schoolchildren. However, easy access through the app should also appeal to new customer groups. In Vaud and Appenzell, the PubliCar App has proven successful since 2020. "It's going down very well with our

customers," says Mirco Mäder, Head of the On-Demand Initiative at PostBus, summing up the positive response.

For PostBus, digital solutions are an important step in its development, allowing it to offer customers and purchasers of services more efficient, more sustainable and more individual public transport solutions, and to make them easily accessible to new customer groups.

Enabling older people to keep in touch

Sustainable services can also have their social aspects. In Appenzell Innerrhoden, for example, PostBus launched a pilot project: a mobility service for people in homes for the elderly, who on Wednesdays could be taken to Appenzell or another home to meet friends and acquaintances. The PostBus minibus stopped right in front of the door – and had enough room for wheelchairs.



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By expanding on-demand services, PostBus aims to provide an **effective supplement to scheduled services.**

Mirco Mäder

Head of the On-Demand Initiative
at PostBus

Fleet management

Sustainable vehicle fleet concepts

Since 2021, Post Company Cars as a full-service fleet manager has been managing the electrified vehicle fleet of the Office for Debt Collection and Bankruptcy (ABK) in the Canton of Thurgau. "As a canton, we have set ourselves high climate policy goals, and we want to play a leading role in implementing e-mobility throughout Switzerland," says Roger Wiesendanger, Head of the Office for Debt Collection and Bankruptcy (ABK) in the Canton of Thurgau. Advised and supported by Post Company Cars, the office therefore procured a fully electrified fleet of vehicles in June 2021: six Renault Kangoo Z.E. cars. As a full-service fleet manager, Post Company Cars takes care of everything else – from maintenance to charging solutions.

Prior to the change, AKB employees used private vehicles or car-sharing services when out on the road. However, demographic changes in the workforce, new parking and travel expense regimes and more mobile ways of working would have triggered a new approach. "In addition to being emission-free and offering good value for money, the spaciousness of the vehicle was also a decisive factor for us," says Roger Wiesendanger. After all, the Kangooos are being fitted out as a mobile workplace to allow employees to work flexibly in their cars.



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We support Swiss Post and business customers with the design and implementation of e-mobility.

Nigel Storny

Managing Director
Post Company Cars Ltd



Alternative drive systems

On the road in an electric bus

In Brugg and elsewhere, PostBus is increasingly on the roads with vehicles powered by the sun. From 2040, PostBus plans to run its entire fleet of over 2,400 vehicles on fossil-free fuels. As part of a roadshow in 2021, PostBus tested how its commitment to climate-friendly mobility is being received by drivers and passengers.

By 2040, the entire PostBus fleet will run on **fossil-free** fuels.

Eveline Wüest
Head of Alternative Drive Systems
at PostBus

For 152 days from March to July, there was plenty happening at a roadshow featuring an electric bus: PostBus took to the road with a rented eCitaro in Bellinzona, Interlaken, Glarus, Engelburg, Wohlen in Aargau, Delémont and Moudon. The drivers familiarized themselves with the new technology in service on the routes and at specially organized events. Almost without exception, they were impressed by the qualities of the vehicle – especially as the predicted range of 150 kilometres per battery charge was easily exceeded. The response from passengers was positive. “The fact that the electric bus is not only cleaner but also quieter than a diesel vehicle is a good argument in its favour in densely populated conurbations,” says Eveline Wüest, who is responsible for the procurement of alternative drive systems at PostBus. “We were able to show that electromobility in public transport works well. What we now have to do is convince policymakers and purchasers that

the transformation from diesel vehicles to alternative drive systems in public transport will only succeed if we work together.” PostBus plans to bring 100 electric buses into operation by the end of 2024 and to convert the entire fleet by 2040.

New charging strategy in Brugg

At present, there are five electric buses in use at PostBus. The latest project is an electric bus in Brugg in the Canton of Aargau, which is charged while out and about using a so-called pantograph at the train station. The energy is supplied by solar cells installed on the roof of the PostBus stop at the station. “This means that we don’t have to install large infrastructures at the bus depot. Instead, we use the stopping time to charge the battery,” explains Eveline Wüest. “That also reduces the workload for our drivers.” PostBus intends to make greater use of charging stations of this kind in the future.



Contribution to the UN's Sustainable Development Goals

- 3 Good health and well-being
- 7 Affordable and clean energy
- 9 Industry, innovation and infrastructure
- 11 Sustainable cities and communities

Luggage robot

Let Robi carry your luggage on the final stretch

It looks like a little Postbus, and it's a Swiss first: Robi, the robot vehicle that takes tourists' bags and suitcases to their holiday flat or hotel.

PostBus used the electrically powered mini-transporter for the first time in late autumn 2021 as part of a pilot project with the municipality of Saas-Fee and Saastal Tourism. On arriving at the car-free Valais resort of Saas-Fee, travellers could load their bags on to the robot at the PostBus stop – and it would then follow them faithfully all the way to their destination. During the initial test phase, the robot was accompanied by an assistant to ensure that everything went smoothly and to get feedback from customers.

Useful service for families and the elderly

After the test phase, the reception of the service among customers is now being evaluated. Robi is also to be perfected with a view to ensuring that it can operate autonomously in the summer of 2022. Project manager Sophie Duval is confident: "Door-to-door services are one of our customers' new needs. The luggage robot would be an innovative solution over the last mile of a journey, especially for elderly people and families."



Contribution to the UN's Sustainable Development Goals

- 9 Industry, innovation and infrastructure
- 11 Sustainable cities and communities

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Rail replacement

The biggest rail replacement service in the history of PostBus

The trains stopped running: during the first stage of the renovation of the Neuchâtel RER S-Bahn, rail services between Neuchâtel and La Chaux-de-Fonds were interrupted due to construction work. From 1 March to the end of October 2021, PostBus and the transport company transN provided a replacement service: passengers travelled exclusively on buses between the upper and lower parts of the canton for eight months. 40 bus drivers worked in 19 Postbuses from all over Switzerland (including two double-deckers), along-

side 12 buses operated by transN. "A project on this scale is historic for PostBus," explains Philippe Cina, Head of Market & Customers in Western Switzerland. "But everything ran very smoothly thanks to meticulous planning and partnership-based collaboration between the Canton of Neuchâtel, the municipalities and the transport companies." The 6,000 passengers who used the replacement services every day were also satisfied with the seamless connections and plannable journey times.

Thanks to **meticulous planning and partnership-based collaboration**, the rail replacement service ran smoothly.

Philippe Cina
Head of Market & Customers
Western Switzerland

Financial services

Market strategy

By pursuing its “SpeedUp” strategy, PostFinance is transforming itself into a diversified, innovation-driven financial service provider, focusing even more consistently on customer needs. Its core business has been divided into four business areas since March 2021.

In **Payment Solutions**, PostFinance is the leading reliable partner for payment and billing solutions for retailers and invoice issuers in Switzerland. In **Retail Banking**, PostFinance provides its private and business customers with proven solutions and advice on the smartest way to manage money – both physically and digitally. In **Digital First Banking**, it has launched Yuh, a brand new service for “Banking & Beyond” geared entirely to the digital world, and is continually updating this solution. In **Platform Business**, PostFinance aims to establish the leading independent Swiss comparison and sign-up platform for financing, insurance and retirement planning.

2021 milestones

- PostFinance and Swissquote launched the joint digital banking app Yuh
- PostFinance firmly embedded corporate responsibility into its strategy and developed three pillars
- Valuu extended its platform business services by adding transparent comparison options for private loans
- PostFinance bundled its accounts and services in the new Smart and SmartPlus banking packages

+ For further milestones, see
PostFinance's Annual Report 2021

Outlook for 2022+

- PostFinance is combining the PostFinance Card with the Debit Mastercard® – it will be possible to use the card at even more points of sale in Switzerland and for payment abroad
- Retirement planning made easy: investment-based 3a solutions can now be purchased independently more easily and intuitively in e-finance

An interview with Hansruedi K  ng
CEO of PostFinance Ltd

Strategic measures are having an impact

The new SpeedUp strategy is having an impact: in 2021, PostFinance managed to partially offset the significant decline in profit seen in recent years. It has also enhanced its range of digital solutions with the new PostFinance App, the Smart and SmartPlus banking packages and Yuh. In 2022, PostFinance will focus even more intensively on corporate responsibility, will gradually reduce its CO₂ footprint and, as part of Swiss Post, aims to become carbon neutral from 2040.



Hansruedi K  ng, how was the result in the past financial year?

We posted a profit of 223 million francs in 2021. That equates to 94 million francs – or around 73 percent – more than in the previous year. Measured against our equity capital of 6.3 billion francs, however, the return is still comparatively low.

How do you explain this improvement?

We've worked hard on our positioning as an investment bank over recent years. We've developed competencies, extended our product range and launched new, digital investment solutions. By adopting this approach and thanks to the newly introduced banking package fees, we achieved a significant improvement in our result from commission business and services last year. Trading portfolio assets also performed well, while personnel expenses were higher due to a rise in employer contribution reserves. Interest operations remain under pressure. Although we managed to increase interest income by stepping up activities on the interbank money market and thanks to higher customer asset fees and the reversal of impairments on bonds, net interest income in our core business continued to decline. Interest on the financial and capital markets is still at a very low level. And it remains challenging to find profitable investment opportunities for our customer deposits.

PostFinance embarked on the new SpeedUp strategy period in 2021.

How satisfied are you with what you've achieved so far?

We're pleased, but we know that we still have a long way to go. We are focusing on four thematic priorities that we are driving forward in independent business units: Payment Solutions, Retail Banking, Digital First Banking and Platform Business. In parallel, we have implemented various operational projects to ensure that our services are tailored even more precisely to customer requirements. I am thinking, for example, of the new PostFinance App, the Smart and SmartPlus banking packages and Yuh.

You've launched another banking app – Yuh. Why does PostFinance have two apps on the market?

As the growing numbers of neobank users show, there is a great deal of demand for streamlined and free solutions. This is a need we only partially cover with our very comprehensive range of retail services. That's why we developed our joint banking app Yuh in collaboration with Swissquote. Thanks to Yuh, we can offer our customers a tool on their smartphone that provides the freedom and flexibility to manage their money just the way they want to. And with well-known partners in the background whom they can trust. It's going well: by the end of 2021, just under

eight months after the launch, Yuh already had 42,000 active users.

The new strategy focuses more heavily on the issue of corporate responsibility. What goals have you defined?

In 2021, we approved five impact goals. We aim to firmly embed CR amongst our staff by raising awareness of the issue and implementing joint projects. We aim to gradually reduce our carbon footprint and – as part of Swiss Post – become carbon neutral from 2040 in terms of both our direct and indirect emissions, such as those stemming from our own investments. We provide sustainable market services in the areas of investment and retirement planning. When it comes to innovations, we're focusing on sustainable finance. And we're promoting gender equality by aiming to ensure that a third of management positions are held by women by 2024.



 Digital First Banking

Yuh – pay, save, invest all in a single app

Many young adults have little interest in traditional banking products. Impressive digital financial solutions are required. Swissquote and PostFinance have developed a digital banking app called Yuh, which meets the needs of a new generation.

Yuh gives people the freedom to manage their money as they wish.

Markus Schwab
CEO, Yuh


At vocational college, everyone is talking about buying some bitcoin soon. Christina is putting her money where her mouth is and investing a small amount of her apprentice salary each month in three different cryptocurrencies. The 19-year-old initially had no interest at all in financial matters. She was simply looking for a bank account without management fees, and her research led her to Yuh. She opened her account without any paperwork via the app and got far more than she was looking for: a simple financial solution that can do almost everything.

Via the Yuh App, Christina can transfer money and save up for a particular goal, but she can also buy cryptocurrencies, equities and funds. Or she can invest in thematic growth portfolios based on her personal preferences. But most importantly, Christina can keep track of everything at all times: how are her finances looking? What has she spent, and when? How close is she to her savings target?

The no-fees multicurrency account also includes a free Mastercard® debit card, which Christina can use to pay in 13 currencies. Whenever she uses the card or executes trades, she receives bonuses in the cryptocurrency Swissqoin. Yuh is investing some of its own revenue in this cryptocurrency, which means that its value can only rise in future. That's why Christina is holding on to the Swissqoin she has received. But it can be exchanged for cash at any time or, for example, sent to friends who also use Yuh.

A joint venture between two experienced banks

Yuh is a joint product from Swissquote and PostFinance and was developed from scratch as a digital financial solution. The aim is to make life easier for people and to combine the key financial instruments in one innovative app. Yuh got off to an extremely promising start. By the end of 2021 – just under eight months after its launch – the app already had 42,000 Yuhers.

 yuh.com

Corporate responsibility

On the path to greater sustainability – more opportunities and more purpose

As a company, PostFinance acts in an environmentally, socially and economically responsible manner. Particular emphasis is placed on the climate neutrality goal. By providing innovative, sustainable customer solutions, the financial institution aims to set itself apart in relation to particular themes and markets.

Corporate responsibility (CR) is firmly enshrined in PostFinance's strategy. The policy goes much further than simply complying with legal standards. "We aim to assume responsibility by showing courage, commitment and vision – only then is banking enjoyable and meaningful," says Hansruedi K  ng, CEO of PostFinance Ltd. "The challenges we face are as great as the opportunities they present – more specifically, becoming an even more innovative and diversified financial service provider." The focus is placed on three areas:

We act responsibly as a company

And at all levels of sustainability: we implement measures to minimize our CO₂ footprint and – as part of Swiss Post – to become carbon neutral from 2040. We attach particular importance to climate neutrality, and we are aiming to help meet the Paris Climate Goals in terms of both the direct emissions caused by our own operations and our indirect emissions, including those stemming from our proprietary investments. We raise awareness, foster and support the active commitment of our employees to CR, are a fair employer and promote diversity by focusing on gender equality.

We shape our core business in step with industry

We remain highly focused. We provide our customers with sustainable and transparent retirement planning and investment solutions whereby customer deposits entrusted to us are invested not just according to financial but also ethical and sustainable principles.

We are progressing with innovations

We set ourselves apart from our competitors by providing fresh solutions in sustainable finance that open up new opportunities. We consciously promote innovation projects that contribute towards the UN's Sustainable Development Goals, such as Goal 5, "Gender equality", Goal 12, "Responsible consumption and production" and Goal 13, "Climate action". Examples of this are our commitment to the Swiss Climate Challenge initiative and our proactive efforts to seek new sustainable business models (impact banking).



Contribution to the UN's Sustainable Development Goals

- 8 Decent work and economic growth
- 9 Industry, innovation and infrastructure
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As part of Swiss Post, **PostFinance** aims to be **carbon neutral** from **2040**.

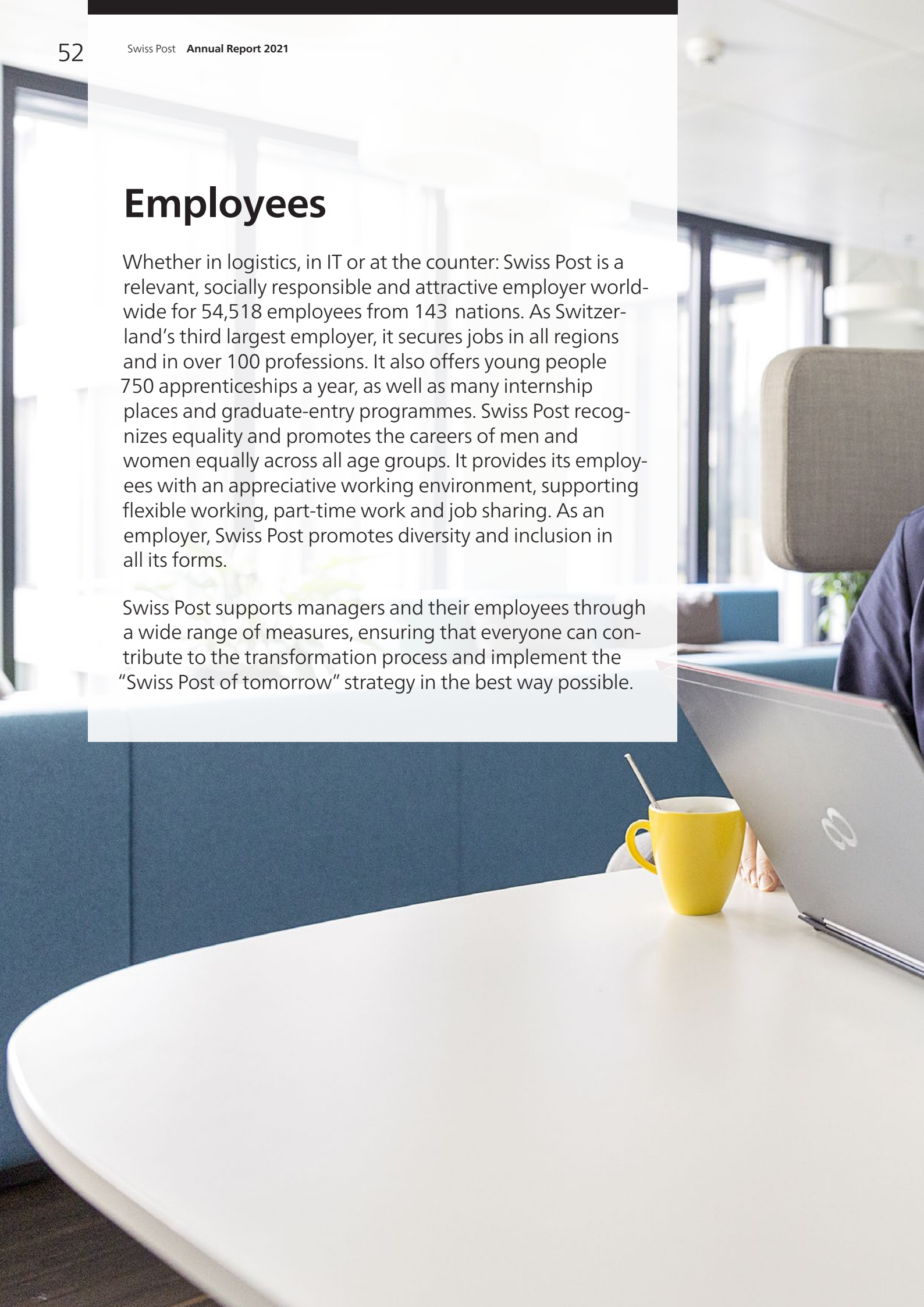
Hansruedi K  ng
CEO of PostFinance Ltd



Employees

Whether in logistics, in IT or at the counter: Swiss Post is a relevant, socially responsible and attractive employer worldwide for 54,518 employees from 143 nations. As Switzerland's third largest employer, it secures jobs in all regions and in over 100 professions. It also offers young people 750 apprenticeships a year, as well as many internship places and graduate-entry programmes. Swiss Post recognizes equality and promotes the careers of men and women equally across all age groups. It provides its employees with an appreciative working environment, supporting flexible working, part-time work and job sharing. As an employer, Swiss Post promotes diversity and inclusion in all its forms.

Swiss Post supports managers and their employees through a wide range of measures, ensuring that everyone can contribute to the transformation process and implement the "Swiss Post of tomorrow" strategy in the best way possible.







An interview with Valérie Schelker

Head of Human Resources, Member of Executive Management

New working environments – new working methods

As Switzerland's third largest employer, Swiss Post aims to provide its employees with an optimal working environment in which to perform their tasks. The "Swiss Post of tomorrow" strategy also addresses changes in the world of work – which have been accelerated tremendously by the pandemic.

The pandemic has permanently changed the world of work – is that the case at Swiss Post, too?

Digitization and greater flexibility were shaping Swiss Post's working environment long before COVID-19. But the pandemic has clearly given extra impetus to the changes.

What's changed for employees in the office?

When around 12,000 of our employees began working from home in March 2020, they felt the impact of the change overnight. Many found the situation unfamiliar and challenging. However, now that some time has passed, we view the change in a positive light. Internal surveys indicate that many tasks can be performed efficiently at home. But personal contact remains important and is even essential for some activities, such as creative collaboration within a team or informal knowledge sharing.

Working from home has become part of the new normal. How is Swiss Post dealing with this?

We want to harness the positive experiences from our time spent working from home and combine those benefits with office-based cooperation. Our employees no longer automatically come into the office every day. Instead, they ask themselves: "What can I do better at home, and which

tasks do I need to do on Swiss Post's premises?" We follow the maxim of "business first" – which means consistently focusing on our customers' and partners' needs. Every team collaborates with its manager to define who will work from home, on the move or on-site and when, and which form of cooperation functions best. This approach relies on a leadership culture based on trust, self-initiative and personal responsibility.

But working home from isn't an option for most employees.

Anyone working in delivery, sorting or at the counter obviously can't work from home. But it's not just a question of asking "remote working: yes or no?". The radical changes aren't just taking place in the office, but also in each of the 100 or more Swiss Post professions. We endeavour to provide the optimal environment for every profession and task.

What does the upheaval in the working environment mean for employees in operations?

Swiss Post plans to invest around 1.5 billion francs in upgrading its sorting and delivery infrastructure by 2030. Tasks and processes are continually changing. We train our employees to adapt to the new working environment and promote lifelong learning. We also support innovative measures to

maintain good health. For example, logistics employees increasingly have to handle heavy and bulky consignments. So we're testing the use of exoskeletons. An exoskeleton is a mechanical, machine-based or robotic support structure worn on the body that provides support with lifting and transporting loads.

What will the future working environment look like at Swiss Post?

There's no general rule, as everybody's workplace reality differs greatly depending on their role. When developing tomorrow's world of work, a holistic view must be taken of employees and their tasks, the premises, infrastructure, tools and new forms of collaboration. This will ensure that our employees remain motivated and have development opportunities.

Diversity and inclusion

Swiss Post – an attractive employer for everyone

A diverse workforce combines different outlooks, perspectives and ideas – the perfect environment for innovation, knowledge sharing and creativity. That's why Swiss Post promotes diversity in all its forms among its workforce.

During Pride Month in June, the windows of Swiss Post's headquarters in Bern and of the Sihlpost in Zurich and the staircase of the historic Mont Blanc branch in Geneva were lit up in the colours of the rainbow. Swiss Post displayed clear solidarity with the LGBTQIA+ community. In addition to internal communication measures, Swiss Post also launched the #HumansOfSwissPost awareness-raising campaign on social media, which was met with positive feedback. "Swiss Post looks yellow on the outside. But on the inside, it's very colourful," says Mariel Lemos, Co-Lead for Diversity & Inclusion at Swiss Post Group. "That's why, as an employer, we have been actively championing equality for many years, irrespective of gender, background, age, language, disabilities, culture, beliefs, lifestyle, sexual orientation or other visible or intangible traits."

Evidence that this is not simply lip service is provided by the CEC that entered into force in 2021, which contains extended provisions on maternity and paternity leave for opposite-sex and same-sex couples, equality and protection against discrimination. The company's internal networks are also committed to these issues and provide platforms for discussion: RAINBOW for the LGBTQIA+ community, MOSAICO for linguistic and cultural diversity and the Young Voice network for Swiss Post's young employees.

As Swiss Post is a reflection of society through its 54,518 employees worldwide, it is an attractive employer for all kinds of talented people. This also contributes to its business performance, as Mariel Lemos points out: "We cannot successfully provide the right products and services unless we know and understand all our customers' needs."



Contribution to the UN's Sustainable Development Goals
8 Decent work and economic growth

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Equality

Mentoring: success in tandem

Swiss Post is committed to equality. Each year since 2017, it has put forward a manager as a mentor and another person as a mentee for the Advance network's cross-company mentoring programme. These individuals are assigned to tandem partners from other Swiss companies. The mentors provide their expert advice and support the mentees with their personal and professional development. Nicole Burth, Head of Communication Services at Swiss Post, has been sitting on Advance's Board of Directors since 2021. "People often like to stay in their comfort zone and don't even want to consider other prospects. That's why the dialogue in a tandem is so important

and valuable," explains Nicole Burth. Swiss Post supports other equality projects, such as the FemBizSwiss Award, the Women Empowerment Day 2021 and the alliance F network, including its Women's Session 2021.



Contribution to the UN's Sustainable Development Goals
8 Decent work and economic growth

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Women in digitization

More women are needed in IT jobs – as stakeholders, pioneers and specialists. The FemBizSwiss Award shows women what they can achieve. It aims to inspire them to recognize and harness their opportunities in digitization. Swiss Post promotes diversity in IT and supports the award by sitting on the jury. The award was presented for the second time in 2021.



Equal pay

Equal pay – Swiss Post is systematically nearing its goal

Swiss Post has already **achieved a great deal** in terms of **equal pay**. But we are not there yet, and we want to **keep on improving**.

Valérie Schelker
Head of Human Resources

In 2021, Swiss Post carried out an equal pay analysis for the fourth time – and for the first time, this was based on the revised Gender Equality Act, using the Confederation's "Logib" analysis tool and including an external audit.

Eight subsidiaries performed well to very well in the results, lying below the Confederation's tolerance threshold of 5 percent. At Post Real Estate Management and Services Ltd, the inexplicable pay difference was above the tolerance threshold – targeted corrective mea-

sures are now being introduced in this unit. The 2021 equal pay analysis was based on salary data from October 2020 and reflects the organization at that time.

+ More about salary transparency in the **Financial Report** from page 56



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Sector collective employment contract

Industry-wide CEC for delivery in Switzerland

The six largest employers and associations in the Swiss logistics market, including Swiss Post, are committed to minimum standards for employment conditions. They intend to create a new employer association and to negotiate an industry-wide collective employment contract with the social partners syndicom and transfair. This is designed to apply to all companies and subcontractors that provide postal services under the Postal Services Act and deliver unaddressed advertising. Negotiations began in November 2021 and are set to be concluded in the course of 2022.

If the negotiations are concluded successfully, the social partners aim to apply to the Federal Council to make the CEC generally applicable.

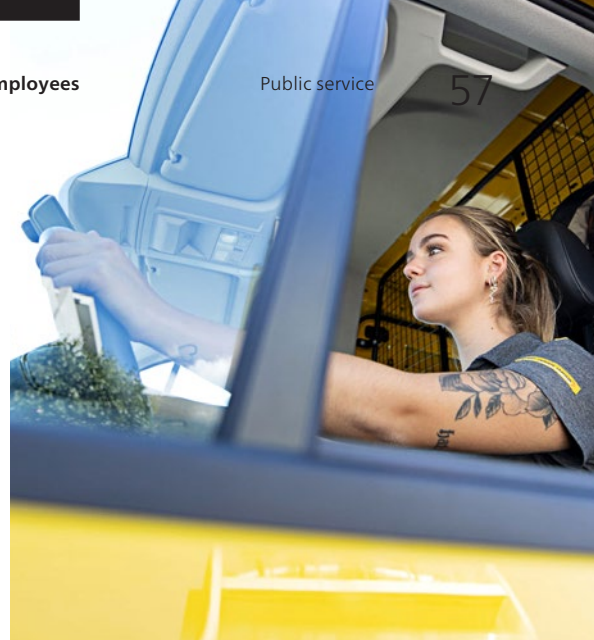
+ More on the sector collective employment contract in the **Financial Report** from page 55



Contribution to the UN's Sustainable Development Goals

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 Employer value proposition

Paint the future yellow!

A shortage of specialists, upcoming waves of retirement and digitization – all of these issues present challenges for Swiss Post as an employer. To attract new talent and retain specialists, it revised its employer value proposition and launched a new image for the internal and external labour market at the end of 2021.

"Swiss Post is close to the people," says Tabea Riesen, Head of Employer Branding at Swiss Post. "We work on issues that are key to Switzerland's future, which means that we play a special role in society." To ensure that Swiss Post as an employer can provide its unique range of careers and opportunities, it must position itself adeptly on the fiercely contested labour market. This positioning was enhanced based on the corporate strategy – the employer value proposition was redefined, and a modern and unmistakeable employer brand with the claim "Paint the future yellow" was created. Tabea Riesen sums up the initiative: "The new identity allows us to address the various employer themes specifically and by focusing on particular target groups."

Initiatives for job fitness

The rapid change in the working environment does not just mean new requirements in terms of positioning on the labour market. It also call for employees to display a high degree of flexibility. Swiss Post wishes to promote this through measures such as the "Professionally Fit" initiative, which was set up in cooperation with the social partners syndicom and transfair. "We all need to reflect regularly on our career situation, adapt and develop," says Bettina Pürro, Joint Head of "Professionally Fit". The key element of the initiative remains the "Professionally Fit – where do I stand?" workshop, which addresses personal interests and strengths, the role of personal networks and labour market requirements. "Our employees are showing great interest in it," adds Bettina Pürro. To raise the profile of "Professionally Fit" and ensure it is understood, vision ambassadors are raising awareness amongst colleagues and, during one-to-one discussions, encouraging them to engage with the topic and take advantage of the opportunity.

13th place

was Swiss Post's position in the 2021 Universum study on the **most popular companies in Switzerland** amongst IT professionals.

62,000

applications are received by Swiss Post each year via its various channels (excluding apprenticeships, PostFinance jobs and temporary positions).

15.3

years is the time employees spend **at Swiss Post** on average.

Public service, commitment and sustainability

Swiss Post takes its social, environmental and economic responsibilities seriously and is committed to a strong and modern Switzerland. Its primary goal is to provide a high-quality universal service for Switzerland – both now and in the future. As a sponsor, Swiss Post is a partner of the Swiss Hiking Trail Federation, the Locarno Film Festival and the Swiss Red Cross, and it finances the Museum of Communication as a co-founder. Thanks to its corporate responsibility activities, Swiss Post makes an important contribution towards achieving the Sustainable Development Goals (SDGs) set by the UN as part of its 2030 Agenda for Sustainable Development.





Public service

Swiss Post – a reliable asset for Switzerland

Swiss Post is a universal service provider, a procurer, an employer and a responsible stakeholder in environmental protection issues. But the benefits it brings to Switzerland are far greater: Swiss Post has a nationwide presence, it employs staff in all four language regions, in cities and conurbations, in rural areas and in mountain regions, it pays taxes and duties, and it procures goods and services from local providers that help to ensure that, in turn, many upstream service providers are able to offer secure jobs. With its reliable and

trustworthy logistics, Swiss Post also makes an important contribution to the functioning of Swiss democracy.

Swiss Post is more than just a company. It has been a reliable asset for Switzerland for more than 170 years.

+ More facts and figures can be found in the supplement to this report at annualreport.swisspost.ch/supplement

15,643

jobs, equating to 11,873 full-time equivalents, are located in **rural areas** and **mountain regions**.

More than

1 billion francs

are paid annually in the form of **salaries** for employees in **rural and mountain regions**.

Approximately

15,000

companies in over **two thirds of Swiss municipalities** benefit from Swiss Post's procurement spending.

Some

700 million francs

were spent by Swiss Post on the procurement of **goods and services in rural areas** that receive special support under the Confederation's "New Regional Policy".

In more than

2 out of 3

of all municipalities, Swiss Post includes local suppliers in its **procurement of goods and services**.

20 million

election and voting envelopes are transported every year – around 5 million on each of the four voting dates at federal level.

5 million

voting envelopes are processed by Swiss Post within a week during federal elections. To achieve this, the sorting machines run **day and night for almost two weeks**.



Questions and answers

Will Switzerland still have a need for a public service from Swiss Post in 2030?

The pandemic has shown very clearly how important a strong public service is for a functioning Switzerland. A strong public service will continue to be key for the Switzerland of tomorrow and beyond. And we have to give thought to that now.

Why is Swiss Post concerned about this? After all, Swiss Post's universal service obligation is regulated by law.

The issue is the regulatory framework of tomorrow and Switzerland's strength in the future. As society and technology change, so too do the needs of people and businesses and, in turn, the expectations placed on Switzer-

land's infrastructure – in which Swiss Post and its services play a key role. To ensure that Switzerland's infrastructure is fit for the future, all hands are required on deck: policymakers and administrators, the public and, of course, Swiss Post.

What role do you see for Swiss Post in 2030?

In 2030 and beyond, we want to produce an economic benefit for Switzerland that is at least equal to today, thanks to a modernized Confederation mandate and new public services. That is our *raison d'être*, how we channel our entrepreneurial spirit and why we are adapting our services to our private and business customers' changing requirements.



Roberto Cirillo
CEO

One in

110

employed persons
in Switzerland works
at Swiss Post.

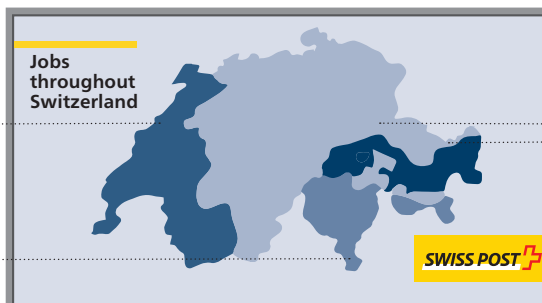
47,378

jobs¹, equating to 33,531 full-time equivalents, are provided by Swiss Post **in all cantons** and in more than 863 of Switzerland's 2,172 municipalities.

¹ Excluding trainees, annual average.

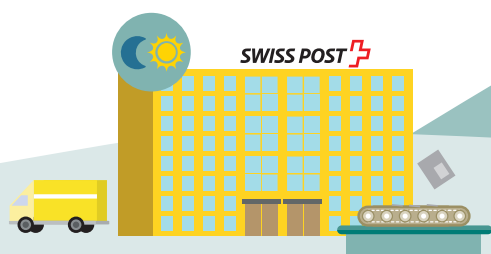
In **37%**
of municipalities in
French-speaking
Switzerland

In **46%**
of municipalities in
Italian-speaking
Switzerland



In **40%**
of municipalities in
German-speaking
Switzerland

In **56%**
of municipalities in
Romansh-speaking
Switzerland



Approximately
5 million
consignments per
year are generated
by **postal voting**.

More than
50%
of **votes cast** are sent by
letter. That equates to more
than **one million envelopes**
per voting date.

As a trustworthy carrier of
postal votes, Swiss Post's
e-voting solution also makes it
the natural choice for ensuring
the **secure and confidential**
transfer of information in the
digital world.

Swiss Post offers the cantons
simple and flexible solutions
for this purpose.





Sponsoring

Commitments to Switzerland

Whether it's hiking, enjoying a film, promoting community life or visiting a museum: Swiss Post's commitments – like the company itself – revolve around strengthening Switzerland.

➔ swisspost.ch/hiking, families can filter the hikes based on region and type to find just the right outdoor experience for them. Swiss Post provides financial support for hiking trail projects through incentive prizes.

Our commitments – like Swiss Post itself – revolve around **strengthening Switzerland.**

Melanie Schmid
Head of Live Communications

Hiking is the number one sport among Swiss residents. As the main partner of the Swiss Hiking Trail Federation, Swiss Post is committed to supporting this unique 65,000-kilometre network of trails. "The signposts on the hiking trails – like Swiss Post itself – are part of the Swiss identity, representing quality and reliability," explains Melanie Schmid, Head of Live Communications. "These are key values in all our sponsorship activities." Swiss Post also fulfils its social responsibility in its commitments and supports both charitable and cultural projects that are important to Switzerland. "This is part of our contribution to social cohesion in Switzerland," says Melanie Schmid. "Sponsorship is part of Swiss Post's strategic positioning and strengthens the brand."

Swiss Post's commitment to hiking is aimed mainly at families. Every year, it publishes a hiking map on which trails throughout Switzerland are presented by delightful animal characters: the ibex Hans suggests challenging routes for intrepid hikers, the marmot Emma prefers more leisurely walks, and the otter Laura makes sure hikers always have an opportunity to go for a swim. On the website

Fantastic cinema on the Piazza Grande

Swiss Post has been supporting the Locarno Film Festival as a sponsor since 2002. This demonstrates commitment to the Ticino region and helps Swiss film culture to continue thriving. Year after year, tens of thousands of culture enthusiasts from Switzerland and throughout Europe head for Piazza Grande in August. PostBus runs a shuttle bus service throughout the festival, ensuring that visitors don't have to travel by car. This year, Swiss Post set up a special treat by Lake Maggiore: a huge photo frame featuring the festival's familiar leopard design where visitors snapped a large number of pictures and shared them on Instagram. Swiss Post also distributed pre-franked postcards with film festival designs.

2 x Christmas campaign

Swiss Post has been running the "2xChristmas" charitable campaign for 25 years, working with the Swiss Red Cross, the broadcaster SRG SSR and Coop. Every year between 24 December and 11 January, goods are collected and distributed to people living in poverty throughout Switzerland, and donations are used to purchase food and essential items



© Locarno Film Festival

Sponsorship

Hiking trails

+ swisspost.ch/hiking

Locarno Film Festival

+ swisspost.ch/locarno-festival

2 x Christmas campaign

+ swisspost.ch/2xchristmas

Museum of Communication

+ mfk.ch

locally for people in Eastern Europe and Central Asia. Donation parcels can be posted free of charge at all Swiss Post branches (including branches with partners). Thanks to pick@home, they can even be collected from the donor's doorstep free of charge.

Museum of Communication

The Museum of Communication in Bern is the only museum in Switzerland devoted exclusively to communication, its history and technology. Interactive stations and video screens provide a unique experience for people of all ages, inspiring reflection and discussion. The story of Swiss Post is also told through thousands of items. The museum also focuses on philately, with one of the largest and most valuable stamp collections in the world. Financed by Swiss Post and Swisscom, the Swiss Foundation for the History of Swiss Post and Telecommunications is the entity behind the museum.

Business sponsorship

Opportunities for startups

Through its Open Innovation and Corporate Venture Capital programme, Swiss Post invests in startups. "This investment is vital, as it enables us to understand market developments and emerging customer behaviour," says Thierry Golliard, Head of Open Innovation & Venturing, outlining the background to this commitment. "We offer startups our infrastructure – and our credibility. Combining these strengths with the technological innovations of startups enables Swiss Post to get ideas off the ground – and create innovative ecosystems with great added value." One example is a cooperation with Matternet, a company that uses drone technology in the medical sector and develops solutions for transporting vaccines or medicines to the remotest locations.

Swiss Post invites innovative startups to present prototypes or their solutions at startup pitches. They benefit from feedback provided by decision-makers at the relevant Swiss Post business units. If the managers believe the startup has the potential to enhance Swiss Post's range of services, Swiss Post is willing to invest in the company at an early stage. This ensures that the startup is agile and independent in its development and market launch. In return, Swiss Post seeks a minority interest.

+ venture.post.ch/en



 Sustainability

Focus on six Sustainable Development Goals

Swiss Post takes its social, environmental and economic responsibilities seriously. In conjunction with its stakeholders, it has identified environmental and social priorities. Based on these priorities, Swiss Post has identified areas of action along the entire value chain in which additional benefits can be created through sustainability and employer attractiveness can be enhanced.

As a universal provider and the backbone of mobility, Swiss Post makes a significant contribution to achieving the Sustainable Development Goals (SDGs) set by the UN as part of its

2030 Agenda for Sustainable Development. The aim is to achieve the 17 goals and 169 targets by 2030, helping to resolve the most critical challenges facing the world. Swiss Post focuses its efforts on six goals where it can have the greatest impact (see table below).

Exemplary Energy and Climate initiative

The Exemplary Energy and Climate initiative is one of 12 measures in the Federal Council's Energy Strategy 2050 and contributes towards attaining the net zero climate target by 2050. Swiss Post is one of ten companies to commit to the initiative during the first phase (2013 to 2020). PostFinance, PostBus and three other companies have been added for the second phase (2021 to 2030). A new area of action in the second phase is climate-friendly financial flows. After all, today's investment decisions are decisive to determining how much greenhouse gas is emitted in future.

Reducing CO₂ emissions

Swiss Post has been committed to cutting its CO₂ emissions for years. For example, it achieved a relative CO₂ reduction of at least 20 percent in transport and logistics between 2016 and 2020. As a result, it has now been awarded the first star by the "Lean & Green" initiative. Swiss Post is

also committed to the Sustainability Measurement and Management System (SMMS) programme devised by the International Post Corporation (IPC) to cut global CO₂ emissions from postal services in cooperation with other postal organizations.

- + More on the strategy and level of ambition in the **Financial Report** from page 24
- + More on the climate and energy targets in the **Financial Report** from page 26
- + Detailed information in the **Global Reporting Initiative Index**

Our goals	Our ambition	Our performance in 2021
 3 GOOD HEALTH AND WELL-BEING	Good health and well-being Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> – Introduced and developed measures and programmes aimed at prevention in health, employability and the social environment. – Clean air: 46 percent of the vehicle fleet is powered by alternative drive technologies. – Delivery points are equipped with charging stations and electric vehicles to ensure carbon-free delivery. Since the end of 2021, Swiss Post deliveries have been carbon-free from 30 delivery points.
 7 AFFORDABLE AND CLEAN ENERGY	Affordable and clean energy Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> – The approximately 6,000 electric scooters and 260 electric delivery vans run on “naturemade star”-certified green energy. Swiss Post runs the largest electric delivery fleet of all European postal companies. – In its buildings, Swiss Post is replacing fossil-fuel heating systems with alternatives based on renewable energy. – Swiss Post operates some of Switzerland’s largest photovoltaic systems on its roofs. The 27 systems produce 10.3 GWh of solar power. – Swiss Post covers 100 percent of its electricity requirements from renewable sources from Switzerland.
 8 DECENT WORK AND ECONOMIC GROWTH	Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> – 15,643 people work in rural areas in Switzerland. – 1,860 apprenticeships. – Inclusive measures for people with disabilities. – 11 collective employment contracts with high standards in terms of non-discrimination, health and equal pay. – We are committed to equality and promote the careers of women and men across all age groups. – Improved working conditions for mothers and fathers. – Swiss Post’s suppliers must sign its Code of Ethics and Social Responsibility.
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Industry, innovation and infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> – Swiss Post provides public postal services for the whole of Switzerland. – The Universal Postal Union has named Swiss Post the world’s best postal service for the fifth consecutive time. – Through its “PostVenture” and “Postidea” innovation programmes, Swiss Post is developing future-oriented solutions and new business models.
 11 SUSTAINABLE CITIES AND COMMUNITIES	Sustainable cities and communities Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> – For the delivery of 3.4 billion consignments, Swiss Post uses 6,000 electric scooters and 260 electric delivery vans. This means that delivery is carbon offset. – On the last mile, Swiss Post supports low-CO₂ delivery with electric scooters, electric delivery vans and cargo bikes. – By collecting recyclable materials and collaborating with bakers and farmers (regional produce), it reduces empty runs. – PostBus operates 993 routes and is the biggest public transport company on Swiss roads, with around 2,400 vehicles.
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Responsible consumption and production Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> – Swiss Post collects old clothing, coffee capsules, routers and PET bottles and ensures they are recycled professionally. – Swiss Post is testing the use of reusable packaging with business customers, such as the Kickbag and delivery of consignments in their original packaging (without repackaging), which reduces packaging waste. – All consignments (in Switzerland and abroad) are now sent with the “pro clima” label, which means that they are carbon offset. – Swiss Post incorporates sustainability criteria into service tenders. It requires major suppliers to undergo a risk evaluation. – The highest award from the Fair Wear Foundation for comprehensive social standards in the manufacture of clothing. – In an independent evaluation of its corporate management, EcoVadis awarded Swiss Post the best possible rating of “Platinum”. This puts it amongst the top one percent of companies evaluated worldwide in its sector.

Reporting

Document structure

The Swiss Post annual reporting documents for 2021 consist of:

- Swiss Post Business Report:
 - Swiss Post Annual Report
 - Swiss Post Financial Report (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
 - Business Report key figures
 - Global Reporting Initiative Index
- PostFinance Ltd Annual Report

These documents are available in electronic format in the online version of the Business Report at [➔ annualreport.swisspost.ch/downloads](https://annualreport.swisspost.ch/downloads). The Swiss Post Business Report and the PostFinance Ltd Annual Report are also available in printed form.

Languages

The Swiss Post Business Report is available in English, German, French and Italian. The German version is authoritative.

Ordering

The print version of the Swiss Post Business Report can be ordered at [➔ swisspost.ch/order-annualreport](https://swisspost.ch/order-annualreport). Swiss Post employees may order copies through the usual channels.

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Five-year overview of key figures

		2017	2018	2019	2020	2021
Result						
Operating income	CHF million	8,064	7,254	7,168	6,548 ¹	6,877
Generated in competition	% of operating income	85.7	84.8	85.4	84.8 ¹	86.1
Generated abroad and cross-border	% of operating income	14.3	14.6	14.8	9.5 ¹	10.0
Operating profit	CHF million	718	505	450	258 ¹	515 ⁵
Generated in competition	% of operating profit	86.7	72.5	75.1	31.8 ¹	20.2
Generated abroad and cross-border	% of operating profit	11.4	18.0	14.9	16.3 ¹	11.1
Group profit	CHF million	527	404	255	178	457 ⁵
Equity	CHF million	6,583	6,759	6,834	6,906	8,832
Value generation						
Economic value added	CHF million	102	-24	-17	-125 ¹	-19 ⁵
Added value generated	CHF million	5,143	4,613	4,616	4,180 ¹	4,376 ⁵
to employees	CHF million	3,989	3,802	3,764	3,529 ¹	3,448 ⁵
to creditors	CHF million	48	48	75	50 ¹	44
to public sector	CHF million	63	42	32	28 ¹	55
to owner	CHF million	200	200	50	50	50
to company	CHF million	843	521	695	523 ¹	779
Jobs						
Headcount (excluding trainees)	Full-time equivalents	42,316	39,932	39,670	32,696 ^{1,6}	33,207 ⁶
Trainees in Switzerland	Persons	2,115	2,001	1,894	1,863	1,860
Jobs in peripheral regions	Persons	17,640	16,765	16,073	15,655	15,643
Turnover rate (voluntary departures)	As % of average headcount	4.8	5.5	5.1	4.1	5.0
Notice given by employer for economic reasons	Persons	161	152	105	73	102
Employment conditions and remuneration						
Employment in accordance with Swiss Post CEC	Full-time equivalents as %	85.6	85.2	86.1	85.8	86.2
Swiss Post CEC minimum salary ⁷	CHF per annum	47,620	47,620	47,620	47,820	50,451
Average salary for employees	CHF per annum	83,178	83,383	82,741	83,636	84,490
Average remuneration paid to members of Executive Management	CHF per annum	559,044	588,916	582,289	575,822	583,501
Salary bandwidth ²	Factor	6.7	7.1	7.0	6.9	6.9
Health management						
Occupational accidents	Number per 100 FTEs	6.5	6.0	6.4	6.1	7.4
Days lost to illness and accidents	Days per employee	12.9	13.1	13.3	13.3	14.0
Diversity						
Women	% of employees	47.5	46.3	45.0	44.1	43.0
Nationalities represented	Number	140	138	140	142	143
Women on Board of Directors	%	33.3	33.3	33.3	33.3	33.3
Women in Executive Management	%	20.5	22.9	11.1	11.1	22.2
Women in senior management roles	%	13.4	16.0	17.1	19.8	21.6
Women in middle and lower management roles	%	23.9	23.2	23.8	22.3	22.8
Demographics						
Average age of workforce	Years	46.0	46.1	46.1	46.0	45.8
Resource consumption⁴						
Energy consumption	GWh	1,453	1,479	1,538	1,495	1,580
Energy consumption within Swiss Post	GWh	887	902	875	850	908
Renewable share	%	19.6	20.4	20.2	20.0	19.0
Energy consumption outside Swiss Post	GWh	567	578	663	645	672
Carbon footprint (scope 1 – 3)⁴						
Carbon footprint (scope 1 & 2) (own operations)	t CO ₂ equivalent	208,368	212,584	191,014	185,794	200,327
Carbon footprint (scope 3) (remaining value chain) ³	t CO ₂ equivalent	228,182	227,371	248,132	242,573	256,338

¹ The figure has been adjusted (see Notes to the 2021 Group annual financial statements, Note 2.2, Basis of accounting, Accounting changes).

² Factor = average remuneration paid to Members of Executive Management vs average employee salary.

³ The emissions of purchased goods and services as well as financed emissions of PostFinance investments are not included. A comprehensive analysis of corporate loans indicated financed emissions of 1.393 million tonnes of CO₂ equivalents for 2021.

⁴ Data for subsidiaries acquired during the period from 2019 was re-entered retroactively for 2019 and 2020, as 2019 is used as the base year for the 2024 and 2030 targets. There was no re-entry for the years 2017 to 2018.

⁵ Normalized figures for 2021; see the "One-off item in 2021" section on page 41 of the Financial Report.

⁶ Figure excludes the discontinued operation Swiss Post Solutions (see Notes to the 2021 Group annual financial statements, Note 2.2, Accounting changes).

⁷ Until 2020, the minimum salary under the Swiss Post collective employment contract for an 18-year-old employee who has not completed vocational training was reported. As of 2021, the minimum salary for remote municipalities (Region D) is now reported.

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